PUTTING
THE WORKER
FRONT AND CENTER

The 83rd Annual Meeting of the Academy of Management

4-8 AUGUST 2023 · BOSTON, MASSACHUSETTS, USA

The 83rd Annual Meeting of the Academy of Management

2023 Program / Schedule / Agenda

NOTE: The information in this document is as of ***6 July 2023***. Scheduling and other program changes after that date are not reflected in this document. Please refer to the online Annual Meeting program at https://program.aom.org/ for the most up-to-date information.

Session Type: **Meeting**
Program Session: **1** | Submission: **21245** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

AOM Networking Hub-Marriot

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **2** | Submission: **21099** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 12:00AM - 11:59PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

AOM Networking Hub- Sheraton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge when you check in or before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **3** | Submission: **21258** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

AOM Networking Hub- Park Plaza

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **4** | Submission: **21264** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 12:00AM - 11:59PM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

AOM Networking Hub-Hilton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **5** | Submission: **21246** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 12:00AM - 11:59PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

AOM Networking Hub- Westin

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **6** | Submission: **21118** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 6:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks, technology centers and an opening reception on Friday night. Look for a complimentary drink ticket on your conference name badge paper.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **7** | Submission: **10697** | Sponsor(s): **(MSR)**
Scheduled: **Friday, Aug 4 2023 7:00AM - 8:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Morning Meditation with MSR

Participant: **Joan F. Marques**, *Woodbury U.*

Friday, August 4, 7:00 am - 8:00 am

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **8** | Submission: **21089** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 4 2023 7:00AM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Foyer**

Information Booth

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **9** | Submission: **21163** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Hall A Pre-function Area**

Hynes Coffee Break - Friday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ENT and RM today!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **10** | Submission: **21153** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

Marriott Coffee Breaks - Friday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with TIM, MSR, MH and STR today!

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

Session Type: **Meeting**
Program Session: **11** | Submission: **21158** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 9:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

Sheraton Coffee Break - Friday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ODC, MED, CAR and OB today!

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

Session Type: **Meeting**
Program Session: **12** | Submission: **21178** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

Park Plaza Coffee Break - Friday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with PNP, SIM, CMS, SAP and OMT today.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **13** | Submission: **21173** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 9:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

Hilton Coffee Break - Friday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with IM today!

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

Session Type: **Meeting**
Program Session: **14** | Submission: **21168** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 9:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

Westin Coffee Break - Friday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with MOC today!

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

Session Type: **Meeting**
Program Session: **15** | Submission: **21094** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Registration

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

Session Type: **Meeting**
Program Session: **16** | Submission: **21113** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **105**

Speaker Ready Room (Hynes Convention Center)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **17** | Submission: **21240** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **First Aid**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **18** | Submission: **21234** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Mamava Pod**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **19** | Submission: **21111** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Rhode Island**

Speaker Ready Room (Marriott)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **20** | Submission: **21112** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boardroom**

Speaker Ready Room (Sheraton)

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **21** | Submission: **21116** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Commonwealth**

Speaker Ready Room (Park Plaza)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **22** | Submission: **21110** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Mother's Nursing Room**

Mother's Nursing Room

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **23** | Submission: **21114** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom North West**

Speaker Ready Room (Westin)

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

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **24** | Submission: **10444** | Sponsor(s): **(CMS)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Turning Your Critical Thesis into a Critical Book

Participant: **Kristin Samantha Williams**, *Acadia U.*
Participant: **Liela A. Jamjoom**, *Dar Al-Hekma U.*

In this PDW we share insights into publishing a monograph and specifically turning a critical PhD thesis into a critical book. The PDW features authorial journeys from defending a thesis through to publishing a monograph. The PDW will also feature insights from publishers on the process of acquiring a publisher and navigating the publishing process from beginning to end.

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

Session Type: **PDW Workshop**
Program Session: **25** | Submission: **10864** | Sponsor(s): **(CMS, SIM)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Putting Craftspeople Front and Center in the Luxury Market (CANCELLED)

Session Chair: **Fabio Duma**, *ZHAW School of Management and Law*
Session Chair: **Jana Hawley**, *U. of North Texas*

It is human nature to surround ourselves with beautiful things. Luxury companies understand this and have produced luxury goods that are not only beautifully crafted, but also bring prestige, aspiration, symbolic value, and well-being to the consumer (Sinha & Som, 2016). While ateliers still employ hundreds of skilled craftspeople who create superb products, most of today's luxury companies focus on profits that are driven from brand recognition. When scholars write about luxury markets, they often focus on an analysis of luxury companies and the markets they serve. Inspired by this year's AOM theme Putting the Worker Front and Center, this PDW starts with a panel discussion that provides a broad context of the current state of the luxury industry and then compares it to an emerging alternative luxury market that focuses on the artisans themselves and their traditional production methods. Following the panel, participants in the workshop will form discussion groups to collectively and creatively think about how an alternative model of luxury could focus more attention on the artisans and skilled craftspeople who produce products that provide meaning to consumers. We believe the discussion will result in ideas that lead scholars to submit to a peer-reviewed focused issue that explores alternative business models that put the artisan and their consumer's front and center.

Attendance of the PDW is limited to 30 people. Conference attendees interested in participating please send an email briefly explaining their motivation and including a short CV (or link) to Fabio Duma (fabio.duma@zhaw.ch) and Jana Hawley. Thank you!

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

Session Type: **Social Event**
Program Session: **26** | Submission: **19930** | Sponsor(s): **(DEI)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

DEI Welcome Coffee

Session Chair: **Florence Villeseche**, *Copenhagen Business School*
Participant: **Anna Katherine Ward**, *Virginia Tech*
Participant: **Judith A Clair**, *Boston College*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Participant: **Waheeda Lillevik**, *College of New Jersey*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Participant: **Darryl Rice**, *Miami U.*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Ny Mia Tran**, *Springfield College, MA*
Participant: **Kayla Follmer**, *West Virginia U.*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Farnaz Ghaedipour**, *Stanford U.*
Participant: **Yang Yang**, *Rowan U.*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Session Chair: **Raymond Trau**, *Macquarie U.*

Join us and grab a cup of coffee or tea to kick-start AoM Boston meeting and the DEI 50th anniversary celebrations. We especially encourage new and int'l members to join, and that long-standing members will be there to greet and advise them on how to make the best of their attendance. We will talk about inclusion, allyship, diversity in entrepreneurship and leadership, and much more !

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

Session Type: **PDW Workshop**
Program Session: **27** | Submission: **16065** | Sponsor(s): **(DEI)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Knowledge Discrimination Against Female Skilled Immigrants from Non-European Countries

Speaker: **Minoo Selseleh**, *Faculty of Liberal Arts and Professional Studies, York U.*

Organizations continuously face challenges in meeting their strategic goals due to skill shortages, and one common solution is to hire skilled immigrants, who are most often educated and gained work experience in foreign countries (Chen, Tansley & Chou, 2021). The goal is to diversify scarce knowledge by adding immigrants' knowledge and expertise to the organization's knowledge repository to meet strategic goals and retain competitive advantage (Chen et al., 2021). Diversity of knowledge is only achieved through the free and smooth transfer of ideas without using knowledge holder race, gender, or place of gaining knowledge as a reason for discrimination (Davis, 2013; Sidhu, Ansari, Volberda & Oshri, 2011). Despite pro-diversity and inclusion policies and multiple anti-discrimination legislation, social processes behind daily organizational interactions perpetuate a specific kind of discrimination against skilled immigrants known as knowledge discrimination (Chen et al., 2021). It happens so broadly that can be seen as a labour market-wide phenomenon that stands in the way of knowledge flow and benefiting from the diversity of knowledge (Dietz, Joshi, Esses, Hamilton, & Gabarrot, 2015). Knowledge discrimination negatively affects organizations and can result in billions of dollars in economic loss (Dietz et al., 2015). For example, Canada's economy annually loses over $11 billion because immigrants' skills are devaluated and underutilized (Dietz et al., 2015). The situation is more intense for female racial minorities from non-European countries (Dietz et al., 2015). This workshop provides a deeper understanding of knowledge discrimination underlying processes that can be used for designing strategies for minimizing it.

Dear AOM Conference Participants, I am thrilled to invite you to register for the Workshop titled "Knowledge Discrimination Against Female Skilled Immigrants from Non-European Countries." This workshop sheds light on the overlooked discrimination that prevents skilled immigrants, specifically female racialized minorities, from sharing their knowledge. It can provide theoretical insights into how knowledge discrimination can counteract global talent management, diversity and inclusion, and knowledge management initiatives. Moreover, it calls for research on knowledge discrimination based on race and gender, which would be fruitful for a deeper understanding of this common discrimination and designing strategies for minimizing it. To attend this workshop, please register and submit your CV to my email address: selseleh@yorku.ca .Additional information regarding the time and location of the workshop will be provided later. Looking forward to it! Best, Minoo

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **28** | Submission: **14338** | Sponsor(s): **(DEI, SIM, OB)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Developing a DEIJ Strategy in Academic Affairs: Balancing Inclusion, Process & Accountability

Organizer: **Donna Maria Blancero**, *Bentley U.*
Organizer: **Alex Hirs**, *Harvard Business School*
Organizer: **Erin Kelley**, *Bentley U.*

Many leaders in higher education face an array of challenges when preparing to develop a DEIJ strategy. Too often, only short-term or one-off programs are created, serving more as window dressing than mechanisms that facilitate long-term change, learning, and organizational growth. Given the Academy's theme of "Putting the Worker Front and Center," we believe that members would benefit from an engaging workshop that considers how focused and systematic DEIJ efforts support faculty, staff, and students at institutions of higher education. This workshop provides an in-depth review of the process that was used to develop a comprehensive DEIJ strategy for academic affairs at Bentley University. A team within the office of the provost grounded the creation of this strategy in inclusive excellence practices, which aligned with the broader DEIJ strategy for the institution. Stakeholders (including faculty, staff, students, alumni, and trustees) were provided numerous opportunities to assess the needs of the academic affairs unit, weigh in on draft goals and priorities, and ensure the final plan was culturally relevant and accessible. In this workshop, we will outline steps for developing a DEIJ strategy, explore how to assess progress toward goals, and discuss the mindset that enables leaders to leverage DEIJ strategies as living, evolving documents. Participants will have the opportunity to begin drafting a strategy for their university and/or refine their existing strategy. This PDW will be appropriate for faculty, deans, provosts, and staff who are involved with DEIJ efforts at their institution.

Session Type: **PDW Workshop**
Program Session: **29** | Submission: **20050** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

ENT Doctoral Student Consortium Part 1

Organizer: **Veroniek Collewaert**, *Vlerick Business School & KU Leuven*
Organizer: **Will Drover**, *Texas Christian U.*

Designed to launch doctoral students into their research career, the Consortium brings together young scholars and experienced faculty to discuss opportunities for advancing academic understanding of entrepreneurship. As such, the Doctoral Consortium's primary objective is to help prepare students for a successful career as a researcher/professor in academic institutions of higher education. This year's program will include discussions on the challenges of pursuing an academic career, the publication process, and a host of other relevant topics. Furthermore, students will have the opportunity to receive constructive feedback about a research article on which they are currently working.

Only open to those pre-approved by the Consortium organizers.

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

Session Type: **PDW Workshop**
Program Session: **30** | Submission: **18047** | Sponsor(s): **(ENT, OMT, SIM)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

Recalibrating Entrepreneurship Research: Embracing Decolonization, Pluralism and Everydayness

Participant: **Helen Haugh**, *U. of Cambridge*
Participant: **Robert Nason**, *McGill U. - Desautels Faculty of Management*
Participant: **Pablo Munoz**, *Durham U. Business School*
Participant: **Friederike Welter**, *U. Siegen / IfM Bonn*
Participant: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*

There is a major disconnect between theory and phenomenon in the study of entrepreneurship. Entrepreneurship is the study of diversity (Welter, Baker, Audretsch, & Gartner, 2017), yet the body of knowledge developed over the past decades has been built primarily by studying start-ups with elite characteristics such as high tech, high growth, venture capital investment, or reaching IPO status. The reality is that most entrepreneurship is not so glitzy (Munoz & Kimmitt, 2018). The highest rates of new venture activity are in the global south (GEM, 2020) and even in the United States, most start-ups are relatively mundane (Aldrich & Ruef, 2018). At the same time, other forms of organizing are being infused with entrepreneurial activity including non-profits, social enterprises, and social movements. The aim of the PDW is to consider this important gap between theory and phenomenon – seeking to move towards recalibrating what we study and how we study it in entrepreneurship research. This effort is important because a theory-phenomenon disconnect exists across management domains where strategy scholars over-examine the precious few large public corporations and HR scholars concentrate on white-collar jobs. The scholarly conversations we aim to provoke about the wider significance and consequences of entrepreneurship build on the strong foundation of prior research that has investigated entrepreneurship and poverty (e.g., Kimmitt, Munoz, & Newbery, 2020), gender and emancipation (e.g., Rindova, Barry, & Ketchen, 2009), diversity (e.g., Verduijn & Essers, 2013), and decolonizing management research (e.g., Muzio, 2022; Banerjee, 2022).

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

Session Type: **PDW Workshop**
Program Session: **31** | Submission: **13299** | Sponsor(s): **(ENT, OMT, TIM, STR)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

Scaling Up Accelerator Research

Participant: **Violetta Gerasymenko**, *Oregon State U.*
Participant: **Gary Dushnitsky**, *London Business School*
Participant: **Susan L. Cohen**, *U. of Georgia*
Participant: **Sandy Yu**, *U. of Minnesota*
Participant: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Participant: **Raphael H. Amit**, *U. of Pennsylvania*
Participant: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Participant: **Yeon Jin Kim**, *U. of Minnesota*

Over the past decade, accelerators have become an important feature of the global entrepreneurial landscape. Over the past three years, in our PDW, we focused on: (1) discussing the effects of accelerators on the emergence of entrepreneurial identity, (2) considering different venture-specific factors that determine the extent to which ventures will benefit from participation in accelerators, (3) re-examining the effects of different mechanisms of accelerators on ventures' performance, and (4) identifying lessons for generating novel theory. The goal of this PDW will be to move beyond the research that uses "accelerators to understand accelerators". We aim to broaden the scope of our inquiry and discuss how research on accelerators may inform and shape the broader management and entrepreneurship literature. Specifically, we aim to inform (1) entrepreneurship resource-assembly literature by documenting evidence about the long-term implications of short-term frictions, (2) informing gender-diversity literature by studying venture and cohort gender composition (3) understand the implications for organizational learning literature by hypothesizing and testing specific learning mechanisms, such as absorptive capacity and vicarious learning, and finally, (4) exploit the accelerator context to coin a novel concept of organizational learning, - candid learning. Our discussion will place particular emphasis on the role of the entrepreneur and falls squarely in line with the 2023 AOM theme "Putting the Worker Front and Center."

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **32** | Submission: **15010** | Sponsor(s): **(ENT, RM, OB, HR, STR)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Advancing Entrepreneurship Science with Meta-Analysis

Organizer: **Mark Geiger**, *Duquesne U.*
Organizer: **James Field**, *West Virginia U.*
Panelist: **David W. Williams**, *U. of Tennessee*
Panelist: **Alexander Glosenberg**, *Loyola Marymount U.*
Panelist: **Mingang K. Geiger**, *Duquesne U.*

Entrepreneurship, as a field of research, is suffering from its own success. For more than two decades it has been on a quest for academic and institutional legitimacy, trying to gain recognition for the quality and scientific standing of its academic outputs. On this front, the field has been an unqualified success, yielding premier outlets for scientific influence that are able to display the rigor of our work and our dedication to advancing theory (McMullen, 2019). In the process, the field has naturally accumulated an abundance of empirical evidence across studies that "report seemingly conflicting findings and draw dissimilar conclusions (Schmidt & Hunter, 2015)" (Combs et al., 2021, p. 343). This is problematic and calls for new efforts to systematically synthesize fragmented and dispersed research to improve our understanding of phenomena and advance an area of science (Aguinis et al., 2011; Combs et al., 2019). Meta-analysis is a powerful method to deal with this problem, yet surprisingly absent in entrepreneurship scholarship. This PDW addresses a timely and relevant issue in the field of entrepreneurship, namely the need for more meta-analyses (Combs et al., 2021; Geiger & Field, 2022). Using Journal of Business Venturing (JBV) Insights as an example, this PDW will help prospective authors of meta-analytic studies prepare their work as new publication opportunities become available across entrepreneurship journals (e.g., JBV Insights; Geiger & Field, 2022) and other management outlets (e.g., ORM; Aguinis et al., 2023). There are two parts to this PDW. Part 1 is an open panel discussion with journal editors and authors of recently published meta-analyses. Part 1 is open to all attendees. Part 2 is a roundtable session, facilitated by the panelists, where attendees' ideas or proposals for a meta-analysis on an entrepreneurship topic will be discussed. Part 2 requires preregistration. Submitting a proposal for Part 2 is encouraged but not required. Please reach out to Mark Geiger at geigerml@duq.edu if you are interested in participating in Part 2 of the PDW.

There are two parts to this PDW. Part 1 is an open panel discussion with journal editors and authors of recently published meta-analyses. Part 1 is open to all attendees. Part 2 is a roundtable session and requires preregistration. Please reach out to Mark Geiger at geigerml@duq.edu if you are interested in participating in Part 2 of the PDW.

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

Session Type: **PDW Workshop**
Program Session: **33** | Submission: **19910** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Emerging Scholars Consortium (Part 1)

Session Chair: **Deirdre McCaughey**, *U. of Calgary*

Are you a junior faculty member, post-doc, or doctoral student with research and/or teaching interests in health care management? Join us for the Health Care Management (HCM) division Emerging Scholars Consortium (ESC) on Friday, August 4th in Boston, where a diverse group of outstanding faculty will facilitate a highly interactive series of sessions geared towards emerging health care management scholars. In addition to the content, the ESC's highly collaborative format is a fantastic opportunity to create relationships with other HCM emerging scholars from around the globe. Many long-time HCM members attest to the ESC as an origin for major research collaborations and employment pathways. HCM Emerging Scholars Consortium day will be divided into individual sessions, so you may attend one or all. We have also built "hallway time" into the schedule, which is time between sessions where people can meet informally. Normally the consortium content is curated for students and junior faculty, however, everyone is welcome to attend any session!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **34** | Submission: **21192** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 1**

New Attendee Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*
Organizer: **Julia Vesei**, *Academy of Management*

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

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

Session Type: **Meeting**
Program Session: **35** | Submission: **21197** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Career Center Services

Stop by the Career Services Center to sign up for a coaching session or learn more about the job market experience. Staff is on hand to support you through this part of your journey.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **36** | Submission: **10025** | Sponsor(s): **(MED, HR, OB)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon AB**

Putting YOU Front and Center

Presenter: **Christin Mey**, *ESCP Business School*
Presenter: **Kerstin Alfes**, *ESCP Business School*
Presenter: **Tse Leng Tham**, *ESCP Business School*
Presenter: **Veronique Tran**, *ESCP Business School*

Combining executive coaching strategies (such as active listening, scaling questions, framing, goal setting & more) with visualization techniques, workshop participants will work with the following 4 tools that become increasingly powerful when developed and used in conjunction: (I.) Inner Compass: Analyzing the Guiding Principles of Your Life, (II.) Spirituality: Developing Your Personal Affirmations, (III.) Resilience: Building Your Personal Resource Map, (IV.) Mental Clarity: Creating Your Personal Work Vision. Each participant will leave the workshop with a personalized visualization of the aforementioned 4 tools.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **37** | Submission: **10056** | Sponsor(s): **(MED, OB)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Gamification in Management Education: Small Changes for Big Impacts

Organizer: **Mai P. Trinh**, *Arizona State U.*
Panelist: **Andreas Janson**, *U. of St. Gallen*
Panelist: **Sofia Schöbel**, *U. of Osnabrueck*
Panelist: **Mai P. Trinh**, *Arizona State U.*
Panelist: **Gergana Vladova**, *Gergana Vladova U. of Potsdam WiSo Faculty Chair of Business Informatics*
Panelist: **Dezhi Wu**, -

Gamification is the use of video game elements such as badges, leaderboards, quests, and resources in non-game contexts (Deterding, 2012). In recent years, the use of gamification has been on the rise due to its ability to use “game-based mechanics, aesthetics, and game thinking to engage people, motivate action, promote learning, and solve problems” (Kapp, 2012, p. 125). In education, the use of gamification has been associated with positive results in student performance, motivation, engagement, attitude towards gamification, collaboration, and social awareness (Antonaci et al., 2019). In this PDW, we aim to provide higher educators, especially those who are teaching hybrid or online courses, with insights regarding how to gamify their classes. The organizers have gathered a diverse panel of experts in gamification with a wide range of experience using gamification in teaching, research, and practice in different settings. We propose a gamified PDW that will last for two hours, divided into two parts. In part I, our diverse panelists will briefly introduce how they have applied gamification in their own teaching and research. They will also answer several questions prepared by the organizers, such as "What are the strengths and limitations of gamification in management education?". In part II, we will ask panelists to each lead a roundtable discussion to help participants brainstorm gamification ideas that they can readily apply in their own classes.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **38** | Submission: **10467** | Sponsor(s): **(MED, TIM, CTO)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Improvement of Students' Competences by Using Virtual Reality and Learning Analytics

Session Chair: **Andrea Honal**, *DHBW Mannheim / Germany*
Presenter: **Volker M. Rundshagen**, *U. of Applied Sciences Stralsund*
Participant: **Dorothee Beez**, *DHBW Mannheim / Germany*

Today, the rapid technological change offers new opportunities for learners and educators. Immerse technology, like virtual reality (VR), creates realistic environments where young professionals can train in different scenarios and modes. Moreover, the learning units can be measured, and the process can be tracked. This offers great advantages for both - the learners and the teachers. Therefore, the combination of VR and learning analytics (LA) with mobile VR-headsets and special trainings' software, creates a unique teaching and learning setting which can be used for a wide range of lecture types (e.g. soft skill training, healthcare training or machine instruction training). In this context, LA can be defined as the measurement, collection, analysis, and reporting of data about learners and their contexts, for understanding and improving learning and the environments in which it occurs (Siemens, 2013). Within the VR environment, LA helps to receive a better understanding of the learning pattern, the weak points and can be used to adapt future learning scenarios by applying predictive learning analytics in the VR software. In this PDW, the speakers will present evidence-based showcases dealing with the mentioned topics and explain how these technological tools can be used effectively for learners and teachers.

No requirements for the attendees are needed!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **39** | Submission: **16772** | Sponsor(s): **(MOC)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Strategy Work with Artifacts: Leveraging the Neurocognitive Advantages of Visual Sense Building

Organizer: **Robert Galavan**, *National U. of Ireland, Maynooth*
Organizer: **Robin Gustafsson**, *Aalto U.*
Organizer: **Kristian Johan Sund**, *Roskilde U.*

Artifacts, or visual aids, are underutilized in strategy work despite their potential neurocognitive advantages for attention, emotion control, learning and memory, intuition, and creativity. The artifacts aid cognition in a variety of ways, providing managers with means of more rapidly and more effectively sensebuild during complex strategy work. Building on the forthcoming work of Gustafsson (2023) which examines the neurocognitive advantages of using visual aids in strategy work, participants will be guided by an academic team of trained facilitators through a practical and hands-on strategy work experience using visual aids. This will be followed by an opportunity to reflect and evaluate the experience with experts and colleagues, exploring the emergence of intuition, insight, and understanding and how participants might incorporate visual aids in their work. The workshop will be presented in three phases, introduction to the concepts and theory of visual aids in strategy work, hands-on experience of a process using visual aids, and reflections on the theory and practice of this approach.

This PDW will involve hands-on work with visual artifacts. We can hence only accommodate 50 participants. As there is no preregistration, seats will be given on a first-come, first-served basis. To secure a seat, we advise to be in good time before the session starts at the venue.

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

Session Type: **PDW Workshop**
Program Session: **40** | Submission: **17426** | Sponsor(s): **(MOC, STR, SAP)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Studying Emotion in Strategy Research

Organizer: **Christopher Golding**, *U. of Manchester*
Organizer: **Mark P. Healey**, *U. of Manchester*
Panelist: **Gerard P. Hodgkinson**, *U. of Manchester*
Panelist: **Timo Olavi Vuori**, *Aalto U.*
Panelist: **Daniella Laureiro Martinez**, *ETH Zürich*
Panelist: **Ryan L. Raffaelli**, *Harvard Business School*

The role and importance of emotion in processes and outcomes of strategy is increasingly recognized, presenting exciting opportunities to study and publish work in this domain. However, researchers face several challenges in doing so, such as how to theoretically conceptualize emotion; effectively managing the strengths and limitations of a qualitative or quantitative approach respectively; as well as negotiating the peer-review process. The intent of this PDW, therefore, is to equip participants—especially PhDs and ECRs—with the skills and knowledge to effectively study and publish on the phenomenon of emotion in strategy by: (1) hearing from leading scholars in the field to become familiar with the domain, appreciate its fundamentals, understand key trends, and learn best practices; (2) discussing their own work, experiences and challenges with leading scholars and peers alike through interactive roundtables to establish fruitful avenues for future research; (3) connecting with like-minded individuals to establish networks that can be drawn upon beyond the AOM 2023 conference, as participants continue to explore and contribute towards this domain.

The first half of the PDW is open to all. Applications to participate in the second half of the PDW - interactive roundtables with a panel member - should take the form of an extended abstract/research idea (2-pages, A4 max) submitted to Chris Golding (christopher.golding@manchester.ac.uk) before 30th June 2023. Successful applicants will be informed by mid-July.

Session Type: **PDW Workshop**
Program Session: **41** | Submission: **12342** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

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

Organizer: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Organizer: **Insiya Hussain**, *U. of Texas at Austin*
Organizer: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*
Distinguished Speaker: **Blake E. Ashforth**, *Arizona State U.*
Participant: **Justin M. Berg**, *Stanford Graduate School of Business*
Participant: **Bonnie Cheng**, *HKU Business School, The U. of Hong Kong*
Participant: **Sarah Doyle**, *U. of Arizona*
Participant: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*
Participant: **Hudson Sessions**, *Southern Methodist U.*
Participant: **Troy Smith**, *U. of Nebraska, Lincoln*
Participant: **Fang He**, *U. of St. Gallen*
Participant: **Max Reinwald**, *LMU Munich*

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

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **42** | Submission: **11914** | Sponsor(s): **(OB, CAR, HR)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton AB**

New to OB? Navigating the OB Division and AOM

Organizer: **Bailey A. Bigelow**, *Louisiana State U.*
Organizer: **Amanda Ferguson**, *Northern Illinois U.*
Organizer: **Virgil Fenters**, *U. of Nevada, Las Vegas*
Panelist: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Panelist: **Richard G. Gardner**, *Brigham Young U.*
Panelist: **Remy E. Jennings**, *Florida State U.*
Panelist: **Celia Moore**, *Imperial College Business School*
Panelist: **Shannon G. Taylor**, *U. of Central Florida*

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

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

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **43** | Submission: **11444** | Sponsor(s): **(OB, ENT)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Bridging Organizational Behavior and Entrepreneurship Research
Bridging OB and ENT Research

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

Sponsored by the Kauffman Foundation, the aim of this PDW is to stimulate and help develop research at the interface of organizational behavior and entrepreneurship. To do so, this PDW invites researchers interested in participating to submit a short description of their research at this interface that they seek to further develop. During the PDW, presentations by Miriam Erez outlining the value and promise of research bridging organizational behavior and entrepreneurship and by Wendy Casper on the promises and challenges of entrepreneurship research at one of the primary OB outlets, Journal of Applied Psychology, will set the stage for the more interactive part of the workshop. Accepted participants will be matched with one of the expert panelists prior to the Academy of Management meeting, and they will gather in small groups at the PDW for feedback and discussion of their research. Finally, we will have a forward-looking discussion on main themes with all panelists and participants.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **44** | Submission: **10788** | Sponsor(s): **(OB, OMT, ODC)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Future of Organizational Spaces: An Interdisciplinary Challenge

Session Chair: **Matthew Christopher Davis**, *U. of Leeds*
Organizer: **Linhao Fang**, *U. of Leeds*
Organizer: **Libby Sander**, *Bond U.*
Panelist: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*
Panelist: **Anu Sivunen**, *U. of Jyväskylä*
Panelist: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Facilitator: **Emma Gritt**, *U. of Leeds*
Facilitator: **Afshan Iqbal**, *U. of Leeds*

What is the future for the physical workplace? As employee desire for work location flexibility persists, employers are grappling to reconfigure their offices to meet future needs. This PDW will explore how workplaces are changing in response to hybrid working and new work patterns post COVID-19. We consider the potential for management practices, space design, and technology integration to interact with organizational behaviors in future workplaces that address businesses' needs to keep workers front and center. Understanding behavior within hybrid and diverse working arrangements is a complex challenge as the psychological, architectural, technological, organizational, policy and cultural elements intertwine and coevolve. The cross-disciplinary links between these factors are often under acknowledged both theoretically and practically within organizational research. Through two video case studies, invited expert panelists discussion, and facilitated themed breakout discussions, PDW participants will consider the design of future workplaces from differing disciplinary perspectives and contemplate the opportunity to develop multi- disciplinary research collaboration, apply innovative methodologies, conceptualize new elements and theorize emerging phenomena. Research action plans will result from the themed breakout discussions that contribute to a call for action. Video case studies, reflective podcasts, and the call for action summary of the discussions will be shared with participants post event. A twitter feed will capture the important points and interesting discussions taking place during the workshop.

Please register your details so that we can share pre-session materials and information. Registration and resources at: https://futureworkplace.leeds.ac.uk/aom2023/.

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

Session Type: **PDW Workshop**
Program Session: **45** | Submission: **10848** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

OMT Doctoral Student Consortium

Organizer: **Danielle Logue**, *UNSW Sydney*
Organizer: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shahzad Ansari**, *U. of Cambridge*
Participant: **Marya Besharov**, *Oxford U., Saïd Business School*
Participant: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Participant: **Silvia Dorado**, *U. of Massachusetts, Boston*
Participant: **Pablo Daniel Fernandez**, *IAE Business School Argentina*
Participant: **Peer Fiss**, *U. of Southern California*
Participant: **Bryant A. Hudson**, *IÉSEG School of Management*
Participant: **Brayden G. King**, *Northwestern U.*
Participant: **Sharon Koppman**, *U. of California, Irvine*
Participant: **Namrata Malhotra**, *Imperial College London*
Participant: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Participant: **Susan Perkins**, *NYU Stern School of Business*
Participant: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Participant: **Jean-philippe Vergne**, *UCL School of Management*
Participant: **Filippo Carlo Wezel**, *USI Lugano*
Participant: **Mark J. Zbaracki**, *Ivey Business School*
Participant: **Aruna Ranganathan**, *Haas School of Business, UC Berkeley*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Participant: **Amit Nigam**, *City, U. of London*
Participant: **Grace Augustine**, *School of Management, U. of Bath*
Participant: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Participant: **Michael Lounsbury**, *U. of Alberta*
Participant: **Rebecca Karp**, *Harvard Business School*
Participant: **J.P. Eggers**, *New York U.*

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

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

Session Type: **PDW Workshop**
Program Session: **46** | Submission: **11306** | Sponsor(s): **(OMT, IM)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

New Developments in Research on Internationalizing Professional Firms

Organizer: **David M. Brock**, *Ben-Gurion U.*
Session Chair: **Claudia Gabbioneta**, *U. of York*
Discussant: **Daniel Muzio**, *U. of York*
Presenter: **Rany Salvoldi**, *Ben Gurion U.*
Presenter: **Ciara O'Higgins**, *Deusto Business School*
Presenter: **Jingqi Zhu**, *U. of Liverpool*
Participant: **Mehdi Boussebaa**, *U. of Glasgow*
Speaker: **Xiaoting Luo**, *U. of Bristol*
Participant: **Jonathan Beaverstock**, *School of Economics, Finance and Management U. of Bristol*
Participant: **Andrew Sturdy**, *U. of Bristol*

Research on professionals and their workplaces is becoming increasingly popular, reflecting the growing importance of experts and other knowledge workers in contemporary society (Brock, 2021; Empson, et al., 2015). Following successful PDWs since 2013 on various topics relevant to professional organization research, this year we turn our attention to the challenges of delivering professional services in the global environment. From the start we must acknowledge that the professions have been traditionally located within jurisdiction boundaries (Abbott, 1988; Feyereisen & Goodrick, 2019), and thus were primarily local and focused on delivering services face-to-face with the client. However recent institutional and environmental changes – such as deregulation of services in the wake of the GATT Uruguay round and developments in information technology – have created the context for globalization of service firms. Thus we are addressing a challenging set of issues for researchers and practitioners in these traditionally stable and institutionalized contexts. The PDW will begin with four brief presentations by our panelists, each outlining a research project that addresses the challenges presented by contemporary global environments to professionals firms (details on topics and presenters below). Thereafter we will divide into a series of round tables, each around one of the panelists. The PDW will thus also afford opportunity for small group interactions with our expert panelists and organizers.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **47** | Submission: **16138** | Sponsor(s): **(OMT, ONE, ENT)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 11:00AM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

The 5W (+1H) of Impact: Who, What, When, Where, Why & How of Creating Impact from Academic Research

Organizer: **Kylie Heales**, *U. of Alberta*
Organizer: **Tanja Ohlson**, *UNSW Sydney*
Panelist: **Jeannette Anastasia Colyvas**, *Northwestern U.*
Panelist: **Tim G. Pollock**, *U. of Tennessee, Knoxville*
Panelist: **Michael Smets**, *U. of Oxford*
Panelist: **Jessica Vredenburg**, *Auckland U. of Technology*
Panelist: **Sandra A. Waddock**, *Boston College*

This PDW will go beyond recent academic research on how researchers in management studies can become more relevant for practice by providing academics with advice and hands-on development regarding how to create impact from academic work. We use the well-known 5W (+1H) approach to think through different forms of impact creation with different stakeholders. The PDW is structured as a workshop in two parts: in the first part, the panelists will present their approaches on how to engage with key stakeholder groups using storytelling, teaching, media, or public policy work. In the second part, registered participants will apply the learnings from the first part in group exercises, guided by the panelists. This way, participants in the PDW will take away some best practice learnings and ideas on how management knowledge can be and is translated for audiences beyond academia.

Everyone is welcome to attend the first part of the PDW (panel discussion). To prepare the skills lab with panellists in the second part of this PDW, please indicate your participation interest via email to tanja.ohlson.dphil@said.oxford.edu by July 15th. In your email, detail your answers to the following three questions in not more than 1 page: (i) Who are you as a scholar (i.e., university and career stage, and your research interest)? (ii) Which of the panellists would you like to work with, and why are you interested in the impact channel they will cover (Tim Pollock: storytelling in writing; Michael Smets: teaching; Jeannette Colyvas: social policy; Jessica Vredenburg: media and communication; Sandra Waddock: corporate responsibility)? iii) What are your expectations for this skills lab?

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

Session Type: **PDW Workshop**
Program Session: **48** | Submission: **16715** | Sponsor(s): **(OMT, SAP, CTO)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Qualitative Approaches to Understanding and Studying Algorithms

Organizer: **Omid Omidvar**, *Warwick Business School*
Organizer: **Deborah Anderson**, *Alberta School of Business*
Panelist: **Vern Glaser**, *U. of Alberta*
Panelist: **Luciana D'Adderio**, *U. of Edinburgh*
Panelist: **Angela Aristidou**, *UCL SoM & Stanford CASBS*
Panelist: **Anne L. Washington**, *New York U.*

Algorithms are increasingly common in the world. Research exists on the “math” behind algorithms (O’Neil, 2016). But less research looks at how algorithms are deployed in practice, and there is limited research on algorithmic phenomena from a qualitative perspective. In this PDW, we want to help build a community of scholars who are studying algorithmic phenomena from a qualitative perspective. To do so, we envision a PDW with two parts: a) presentations from 4 established scholars in the field (Luciana D’Adderio, Angela Aristidou, Anne Washington, and Vern Glaser) and b) an opportunity for participants to talk about the challenges and opportunities they are facing in their own research in roundtables.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **49** | Submission: **11343** | Sponsor(s): **(PNP, HCM, HR, OB)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Comparing Wellbeing-Building Strategies for Managing Street Level Bureaucrats Across Countries (CANCELLED)

Participant: **Yvonne Brunetto**, *Southern Cross U.*
Participant: **Adina Dudau**, *Adam Smith Business School, U. of Glasgow*
Participant: **Irene Georgescu**, *U. of Montpellier*
Participant: **Chiara Saccon**, *U. Ca' Foscari of Venice*
Participant: **Elisabetta Trinchero**, *CERGAS SDA Bocconi*
Participant: **Rona Beattie**, *Glasgow Caledonian U.*
Participant: **Alex Trembley**, *Valdosta State U.*
Participant: **Aglae Hernandez Grande**, -
Participant: **David M Herold**, *Georgia Institute of Technology*

In pre-pandemic years, Street Level Bureaucrats (SLBs) delivering health and social services faced continual increases in the demand for their services coupled with a growing normalization of work harassment and intensification, resulting in increasing levels of stress, burnout and turnover. During the COVID-19 pandemic, it was the healthcare, emergency and social services that provided communities with the last line of defence against the disease often working even longer hours under more constrained work conditions compared with pre-COVID-19 conditions. As countries emerged from the crisis (sic?? or not), some countries such as NZ, Australia and the UK experienced a strengthening of austerity measures including stand-downs as well as wage and hiring freezes, along with increasing perceptions of even high work harassment and intensity. Consequently, SLBs need organizational and personal strategies to protect them from stress-producing deductions in wellbeing. We argue that there is a small, but growing body of evidence demonstrating the positive impact of some personal and organizational strategies that can be utilized to address crisis fatigue amongst SLBs. Some are rooted within the discipline of Public Administration, whereas some are borrowed from the disciple of Positive Organizational Behaviour (POB) and other strategies have emerged from the disciple of Human Resource Management (HRM). Personal strategies include training to boost SLBs' psychological capacities such as Psychological Capital, (also called H.E.R.Os) (Luthans et al, 2008) to create HERO-INEs and boost Public Sector Motivation (PSM) (Brunetto et al, 2022); and organisational strategies - include the adoption of Common Good HRM (Aust et al 2020) to ensure an increased focus on management and organizational support policies and practices in line with new international standards, and principles and goals outlined in the UN (2016), ILO (2019), ISO (2021) and WHO (2016) policies.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **50** | Submission: **12292** | Sponsor(s): **(RM, OB, STR, ENT)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Thought Experiments for Management Research: Best Practices and Opportunities for Implementation

Presenter: **Jose R. Beltran**, *Iowa State U.*
Presenter: **Ursula Martin**, *Doctoral Student at George Washington U. School of Business*
Presenter: **Herman Aguinis**, *George Washington U.*

Many scientific breakthroughs advancing theory in numerous scientific fields have been due to thought experiments. However, management scholars often overlook this valuable method, which has resulted in little use in management scholarship. By presenting hypothesized alternate explanations, extending extant theory to include new contexts, and providing counterexamples for prevailing theories, fields such as economics, public and international policy, physics, ethics, and others have utilized thought experiments to create novel and useful theoretical insights. This PDW aims to offer best-practice recommendations regarding how to design and implement thought experiments (e.g., theory affirming or theory disconfirming of early or late stages of theory development). Our recommendations are based on a review of 192 substantive and methodological sources. The PDW addresses issues associated with the use of thought experiment methodology as well as provides best-practice recommendations that will increase its use going forward. The recommendations go over each step of the process, from deciding whether to conduct a thought experiment to reporting results as well as having participants develop relevant thought experiments pertinent to their own research.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **51** | Submission: **21084** | Sponsor(s): **(SAP)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 9:00AM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Strategizing Activities & Practices Early-Career Program: Welcome & Introduction by Davide Nicolini

Participant: **Jennifer Sloan**, *Alberta School of Business*
Participant: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*
Participant: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Participant: **Davide Nicolini**, *U. of Warwick*

By Invitation Only

Session Type: **PDW Workshop**
Program Session: **52** | Submission: **10148** | Sponsor(s): **(STR)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 11:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Fostering Publications from Around the World in Leading Organization and Strategy Journals

Organizer: **Sandro Cabral**, *Insper Institute of Education and Research*
Organizer: **Edgar Ramirez Solis**, *ITESM*
Organizer: **Theresa Idenyi Onaji-Benson**, -
Organizer: **Joon Mahn Lee**, *Seoul National U.*
Organizer: **Martina Pasquini**, *IE Business School*
Organizer: **Weiting Zheng**, *UNSW Sydney*
Panelist: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Caroline Flammer**, *Columbia U.*
Panelist: **Bertrand V. Quelin**, *HEC Paris*
Panelist: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Panelist: **Pushpika Vishwanathan**, *U. of Amsterdam*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **Samuel MacAulay**, *U. of Technology, Sydney*

Strategic management scholars not part of major schools in the United States, Canada, and other developed countries face several barriers to breaking the glass ceiling and communicating their research in leading (strategic) management journals. This PDW intends to help scholars outside leading schools improve their works by providing helpful guidance to succeed during the publication process. With the support of prominent scholars in editorial positions and with a proven track of publications in leading journals, the PDW is divided into three sections. The first-panel joins editors with vast experience with international scholars to discuss the main problems faced by researchers from disenfranchised settings. The second panel will count on global scholars with a proven record of publications and accumulated experience advising scholars for the international job market. The last PDW section will be restricted to registered participants with a pre-selected working paper. Detailed comments and suggestions from leading scholars in the field will be provided.

The PDW consists of three highly interactive sessions, which complement each other: Editor's Panel, Global Scholars Panel, and Paper Development Session (only for participants with submitted manuscripts): No pre-registration is needed for the Editor's Panel and the Global Scholar´s Panel. To register in the Paper Development Session, please email SandroC2@insper.edu.br and edgar.ramirez@tec.mx with a completed and edited manuscript you plan to submit to a peer-reviewed research journal, before June 20, 2023. The results of the PDW selection process will be communicated via email to the selected scholars by June 30, 2023.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **53** | Submission: **13099** | Sponsor(s): **(STR, SIM, ENT, OMT, MED)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Strategic Management Teaching Clinic: Creating Learning Opportunities to Address Global Challenges

Organizer: **Marlo Raveendran**, *U. of California, Riverside*
Organizer: **Craig Armstrong**, *U. of Alabama*
Speaker: **Sylvie Albert**, *U. of Winnipeg*
Speaker: **John Burr**, *Purdue U., West Lafayette*

Do you wish you could create and teach courses in strategic management that address some of the biggest demands for knowledge and skills we face today in a global society? Teaching students how to work alongside seasoned industry executives to solve unstructured and occasionally “wicked” strategic-level problems is an ambitious teaching agenda. Teaching students how to frame, prioritize, and engage stakeholders to deal with the complex challenges of global sustainability is another ambitious goal. Both of these visions for teaching strategic management deal with teaching high-level skills and frameworks that involve multiple, sometimes competing, perspectives and inputs of expertise. How can a strategic management instructor hope to establish and fulfill ambitious teaching goals for teaching critical knowledge and skills these challenges require? This Teaching Clinic PDW features two expert mentors who will describe their highly experiential and developmental approaches to teaching strategic management in crucial, high-level domains of firm-level challenges and global sustainability. The specific topics include (1) developing and maintaining a professional, client-funded strategic management consulting program and (2) developing and implementing a program of study for strategic management on the topic of global sustainability.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **54** | Submission: **12579** | Sponsor(s): **(STR, SIM, PNP, IM, ONE)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 10:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Research Frontiers in Nonmarket Strategy

Organizer: **Haram Seo**, *Texas A&M U., Mays Business School*
Organizer: **Julie Yen**, *Harvard Business School*
Organizer: **Ishva Minefee**, *U. of Illinois at Urbana-Champaign*
Panelist: **Jonathan Nicholas Bundy**, *Arizona State U.*
Panelist: **Vanessa Burbano**, *Columbia Business School*
Panelist: **Matthew Lee**, *Harvard Kennedy School*
Panelist: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Panelist: **Heli Wang**, *Singapore Management U.*
Discussant: **Arzi Adbi**, *National U. of Singapore (NUS)*
Discussant: **Christiane Bode**, *Imperial College Business School*
Discussant: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Discussant: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*
Discussant: **Tony Lizhang He**, *Rutgers Business School*
Discussant: **Zhao Li**, *New York U.*
Discussant: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*

This workshop aims to explore research frontiers in the increasingly active area of nonmarket strategy. Through a combination of panel presentations by distinguished scholars and interactive roundtable discussions with workshop participants, we seek to identify how to advance research and how to address some shortcomings in existing approaches – both empirical and theoretical – in nonmarket strategy research. Roundtables will provide a venue for participants to receive feedback on work in progress from leading scholars in the field. The proposed workshop is likely to be of interest to researchers working on topics such as corporate social responsibility, political strategy, (social) innovation, stakeholder governance, and sustainability, providing an informed perspective on cutting-edge research on these topics. This is a continuation of the AOM 2016, 2017, 2019, 2021, and 2022 PDWs under the same name, sponsored by STR, IM, ONE, PNP, and SIM divisions.

This is a two-part PDW, consisting of a panel discussion and a roundtable session. During the roundtable session, participants will receive feedback on their work in a small group discussion, facilitated by a leading scholar in the field of nonmarket strategy. Participants will submit a 5-page research proposal or summary of work in progress that will be shared with the roundtable leader and participants. If you would like to participate in a roundtable, you must pre-register at this link: https://hbs.qualtrics.com/jfe/form/SV_4TRDppN2NX6lo1g. Those wishing to attend only the panel are also encouraged but not required to pre-register. Please pre-register by July 14, 2023. The roundtable sessions can accommodate approximately 40 participants; if you are selected, you will receive a confirmation prior to the start of the conference.

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

Session Type: **Meeting**
Program Session: **55** | Submission: **21105** | Sponsor(s): **(SVC)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Connecticut**

Reflection Room

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

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **56** | Submission: **19852** | Sponsor(s): **(TIM)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

TIM Junior Faculty Consortium 2023

Organizer: **Colleen Cunningham**, *U. of Utah, David Eccles School of Business*
Organizer: **Maria Roche**, *Harvard Business School*
Participant: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Participant: **Paola Criscuolo**, *Imperial College London*
Participant: **Victor M. Bennett**, *U. of Utah, David Eccles School of Business*
Participant: **Jeffrey Furman**, *Boston U.*
Participant: **Hong Luo**, *HBS*
Participant: **Bruno Cassiman**, *KU Leuven*

The Consortium will provide junior members of faculty in Technology and Innovation Management with insights on how to thrive in the increasingly challenging academic environment. It focuses on strategies for building a career and increasing impact as a scholar and teacher. It will feature outstanding senior faculty members with proven research and teaching records, who will lead several interactive discussions about how to balance the competing pressures of teaching, research, and service. They will provide first-hand and detailed advice about how to build a successful academic career in a range of different institutional settings. Participants will also learn about strategies for publishing in top journals and engage with editors of prestigious journals in the field. Most importantly, participants will receive feedback on their "research trajectory" from their peers and senior faculty. The Consortium will also provide participants with opportunities for networking with new peers and senior colleagues with interests in technology and innovation. Note: participation in the consortium is limited to admitted applicants ONLY. Primary sponsor: TIM

To apply, participants will have to complete an online registration (Google Form) and email their curriculum vitae to colleen.cunningham@eccles.utah.edu and mroche@hbs.edu using the header TIM Junior Faculty Consortium 2023. Our deadline is June 15, 2023. However, we encourage participants to apply early. We will take applications on a rolling basis until enrollment is full. Please note that we require participants to attend the entire Consortium. Accepted participants will be required to submit a write-up regarding their research trajectory with tenure requirements at their respective universities for the Research Trajectory Exercise by July 10, 2023.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **57** | Submission: **10794** | Sponsor(s): **(TIM, STR, OMT, ENT, CTO, ODC, PNP)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Researching Open Innovation: Theoretical Perspectives and Empirical Settings for Future Research

Organizer: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Organizer: **Marcel Bogers**, *Eindhoven U. of Technology*
Organizer: **Justyna Dabrowska**, *School of Management, RMIT U.*
Organizer: **Veronika Kentošová**, *Aarhus U., Department of Business Development and Technology*
Organizer: **Cristina Marullo**, *Politecnico di Torino*
Organizer: **Gianlorenzo Meggio**, *Aarhus BSS, Aarhus U.*
Organizer: **Mehdi Montakhabi**, *Vrije U. Brussel*
Organizer: **Jakob Pohlisch**, *WU Vienna*
Organizer: **Paul Moritz Wiegmann**, *Eindhoven U. of Technology*
Facilitator: **Allan N Afuah**, *U. of Michigan*
Facilitator: **Ekaterina Albats**, *LUT U.*
Facilitator: **Esteve Almirall**, *ESADE Business School*
Facilitator: **Mehdi Bagherzadeh**, *NEOMA Business School*
Facilitator: **Sabine Brunswicker**, *Purdue U., West Lafayette*
Facilitator: **Henry Chesbrough**, *U. of California, Berkeley*
Facilitator: **Alberto Di Minin**, *U. of California, Berkeley*
Facilitator: **John E. Ettlie**, *Rochester Institute of Technology*
Facilitator: **Lars Frederiksen**, *MGMT, BSS, Aarhus U.*
Facilitator: **Annabelle Gawer**, *U. of Surrey*
Facilitator: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Facilitator: **Stefan Haefliger**, *Bayes Business School*
Facilitator: **Dennis Hilgers**, *Johannes Kepler U. Linz*
Facilitator: **Marcus Holgersson**, *Chalmers U. of Technology*
Facilitator: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Facilitator: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*
Facilitator: **Mats Magnusson**, *KTH Royal Institute of Technology*
Facilitator: **Maral Mahdad**, *Wageningen U. & Research Center*
Facilitator: **Ian McCarthy**, *Simon Fraser U.*
Facilitator: **Kathrin Moeslein**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Facilitator: **Paul M Olk**, *U. of Denver*
Facilitator: **Susanne Ollila**, *Chalmers U. of Technology*
Facilitator: **Markus Perkmann**, *Imperial College London*
Facilitator: **Frank T. Piller**, *RWTH Aachen U.*
Facilitator: **Marion Kristin Poetz**, *Copenhagen Business School*
Facilitator: **Krithika Randhawa**, *U. Of Sydney*
Facilitator: **Deborah Roberts**, *U. of York*
Facilitator: **Cristina Rossi Lamastra**, *Politecnico di Milano School of Management*
Facilitator: **Henry Sauermann**, *ESMT European School of Management and Technology*
Facilitator: **Jonathan Sims**, *Babson College*
Facilitator: **David J. Teece**, *U. of California, Berkeley*
Facilitator: **Wim Vanhaverbeke**, *U. of Antwerp*
Facilitator: **Joel West**, *Keck Graduate Institute*
Facilitator: **Sunny Mosangzi Xu**, *Copenhagen Business School*

Open innovation (OI) is a management concept that describes the purposive management of knowledge flows across organizational boundaries. It has attracted significant attention from management researchers and has been studied using a variety of theoretical and methodological perspectives. At the same time, researchers in a growing number of disciplines and divisions are attracted to this domain. While our understanding of OI is increasing, many challenges in researching OI remain and new ones emerge. Being the eighth consecutive PDW on this topic, this PDW gathers a number of active scholars conducting research related to OI. These scholars will share and build on their experiences in researching OI to identify some key challenges—and associated opportunities—to help advance research in this domain. By building on recently identified OI research categories, the facilitators will introduce and discuss these challenges, which cover a broad range of levels of analysis, various theoretical perspectives, and methodological approaches. Following this, they will moderate roundtable discussions with interested participants. Pre-registration (by submitting a short text with research interests) is recommended for the roundtables, which have pre-defined topics, but attendance is open as long as space permits.

Please register by July 31st 2023. Register through this link: https://forms.gle/5PHAuMS7bXB2Goce9

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **58** | Submission: **16137** | Sponsor(s): **(AFAM)**
Scheduled: **Friday, Aug 4 2023 8:30AM - 10:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Delivering Economic and Social Values Within Mega-Projects: A Nudge for African Workforce

Participant: **Oyegoke Teslim Bukoye**, *U. of Bath*
Participant: **Tomola M. Obamuyi**, *Federal U. of Technology, Akure*
Participant: **Aniekan Essien**, *U. of Bristol Business School*
Participant: **Adeyemi Oluwaseun Adepoju**, *The Federal U. of Technology, Akure*
Participant: **Kehinde Temitope Alade**, *The Federal U. of Technology, Akure*

Projects are becoming more complex as a result of the wider economic, social and political unrests, i.e. grand challenges, they face. Thus, the need to seek ways to maximize the value of projects is the focus of most project managers and policy makers. Over the last decade or so, nudges have now been adopted more widely, across a variety of areas such as encouraging healthy eating, stimulating pension savings, introducing green nudges to tackle climate change and public policy. To buttress its importance, governments such as the UK have established 'Behavioural Insights Team' (BIT or Nudge Unit) to provide innovative ways of encouraging, enabling, and supporting people to make better choices within public policy initiatives, which is adaptable to managing mega-projects. This study is conducted using a multi-method involving semi-structured interviews with project managers and project team (i.e. workforce), rich secondary dataset that includes company and government reports, as well as project presentations. We selected three mega-projects, namely: Lagos City Rail Project; Eko Atlantic City project, and Dangote Petroleum Refinery project worth about $26 billion. Our empirical findings would present the nudges that motivates the workforce (or project team) to deliver economic and social values within an African context. Thus, it bridges the gap between behavioral economics, project management and human-related studies. In so doing, we intend to stimulate new research directions for managing mega-projects through the use of relevant nudges to deliver valuable outcomes.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **59** | Submission: **10270** | Sponsor(s): **(CAR, HR, OB, RM)**
Scheduled: **Friday, Aug 4 2023 8:30AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Sequence Analysis: Techniques and Practical Applications

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

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

Session Type: **PDW Workshop**
Program Session: **60** | Submission: **10814** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 4 2023 8:30AM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

2023 OMT Junior Faculty Consortium

Organizer: **Kisha Lashley**, *U. of Virginia*
Organizer: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Abhijith Acharya**, *Wilfrid Laurier U.*
Participant: **Christine Beckman**, *U. of Southern California*
Participant: **M. K. Chin**, *Indiana U., Bloomington*
Participant: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Participant: **Tina Dacin**, *Queen's U.*
Participant: **Gerald F. Davis**, *U. of Michigan*
Participant: **Vibha Gaba**, *INSEAD*
Participant: **Abhinav Gupta**, *U. of Washington, Seattle*
Participant: **Aimee L. Hamilton**, *U. of Denver*
Participant: **Josh Keller**, *UNSW Sydney*
Participant: **Farah Kodeih**, *IESEG School of Management*
Participant: **Lakshmi Balachandra**, *Babson College*
Participant: **Siobhan O'Mahony**, *Boston U.*
Participant: **Sun Hyun Park**, *Seoul National U.*
Participant: **Nelson Phillips**, *U. of California, Santa Barbara*
Participant: **Tim G. Pollock**, *U. of Tennessee, Knoxville*
Participant: **Trish Reay**, *U. of Alberta*
Participant: **Thomas J. Roulet**, *U. of Cambridge*
Participant: **Erica Helena Salvaj**, *U. del Desarrollo*
Participant: **Patricia H. Thornton**, *Texas A&M U. and HEC, Paris*
Participant: **Eero Vaara**, *U. of Oxford*
Participant: **Maxim Voronov**, *Schulich School of Business*
Participant: **Marvin Washington**, *Portland State U.*
Participant: **April L. Wright**, *Warwick Business School*
Participant: **Eric Y.-F. Zhao**, *U. of Oxford*
Participant: **Charlene E. Zietsma**, *U. of Michigan*
Participant: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*

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

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **61** | Submission: **19889** | Sponsor(s): **(OSCM)**
Scheduled: **Friday, Aug 4 2023 8:30AM - 12:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence A**

2023 OSCM Division Junior Faculty Consortium

Organizer: **Maricela Arellano Caro**, *HEC Montreal*
Organizer: **Annachiara Longoni**, *ESADE Business School*
Panelist: **Morgan Swink**, *Texas Christian U.*
Panelist: **Wendy Tate**, *U. of Tennessee*
Panelist: **Tingting Yan**, *Texas Tech U.*
Panelist: **Andreas Wieland**, *Copenhagen Business School*
Panelist: **Elliot Bendoly**, *Ohio State U.*
Panelist: **Xiaosong Peng**, *college of business, Lehigh U.*
Panelist: **Manpreet Hora**, *Georgia Institute of Technology*
Panelist: **Gopesh Anand**, *U. of Illinois at Urbana-Champaign*
Panelist: **Adela Drozdibob**, *U. of Sussex Business School*
Panelist: **Joseph Sarkis**, *Worcester Polytechnic Institute*
Panelist: **Jens Roehrich**, *U. of Bath*
Panelist: **Brian Squire**, *U. of Bath*
Panelist: **Rachel McCullagh Balven**, *Arizona State U.*
Panelist: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*
Panelist: **Vikram Bhakoo**, *U. of Melbourne*
Panelist: **Sangho Chae**, *Warwick Business School*
Panelist: **Lisa Ellram**, *Miami U.*
Panelist: **Barbara B. Flynn**, *Indiana U.*
Panelist: **Jury Gualandris**, *Ivey Business School*
Panelist: **CARLOS Mena**, -
Panelist: **Pietro G. Micheli**, *U. of Warwick*
Panelist: **Sachin B. Modi**, -
Panelist: **Sriram Narayanan**, *Michigan State U.*
Panelist: **Mark Pagell**, *U. College Dublin*
Panelist: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*
Panelist: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*
Panelist: **Joohan Lee**, *Troy U.*
Panelist: **Agnieszka Zielinska**, -
Panelist: **Martin C. Schleper**, *U. of Sussex Business School*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the annual meeting of the Academy of Management (AoM) in Boston, MA, USA. This event will be held from 8:30 AM to 4:30 PM on Friday, August 4th, 2023. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are extending their dissertation research and/or starting new research streams. The doctoral students are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing, the development of research streams, and the job market. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **62** | Submission: **12963** | Sponsor(s): **(SIM)**
Scheduled: **Friday, Aug 4 2023 8:30AM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Social Issues in Management Division: Doctoral Student Consortium 2023 Academy of Management Annual

Organizer: **Julia Roloff**, *Rennes School of Business*
Organizer: **Jo-Ellen Pozner**, *Santa Clara U.*
Presenter: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*
Presenter: **John Matthew Amis**, *U. of Edinburgh*
Presenter: **Susana Esper**, *IESEG School of Management*
Presenter: **Michelle Greenwood**, *Monash U.*
Presenter: **Mollie Painter-Morland**, *Nottingham Trent U.*
Presenter: **Colin Patrick Higgins**, *Deakin U.*
Presenter: **Frank Den Hond**, *U. of Amsterdam*
Presenter: **Michael E. Johnson-Cramer**, *Ithaca College*
Presenter: **Sarah Ku**, *Loyola U. Chicago*
Presenter: **Nancy B. Kurland**, *Franklin & Marshall College*
Presenter: **Celia Moore**, *Imperial College Business School*
Presenter: **Kam Phung**, *Simon Fraser U.*
Presenter: **Anna Elise Roberts**, *U. of Bath*
Presenter: **Elizabeth Eve Umphress**, *U. of Washington*
Presenter: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Presenter: **Clark H. Warner**, *Boston U. Questrom School of Business*
Presenter: **David Wasieleski**, *Duquesne U.*
Participant: **James F Weber**, *Duquesne U.*

The goal of this PDW is to conduct a doctoral student consortium (DSC) to connect, inspire, and inform doctoral students about elements leading to success in their scholarship, teaching, service, and lives as academics, especially in the area of Social Issues in Management (SIM). We anticipate hosting a fireside chat on Thursday evening followed by a dinner sponsored by the SIM division, August 3rd and a daylong event on Friday, August 4th, 2023. The DSC is designed to be interactive, with ample time for students to ask questions of the panelists and interact with each other, building the SIM community. SIM-affiliated scholars will share their knowledge, participate in panel discussions, and engage with students. Participating students will develop a toolkit for successfully finishing their doctoral programs and entering their professional career.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **63** | Submission: **19853** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

ENT Early Career Development Consortium

Organizer: **Trenton A. Williams**, *BYU Marriott School of Business*
Organizer: **Magdalena Cholakova**, *Erasmus U. Rotterdam*

The Early Career Development Consortium (ECDC) is specifically designed to meet the needs of those scholars who are early in their career such as tenure-track assistant professors (pre-tenure packet submission). The format for the consortium is intimate and interactive (small group discussions, personalized Q&A, etc.), where we pair small groups of attendees with mentors. Leading entrepreneurship scholars (serving as mentors) will interact with participants, guiding the discussion that will include practical advice to help early-stage academics manage the pre-tenure phase of their career. The goal of this format is also to allow participants to ask specific questions, meet with and interact with individuals in their similar situation, and develop relationships with other participants that (we hope) will continue to be beneficial as they move through their career. Specific topics include: building a successful research pipeline, navigating the publication process, and developing a reputation within a given field.

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

Session Type: **PDW Workshop**
Program Session: **64** | Submission: **18898** | Sponsor(s): **(ENT, STR)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

Student Entrepreneurship: Methodological Challenges and Research Opportunities

Distinguished Speaker: **Philippe Mustar**, *Mines Paris - PSL U.*
Session Chair: **Tommaso Minola**, *U. of Bergamo*
Organizer: **Davide Hahn**, *U. of Bergamo*
Discussant: **Mirjam Knockaert**, *Ghent U.*
Discussant: **Philipp Sieger**, *U. of Bern*
Discussant: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*
Discussant: **Elizabeth Lyons**, *UC San Diego*

Student entrepreneurship, defined as new venture creation by university students and recent graduates has recently attracted growing attention by entrepreneurship scholars. This setting can offer valuable contributions to several debates permeating the entrepreneurship community, such as the interplay between agency and context in entrepreneurship and the decision-making of nascent entrepreneurs. Yet, there are several conceptual as well as methodological challenges that need to be addressed in order to tap the full potential of student entrepreneurship research for the broader entrepreneurship community. For example, we need more theoretical development about different manifestations of student entrepreneurship and about the processes leading to student entrepreneurship and its impact. Additionally, the lack of comprehensive data collections of the entrepreneurial activities undertaken by university students and recent graduates jeopardizes our understanding of entrepreneurial ecosystems and of the role of context as entrepreneurship enabler. Departing from these premises, the goal of this PDW is to host a set of reputable keynotes that will illustrate the main conceptual and methodological challenges that scholars need to be aware of in order to study student entrepreneurship, as well as the opportunities that research on student entrepreneurship can offer to the entrepreneurship and the broader management community. The PDW will also host a very interactive session, in which known scholars of the field will mentor authors interested to develop a paper on student entrepreneurship.

The PDW consists of two activities: (1) Presentation by esteemed panelists, which is open to all with NO registration needed (2) Round table discussion and individualized mentorship by an experienced scholar on a paper on student entrepreneurship. The second activity requires registration. Please send an extended abstract (max 3,000 words) and your CV by the 1st July to davide.hahn@unibg.it. Since we are able to accept a small group of participants for the round table, we encourage early submission

Session Type: **PDW Workshop**
Program Session: **65** | Submission: **16067** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Showcasing The Global Human Resource Management Casebook, Third Edition, with Teaching Resources

Organizer: **Liza Castro Christiansen**, *U. of Reading*
Organizer: **Michal Biron**, *U. of Haifa*
Organizer: **Pawan S. Budhwar**, *Aston U.*
Presenter: **Marion Festing**, *ESCP Business School*
Presenter: **József Poór**, *MATE U.*
Presenter: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Presenter: **Hilla Peretz**, *Braude Academic College of Engineering*
Presenter: **Silvia Bagdadli**, *Bocconi U.*
Presenter: **Martina Gianecchini**, *U. of Padova*
Presenter: **Tomoki Sekiguchi**, *Kyoto U.*
Presenter: **Ilona Buciuniene**, *ISM U. of Management and Economics*
Presenter: **Peter Odrakiewicz**, *GSW Milenium U.College and Global Partnership Management Institute*
Presenter: **Anna Di Nardo**, *Burgundy School of Business*
Presenter: **Hadeel Mohammed**, *Buraydah Private Colleges*
Presenter: **Audrey Chia**, *National U. of Singapore*
Presenter: **Sewon Kim**, *State U. of New York Empire State College*
Presenter: **Jennifer Linda Sparr**, *U. of Zurich*
Presenter: **Chaturong Napathorn**, *Cornell U. / Thammasat U.*
Presenter: **Scott L Martin**, *Zayed U.*
Presenter: **Shelia Hyde**, *Texas Woman's U.*
Presenter: **Marla White**, *Virginia Tech*

This PDW will launch the Third Edition of the Global Human Resource Management Casebook (which will be available for sale at the Annual Meeting) and will share the dominant themes in the Casebook and their corresponding teaching methodologies and resources with the wider HR community. The Casebook, which contains contributions from 31 countries, will be in print form, while the corresponding teaching notes with lesson plans and answers to the case questions, will be made available on-line. The Casebook is not only designed as a teaching aid for the undergraduate and graduate levels, but also as a practical tool (and source of inspiration) for HR executives. The objectives of our PDW launch for the Casebook will go beyond strengthening the Ambassador network and its projects and promoting the work of our Ambassadors to also developing the wider membership's teaching capability through the cases and the available shared resources.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **66** | Submission: **12712** | Sponsor(s): **(HR, MED)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Innovative and Experiential Approaches to Teaching HR

Session Chair: **Suzanne C. De Janasz**, *George Mason U.*
Session Chair: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*
Organizer: **Karen Landay**, *U. of Missouri, Kansas City*
Organizer: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Presenter: **Lynn Bowes-Sperry**, *California State U., East Bay*
Presenter: **Kenneth G. Brown**, *U. of Iowa*
Presenter: **Stacie Chappell**, *Vancouver Island U.*
Presenter: **Ying Chen**, *U. of Rhode Island*
Presenter: **Madeline M. Crocitto**, *State U. of New York College at Old Westbury*
Presenter: **Beverly J. DeMarr**, *Ferris State U.*
Presenter: **Steven A. Edelson**, *Northern Michigan U.*
Presenter: **Claudia J. Ferrante**, *U.S. Air Force Academy*
Presenter: **Colette A. Frayne**, *C.A. Frayne & Associates, Ind*
Presenter: **David Kaplan**, *Saint Louis U.*
Presenter: **Anna B. Kayes**, *Stevenson U.*
Presenter: **Susanna Kultalahti**, *U. of Vaasa*
Presenter: **Laura Parks-Leduc**, *James Madison U.*
Presenter: **Dra. Claudia Marcela Prado Mez**, *U. de Colima, Mexico*
Presenter: **Robert G. Olinger**, *Iowa State U.*
Presenter: **Olivia Amanda O'Neill**, *George Mason U.*
Presenter: **Julie JP Palmer**, *Webster U.*
Presenter: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Presenter: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Presenter: **Joy Schneer**, *Rider U.*
Presenter: **Madeleine Stevens**, *Liverpool Business School, Liverpool John Moores U.*
Presenter: **Lisa T. Stickney**, *The U. of Baltimore*
Presenter: **Tony Wall**, *Liverpool Business School, Liverpool John Moores U.*
Presenter: **Frankie Jason Weinberg**, *Loyola U. New Orleans*

The purpose of this professional development workshop (PDW) is to offer AOM members the opportunity to learn innovative and experiential approaches to teaching topics in human resources. In this highly interactive "potluck" session, a diverse panel of faculty from different universities will share experiential approaches to teaching human resources for the audience of all levels (undergraduate, graduates, professional students). Attendees will have the opportunity to choose a topic of their interests (e.g., compensation, diversity, staffing, etc.) and to learn about innovative experiential teaching methods in round tables each led by one or two members of the panel. This PDW will provide the audience opportunities to expand their repertoire of experiential exercises that they can implement immediately into their classrooms.

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

Session Type: **PDW Workshop**
Program Session: **67** | Submission: **12183** | Sponsor(s): **(MC)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Worker-Centered Agile Transformation: Powering a Hybrid State of Work Through the Project Manager

Facilitator: **Carol McGuire**, *Miami U.*

Agile is the latest in a long line of evolutionary mindsets and methods promising to 'fix' our way of work. However, organizations stumble in their adoption despite the strong frameworks and trusted consulting firms they rely on to successfully transform. Both scholarly literature and practitioner experience agree, it's in part due to the neglect of the 'worker at the center' which creates the drag on adoption. Less is discussed about the compounding factor in transformation efforts - the lack of recognition that firms must exist in multiple ways of work. With few exceptions, companies find themselves continuously moving between agile and traditional ways of work, creating a hybrid, rather than an agile state of work. This workshop explores a prominent area of business life affected by the hybrid state of work – projects and project managers. We explore how project work transforms in the hybrid state and how those in traditional project manager roles are essential to success. We'll introduce a model which gives project managers a process, tool, and coaching construct to navigate the complexity of hybrid work. Workshop attendees will benefit from a highly interactive exchange of ideas and practical experiences led by a subject matter expert representing organizational design consulting and technology management. At the conclusion, attendees will receive a copy of the Hybrid Project Incubator model along with five model - based tactics they can use in practice or to further their own research.

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

Session Type: **PDW Workshop**
Program Session: **68** | Submission: **12502** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 10:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner AB**

2023 Management Education and Learning Writers Workshop

Host: **Kathleen J. Barnes**, *Salem State U.*
Facilitator: **Alex Bolinger**, *Idaho State U.*
Facilitator: **Kerri Crowne**, *Widener U.*
Facilitator: **Todd Bridgman**, *Victoria U. of Wellington*
Participant: **Charles Fornaciari**, *La Salle U.*
Facilitator: **Cynthia Fukami**, *U. of Denver*
Facilitator: **Danna Greenberg**, *Babson College*
Facilitator: **Thomas F. Hawk**, *Frostburg State U.*
Facilitator: **Melissa L. Intindola**, *Bucknell U.*
Facilitator: **Stephen J Jaros**, *Southern U.*
Facilitator: **C Douglas Johnson**, *Georgia Gwinnett College*
Facilitator: **Jennifer Leigh**, *Nazareth U.*
Facilitator: **Vicky Anne Lester**, *The Case Centre*
Facilitator: **Laurie L. Levesque**, *Suffolk U.*
Facilitator: **Dirk C. Moosmayer**, *Kedge Business School*
Facilitator: **Julie JP Palmer**, *Webster U.*
Facilitator: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Facilitator: **Melanie Ann Robinson**, *HEC Montreal*
Facilitator: **Olga Igorevna Ryazanova**, *Maynooth U.*
Facilitator: **Gordon Bruce Schmidt**, *U. of Louisiana Monroe*
Facilitator: **John B. Stark**, *California State U., Bakersfield*
Facilitator: **Christine Quinn Trank**, *Vanderbilt U.*
Facilitator: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Facilitator: **Carolyn Wiley**, *Roosevelt U.*
Facilitator: **Aimee Williamson**, *Suffolk U.*
Facilitator: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*
Facilitator: **Robert M. Yawson**, *Quinnipiac U.*
Facilitator: **Sabine Hoidn**, *U. of St. Gallen*
Facilitator: **Regina O'Neill**, *Suffolk U.*

This professional development workshop is designed to assist authors in preparing their management education and learning manuscripts for publication. The submitted manuscript can be in any stage of completion, but must have sufficient content for review and comment. Management education and learning manuscripts submitted, but not accepted in the 2023 Academy of Management's Management Education and Development Division conference program, may be submitted since the manuscript title will not appear in the program. Manuscripts will be grouped with similar management education and learning manuscripts with each author expected to review the manuscripts prior to the workshop. A journal editor or experienced researcher will review each manuscript, provide feedback to participants and will facilitate a discussion of all participants' manuscripts at their assigned table. This workshop is co-sponsored by the Organization Management Journal, Management Learning, the Journal of Management Education, and the Academy of Management Learning & Education.

To participate in the 2023 Management Education and Learning Writers Workshop, please preregister and submit your management education and/or learning manuscript by July 1, 2023 to mgmtedlearnwritersworkshop@gmail.com For additional Information, please contact Kathleen Barnes at mgmtedlearnwritersworkshop@gmail.com.

Session Type: **PDW Workshop**
Program Session: **69** | Submission: **10124** | Sponsor(s): **(MED, OMT)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 10:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

The Art of Editing: Sharing & Developing Editorial Experience in Management & Organization Studies

Organizer: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Organizer: **Matthew A. Cronin**, *George Mason U.*
Organizer: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Facilitator: **Paul Hibbert**, *U. of St Andrews*
Organizer: **Mark Learmonth**, *Nottingham Trent U.*
Session Chair: **Daniel Muzio**, *U. of York*
Organizer: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Organizer: **Kevin W. Rockmann**, *George Mason U.*
Organizer: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*

This interactive workshop will involve a group of facilitators who have experience as Editors-in-Chief of major journals in the field of management and organization studies, and seeks to encourage participation from others with current or recent editorial leadership team experience at the Editor-in-Chief or Associate Editor level. The workshop has three aims. First, to develop a common understanding of the typical problems and challenges faced by editorial teams across the field, and begin to explore collaborative strategies to address them. Second, to explore mechanisms for nurturing and developing editorial expertise through sharing our experiences, tools and techniques. Third, to explore the potential for developing a continuing network for editors in the field to continue our learning and optimize our support for the field. We invite and encourage current Editors-in-Chief and Associate Editors in management and organization studies journals, and those that have demitted in the last two years, to join us in this workshop.

Pre-registration is not required. However, if you can, let us know your intention to attend and a little about your role as an Editor-in-Chief or Associate Editor by emailing Paul Hibbert (ph24@st-andrews.ac.uk) before the workshop.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **70** | Submission: **13681** | Sponsor(s): **(MED, SIM, ODC)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 10:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Managing Social Issues: Using Practice to Create and Transfer New Knowledge

Organizer: **Fahd Jamil**, *U. of Warwick*
Organizer: **Stephen John Lyon**, -
Organizer: **Pietro G. Micheli**, *U. of Warwick*

The Agenda for Sustainable Development, adopted by the United Nations in 2015, lays forth a radical plan to address the grand challenges that have endangered humanity's well-being. Since then, scholars have enthusiastically heeded the call and have notably produced new theories to address grand challenges. However, to be more effective in managing societal grand challenges, involving diverse stakeholders is crucial. This PDW will emphasize the necessity of galvanizing large-scale collaborative efforts among teams of academics and practitioners (e.g., social workers). Given that social workers typically have first-hand experience with the sources and impacts of grand challenges, they may offer practical insights that can facilitate the process of designing and asking the "right questions" from the right groups of people. It is expected that the presentations by a panel of academics and practitioners, who will concentrate on leveraging mutually beneficial collaborations, reinforced by round table discussions among the presenters and participants, will improve understanding in areas like (1) how the network of heterogeneous actors (academics and practitioners) can develop, contextualize, and enact shared sense of purpose and identities to address grand challenges, (2) explore agreements where academics and practitioners can work together to produce new knowledge, and (3) how the new knowledge can be effectively disseminated across multiple settings (e.g., classrooms, academic writings, conferences etc.) promoting quality in the fields of management research and education. The information gleaned from this PDW will be aggregated and made available through MED, SIM, and other supporting channels.

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

Session Type: **PDW Workshop**
Program Session: **71** | Submission: **12330** | Sponsor(s): **(MH, RM)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 10:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

The One Best Way to Boil an Egg, Following Frederick W. Taylor's Methodology

Presenter: **James M. Wilson**, *U. of Glasgow*

F.W. Taylor followed a consistent research methodology in his studies of management, and those approaches may remain relevant for modern research questions. Teaching research methods may benefit from an example, such as the issues of how to most effectively boil an egg, that students may find readily comprehensible and engaging in their seeming simplicity, yet allow a comprehensive perspective on the design and conduct of a research program. In this session we consider a recent article describing the best approach for boiling an egg, then fit that somewhat loosely defined process within a more rigorously defined research methodology that, coincidentally, matches well with F.W. Taylor's approach.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **72** | Submission: **20094** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

AMJ Networking Workshop for Women

Presenter: **Floor Rink**, *U. of Groningen*
Presenter: **Toyah L. Miller**, *George Mason U.*
Presenter: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Presenter: **Laura McAndrews Little**, *U. of Georgia*

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

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

Session Type: **PDW Workshop**
Program Session: **73** | Submission: **18099** | Sponsor(s): **(RM, OB, HR, STR, ENT, CAR, CM, OMT, OSCM, TIM, AAM, AFAM, NEU, INDAM, IAM, HCM, CTO)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 10:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Ask the Experts: Quantitative Research

Organizer: **Jason Huang**, *Michigan State U.*
Panelist: **Donald D Bergh**, *U. of Denver*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **Dina Krasikova**, *U. of Texas At San Antonio*
Panelist: **Ernest O'Boyle**, *Indiana U.*
Panelist: **Hettie Richardson**, *Texas Christian U.*
Panelist: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*
Panelist: **Michael C. Withers**, *Texas A&M U.*

This PDW has a long-standing tradition as a crowd favorite. It is a great opportunity to ask experts any questions you might have about quantitative research methods, such as longitudinal/panel data analyses, effect size, probability, linear/nonlinear modeling, moderation, mediation, meta-analysis, sampling, baseline models, factor analysis, multilevel modeling, endogeneity, latent variables, big data/artificial intelligence, Bayesian analysis, and user questions related to statistical programs such as R, STATA, SPSS, SAS, and Mplus. No preregistration is required and the format is very laid back. Attendees are encouraged to come and go as they please to have their questions answered by quantitative method experts.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **74** | Submission: **16180** | Sponsor(s): **(RM, OB, OMT, CAR)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Navigating Qualitative Dissertations: Advice from the Experts

Organizer: **Nathan Tong**, *ESSCA School of Management*
Organizer: **Ozumcan Demir Caliskan**, *Imperial College London*
Organizer: **Cameron McAlpine**, *Ivey Business School*
Organizer: **Devin Rapp**, *U. of Utah, David Eccles School of Business*
Facilitator: **Julia DiBenigno**, *Yale School of Management*
Facilitator: **Matt Beane**, *U. of California, Santa Barbara*
Facilitator: **Shelley Brickson**, *U. of Illinois at Chicago*
Facilitator: **Tammy Elizabeth Beck**, *U. of Nebraska, Lincoln*
Facilitator: **Rodrigo Canales**, *Boston U.*
Facilitator: **Kevin G. Corley**, *Imperial College London*
Facilitator: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Curtis Kwinyen Chan**, *Boston College*
Facilitator: **Daisy Eusun Chung**, *City, U. of London*
Facilitator: **A L. Cunliffe**, *Fundacao Getulio Vargas*
Facilitator: **Gail T. Fairhurst**, *U. of Cincinnati*
Facilitator: **Betty Frino**, *U. of Wollongong*
Facilitator: **Lyndon Earl Garrett**, *Boston College*
Facilitator: **Karen Golden-Biddle**, *Boston U.*
Facilitator: **Aimee L. Hamilton**, *U. of Denver*
Facilitator: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Facilitator: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Facilitator: **Tine Koehler**, *U. of Melbourne*
Facilitator: **Ruthanne Huising**, *EMLYON Business School*
Facilitator: **Jason Kanov**, *Western Washington U.*
Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*
Facilitator: **Jamie Jocelyn Ladge**, *Northeastern U.*
Facilitator: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*
Facilitator: **Melissa Mazmanian**, *U. of California, Irvine*
Facilitator: **A. Wren Montgomery**, *Ivey Business School*
Facilitator: **Chad Benjamin Murphy**, *Oregon State U.*
Facilitator: **Carrie Oelberger**, *U. of Minnesota*
Facilitator: **Kathleen Pine**, *Arizona State U.*
Facilitator: **Erin Marie Reid**, *McMaster U.*
Facilitator: **Kevin W. Rockmann**, *George Mason U.*
Facilitator: **Bess Rouse**, *Boston College*
Facilitator: **Trish Ruebottom**, *DeGroote School of Business, McMaster U.*
Facilitator: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Facilitator: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*
Facilitator: **Scott Sonenshein**, *Rice U.*
Facilitator: **Kira Franziska Schabram**, *U. of Washington*
Facilitator: **J Goosby Smith**, *Pepperdine U.*
Facilitator: **Ileana Stigliani**, *Imperial College Business School*
Facilitator: **Melissa Valentine**, *Stanford U.*
Facilitator: **Heather Ciara Vough**, *George Mason U.*
Facilitator: **Lee Watkiss**, *Ivey Business School*
Facilitator: **Mark J. Zbaracki**, *Ivey Business School*
Facilitator: **Tommaso Ramus**, *ESSEC Business School*

AOM 2023 would mark the 10th Anniversary of the creation of this PDW. Across that history, the PDW has been guided by the recognition that the dissertation stage is a critical time in the development of a qualitative scholar's research capabilities and their scholarly identity. This is especially true because qualitative research has no "boilerplate" (Pratt, 2009). Doctoral students who have chosen to use or incorporate qualitative methods into their dissertations require tailored developmental attention. In this PDW, students at all phases of the dissertation process—proposal, data collection, analysis, and defense—will receive advice and personalized mentorship while developing relationships with more senior scholars. Our objective is to connect students with faculty facilitators to receive support on their research, as well as career advice, as they approach the next step in their professional journey. Faculty facilitators are drawn from the vibrant community of qualitative management scholars. Facilitators have published qualitative research in top-tier journals and have experience managing careers as qualitative researchers. Students will be matched with facilitators based on qualitative methodology, research interest, and/or level of analysis. In addition to practical guidance on research methods, students will also have the opportunity to meet with qualitative scholars to expand their networks.

This session is open to everyone but receiving personalized feedback from facilitators requires submitting an application.

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

Session Type: **PDW Workshop**
Program Session: **75** | Submission: **10057** | Sponsor(s): **(RM, OB, STR, TIM, OMT, HCM, OSCM, ODC, ENT, CM)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Agent-Based Modeling in Organizational Research: Opportunities and Challenges

Organizer: **Mai P. Trinh**, *Arizona State U.*
Organizer: **Sophia Rose Thomas**, *Texas Tech U.*
Panelist: **Jon Atwell**, *Stanford Graduate School of Business*
Panelist: **Corinne A. Coen**, *Case Western Reserve U.*
Panelist: **Michael W. Macy**, *Cornell U.*
Panelist: **Bill Rand**, *North Carolina State U.*
Panelist: **Mai P. Trinh**, *Arizona State U.*

Agent-based modeling (ABM) has gained popularity in the social sciences in the last two decades thanks to its ability to model heterogeneous, interdependent agents in complex systems and its versatility in complementing other research methods. However, in organizational research, ABM still faces many skeptics in the research, review, and publication processes. One reason for this slow acceptance and adoption in our field, relative to other fields of social sciences, is the lack of methods training available to interested researchers as well as journal editors and reviewers. In this PDW, we invite a panel of experts to address the strengths and weaknesses of ABM as well as opportunities and challenges in conducting and publishing ABM research. We will also assign expert panelists and interested participants into small groups to discuss in more detail how to start an ABM project and how ABM could be applied to participants' research agenda. Workshop participants will leave with a deeper understanding of ABM as a research method, opportunities to network with and seek advice from ABM experts, and helpful feedback to use ABM to answer their own research questions. Part 1 of the PDW (panel discussion and Q&A) is open to all AOM attendees. Part 2 (small round table discussions) requires pre-registration and a one-page write-up from participants.

To attend part 2 of the PDW and receive personal feedback from the panelists, please email a one-page abstract of your idea to Sophia Thomas (srthoml1@asu.edu) by July 1, 2023.

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

Session Type: **PDW Workshop**
Program Session: **76** | Submission: **10031** | Sponsor(s): **(SAP, OMT, ODC, OB, CAR)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:00AM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Who I Am and What Am I Doing? How to Craft and Communicate a Compelling Academic Identity Narrative

Organizer: **Fannie Couture**, *HEC Montreal*
Organizer: **Krista Pettit**, *Ivey Business School*
Distinguished Speaker: **Tim G. Pollock**, *U. of Tennessee, Knoxville*
Panelist: **Inger G. Stensaker**, *NHH Norwegian School of Economics*
Panelist: **Madeleine Stefanie Rauch**, *Stanford U.*
Panelist: **Ajnesh Prasad**, *CMS*
Panelist: **Katharina Dittrich**, *Warwick Business School*
Panelist: **Keimei Sugiyama**, *U. of wisconsin milwaukee*
Panelist: **Steve Maguire**, *U. of Sydney Business School*
Panelist: **Kenneth Goh**, *Singapore Management U.*
Organizer: **Sophie Elizabeth Jané**, *Umeå School of Business, Economics, and Statistics*
Organizer: **Renate Kratochvil**, *BI Norwegian Business School*

Inspired by last year's success (and award), this Professional Development Workshop (PDW) will focus on providing tangible advice to doctoral students and early career scholars so they can successfully craft their academic identity/ narrative and communicating it to various audiences. It is tailored to PhD students and early career scholars (pre-tenure) in the Strategizing Activities and Practices (SAP) Interest Group and is designed to be part of the SAP Doctoral & Early Career Program 2023. However, the topic can be of interest to scholars from a wide range of interest groups. Early career academics face many 'transitions' – from student to professor, from pre to post tenure, from industry to academia, from solo authoring a dissertation to seeking co-authors. These transitions are not without their load of challenges and uncertainties. Crafting an identity narrative to share with others is a central strategy to overcome these hurdles (Ibarra & Lineback, 2005) yet it is not without challenges of its own. For instance, how can early careers strategically weave their research, teaching, and service work into a coherent and compelling identity narrative? How can they work through the inherent tensions between identity maintenance and change (Sugiyama, Ladge, & Dokko, 2022)? How do they create coherence and continuity when by nature transitions are discontinuous (see Linde, 1993)? In this PDW, a panel of international organizational scholars with varied experience with career transitions and academic narrative/identity will discuss and provide personalized feedback on how early-career scholars can craft an identity narrative that is authentic and appealing and how they can leverage their crafted narrative/identity to facilitate career transitions. This PDW is "hands-on"; participants will leave with tangible advice on how they can craft their academic identity to facilitate their academic journey.

The first part of the PDW (keynote and panel discussion) is open. The second part (speed dating and roundtable) requires registration. First come first serve. Please register using this link.

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

Session Type: **PDW Workshop**
Program Session: **77** | Submission: **11817** | Sponsor(s): **(SIM, ONE)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:00AM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Creating Nature-Positive Value Through Human-Nature Stakeholder Relationships

Organizer: **Sybille Sachs**, *U. of Applied Sciences in Business Administration Zurich*
Organizer: **Johanna Kujala**, *Tampere U.*
Organizer: **Anna Heikkinen**, *Tampere U.*
Organizer: **Silvan Oberholzer**, *HWZ U. of Applied Sciences in Business Administration Zurich*
Panelist: **José-Carlos Garcia-Rosell**, *U. of Lapland*
Panelist: **Irene Henriques**, *York U.*
Panelist: **Robert A. Phillips**, *Schulich School of Business, York U.*
Panelist: **Nicholas Poggioli**, *Appalachian State U.*
Panelist: **Mark Starik**, *U. of Wisconsin System*
Panelist: **Judith Louise Walls**, *HSG U. of St. Gallen*

Despite the increasing interest on stakeholder theory in corporate sustainability research (Hörisch et al., 2014; Post et al., 2002; Schaltegger et al., 2019), the understanding of nonhuman nature as a stakeholder remains underdeveloped. The integration of nature into stakeholder theory and its stakeholder status have attracted increasing interest over the last decades (e.g., Clifton & Amran, 2011; Driscoll & Starik, 2004; Haigh & Griffiths, 2009; Starik, 1995). While research has advanced the conceptualization of nonhumans as particularized stakeholders (Kortetmäki et al., 2022; Tallberg et al., 2022; Waddock, 2011), we know less about how firms approach and interact with nonhuman stakeholders to create value. In the face of current life-threatening sustainability challenges, such as climate change and biodiversity loss, understanding human-nonhuman nature stakeholder relationships may provide novel insights into how firms can address these challenges. Moreover, given the current state of planetary health, we need new approaches to value creation to effectively tackle the degradation of the natural environment (de Figueiredo & Marquesan, 2022; Ergene et al., 2018). Therefore, this research PDW aims to engage organization and management scholars to discuss how nature-positive value creation can result from human-nonhuman nature stakeholder relationships; topics which are of interest to a growing number of SIM and ONE scholars. Participants will have the opportunity to contribute to novel approaches, going beyond human-focused theorizing, to how firms can make sense of human-nonhuman nature stakeholder relationships and underlying mechanisms for value creation that benefits nature and society.

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

Session Type: **PDW Workshop**
Program Session: **78** | Submission: **15356** | Sponsor(s): **(TIM, STR, CTO, OMT)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

AI as a General Purpose Technology—Challenges and Opportunities for Management Research

Speaker: **Florenta Teodoridis**, *California Southern U.*
Speaker: **Neil Thompson**, *Massachusetts Institute of Technology*
Speaker: **Robert Channing Seamans**, *NYU Stern*
Organizer: **Nur Ahmed**, *MIT Sloan School of Management*

General purpose technologies (GPTs) such as AI and robots have received significant attention in innovation literature due to their ability to accelerate firm-level innovation. However, the nature of these technologies and how to evaluate them in order for firms to appropriate the benefits of their investment is still not well understood. Additionally, the challenges and opportunities in the diffusion of GPTs, particularly in regard to augmenting innovation also lack empirical evidence. This workshop aims to address these gaps by bringing together innovation and strategy scholars to discuss how to evaluate GPTs, potential bottlenecks that inhibit the diffusion of AI and robots, and potential benefits. The workshop will introduce new data and methods that can be widely used by other innovation scholars. By highlighting the challenges and opportunities in AI and robots for enabling innovation, this workshop aims to broaden the scope of innovation research for management scholars.

A Google form link will be shared with the participants for their application. This data will be used to match the facilitator of the roundtable session. Here is the Google form: https://forms.gle/pAcqghoRkNf7Znge9

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **79** | Submission: **16014** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 4 2023 9:30AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Publishing in Top-Tier US journals for non-US scholars

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

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

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **80** | Submission: **12065** | Sponsor(s): **(MED, HR, OSCM)**
Scheduled: **Friday, Aug 4 2023 9:30AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

MED Ambassador's Annual Workshop

Organizer: **Anne Berthinier-Poncet**, *CNAM U. Paris*
Organizer: **Elisabeth Fröhlich**, *IEDC-Bled School of Management*
Participant: **Madina Rival**, *LIRSA-Cnam Paris*
Participant: **Daria Podmetina**, *Lappeenranta U. of Technology*
Participant: **Monika Petraite**, *Kaunas U. of Technology, School of Economics and Business*
Participant: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Participant: **Bruno K. Woeran**, *OBS - Oulu Business School Finland*
Participant: **Anderson De Souza Sant'Anna**, *FGV-EAESP*
Participant: **Miguel R. Olivas-Lujan**, *Pennsylvania Western U.*
Participant: **Milton Paredes**, -
Participant: **Fatima Bayma De oliveira**, *Fundação Getúlio Vargas/EBAPE*
Participant: **Divya Singhal**, *Goa Institute of Management*
Participant: **Belinda Gibbons**, *U. of Wollongong*
Participant: **Jan Morrison**, *TIES - Teaching Institute for Excellence in STEM*
Participant: **Karin Alm**, *Kristianstad U.*
Participant: **Lukasz Jablonski**, *Krakow U.*
Participant: **Enase Okonedo**, *pan-atlantic U.*
Participant: **Noha Elbassiouny**, *German U. in Cairo*
Participant: **Marek Marian Jablonski**, -

Recent economic, environmental, social, and political turbulences in the world have led to an increase in risks in global businesses. Companies are now forced to improve innovation management as well as the transparency of their business processes to meet the new global challenges when it comes to improving their societal impact. On top of that, the pandemic has developed the generalization of home office, a flexibility that is often accompanied by deteriorated working conditions, difficulty of inclusion, and increasing social digital gap. This not only demands a lot from employees, but also pushes managers to their limits. Therefore, the employee of the future must bring different skills to meet these challenges. For this reason, we should not only focus on the "21st Century Competences" but rather develop a vision of the leader of the future who successfully navigates companies through this new age of stack crisis. As management educators, we have an important responsibility in this matter. In order to increase impact from the field of Management Education Development, we need to actively listen to those colleagues from diverse geographical regions. We need to pause and reflect upon experiences from those all around the world, who have solved problems differently. We also need to help our students to learn better by using innovative teaching methods. The aim of this PDW is to share international know-how in management education teaching, research and practice, and enable educators to develop and inculcate the capability to address the challenges in management as stated earlier.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **81** | Submission: **19757** | Sponsor(s): **(AFAM, ENT, OB, OMT)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 12:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Business Creativity in Africa

Organizer: **dt ogilvie**, *Rochester Institute of Technology*
Presenter: **Vincent O. Ogutu**, *Strathmore U.*
Presenter: **Mahamadou Diambeidou**, *UC Louvain*
Presenter: **dt ogilvie**, *Rochester Institute of Technology*

Business assumes that the non-Western world copies or steals the West's business creativity, that Westerners are innately creative, and that the West is superior to those in other parts of the world. This PDW explores Creativity in Africa to decolonize the West's theory of business creativity.

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

Session Type: **PDW Workshop**
Program Session: **82** | Submission: **15309** | Sponsor(s): **(CAR, OB)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

Building on the Positive: Raise Awareness For your Personal and Professional Resources

Presenter: **Sonja Kugler**, *TUM Institute for LifeLong Learning, Technical U. of Munich*
Presenter: **Irmgard Mausz**, *ISM International School of Management*
Presenter: **Karolina Wenefrieda Nieberle**, *Durham U.*
Facilitator: **Dieter Frey**, *Ludwig Maximilian U. of Munich (LMU)*

Null results, rejected articles, publication pressure or funding reductions - all of those are examples of challenging circumstances in the daily life of scientists. Moreover, when the pandemic hit work conditions have changed and challenged academia even further. From short term consequences, like not being able to hold the time schedule for research projects to long term consequences, like the “new normal” of hybrid work and teaching as well as remote teamwork academics’ resources are being drained. However, successfully coping with all those adversities is essential for a successful (and healthy) career in academia. Following this year’s theme of putting the worker front and center, the PDW aims to putting researchers into the spotlight in developing academics’ positive psychological state and their abilities to overcome challenging circumstances in two ways. First, we raise self-awareness to one’s professional development including successful coping with setbacks. Second, we target the development of resilience based on research in the field of positive psychology. This considers individual reflection of strategies and resources as well as social support via peers. Additionally, through a highly interactive and reflective workshop design, we contribute to this year's theme by reflecting on our own personal and professional resources and learning from the experiences and exchange with others.

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

Session Type: **Meeting**
Program Session: **83** | Submission: **19951** | Sponsor(s): **(CMS)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

CMS Executive Committee Meeting

Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*

CMS Executive Committee meeting - by invitation only.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **84** | Submission: **11446** | Sponsor(s): **(CMS, OMT)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Writing Essays to Advance Management Scholarship: A Professional Development Workshop

Coordinator: **Thomas J. Roulet**, *U. of Cambridge*
Coordinator: **Trish Reay**, *U. of Alberta*
Coordinator: **Paul Hibbert**, *U. of St Andrews*
Coordinator: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Coordinator: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Facilitator: **Daniel Muzio**, *U. of York*
Facilitator: **Bill Harley**, *U. of Melbourne*
Panelist: **Veronique Ambrosini**, *Monash U.*
Panelist: **Nicholas Poggioli**, *Appalachian State U.*
Panelist: **Diego Coraiola**, *U. of Victoria*
Panelist: **Lisa Thomas**, *Kedge Business School*
Panelist: **Francois Bastien**, *U. of Victoria*
Panelist: **Lucrezia Nava**, *Bayes Business School (formerly Cass), City, U. of London*

We have three objectives with this Paper Development Workshop on Essay writing in management. Essays intertwine personal narratives and experiences and incisive arguments and opinions, distinctly from traditional theory or empirical pieces. First we want to briefly showcase the emerging significance of the essay as a genre of management scholarship, sharing the example of new essay categories in various outlets including the Journal of Management Studies, Organization Studies, Academy of Management Learning Education and other. Second, through the insights of scholars who have successfully written essays, we explore the ways in which this format can lead to useful contributions. We will explore how essays can be developed and how we can continue to strengthen their legitimacy as a scholarly contribution. In the third part of the workshop, senior scholars that have edited or are editing for those three outlets (Journal of Management Studies, Organization Studies, Academy of Management Learning Education) will work with participants to help them learn about the objectives, conventions and potential of essay writing as a distinct form of academic output, on the basis of submitted pieces. As such this PDW seeks to provide a structured opportunity for participants to familiarize themselves with this genre, build an understanding of its fundamentals, and develop some ideas for their own potential essays.

Session Type: **PDW Workshop**
Program Session: **85** | Submission: **19451** | Sponsor(s): **(CTO)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

CTO Junior Faculty Consortium

Organizer: **Michael Barrett**, *U. of Cambridge*

CTO Junior Faculty Consortium

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

Session Type: **PDW Workshop**
Program Session: **86** | Submission: **19314** | Sponsor(s): **(CTO)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

CTO Doctoral Consortium

Organizer: **Marco Marabelli**, *Bentley U.*

Doctoral Consortium

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **87** | Submission: **19470** | Sponsor(s): **(DEI, CAR, HR)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Understanding and Mitigating the Impacts of Social Identity Ascription on Talent Development

Participant: **Gelaye Debebe**, *George Washington U.*
Participant: **Diana Bilimoria**, *Case Western Reserve U.*
Participant: **Susan Vinnicombe**, *Cranfield U.*
Participant: **Deirdre Anderson**, *Cranfield School of Management*

Organizations frequently attribute the lack of diversity in the managerial and leadership ranks to the dearth of talented women and members of minoritized groups in the talent pipeline. This rationalization has been largely discredited but, it points to a fundamental problem: social identity ascription (SIA) processes in the schooling experiences of low-income people generally and especially members of minoritized groups produce upstream loss of talent which contributes to a miniaturized talent pool. To understand the glacial pace of progress in promoting equity in career outcomes for women and minoritized groups, we must not only look at SIA processes within workplaces, but also within the socioeconomic sphere and schools. Research suggests that beginning in childhood and continuing in the adult years, individuals from low-income and minoritized groups are denied access to learning opportunities leading to non-ascribed paths. This results in successive elimination of these groups from talent development (TD) pipelines leading to non-ascribed occupations and roles. This PDW will explore and generate discussion about how SIA processes operate in schools and workplaces, what contributes to learners' succumbing to ascribed talent trajectories, what contributes to learners' construction authentic talent trajectories and strategies for mitigating SIA to facilitate TD among women and minoritized workers.

Session Type: **PDW Workshop**
Program Session: **88** | Submission: **16456** | Sponsor(s): **(DEI, HR, OB, SIM)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Shedding Light on the "Invisible Minority": The Status of Research on Foreign-Born Workers in the US

Session Chair: **Dayo Akinlade**, *U. of Wisconsin*
Session Chair: **Jason R. Lambert**, *Texas Woman's U.*

Foreign-born workers are a growing reality in today's organizations, yet research on this identity group remains very much in a nascent state. The dearth of research on this topic undermines a comprehensive understanding of the unique experiences of foreign-born workers in the workplace, underscoring the urgent calls in the diversity literature for more research on this topic. The purpose of this proposed Professional Development Workshop (PDW) is to help generate interest and a more active research agenda among diversity scholars that include the experiences of foreign-born workers. The PDW will offer a venue for diversity scholars to discuss the state of research on foreign-born workers, gaps in the literature, and opportunities for future research. Furthermore, the PDW will provide opportunities for attendees to network and develop potential collaborations related to foreign-born workers.

Participants are expected to submit a one-page abstract before the PDW (by May 15th). Only participants that submit a proposal will be invited to attend the PDW session. Participants should complete the Google Form below and upload a one-page abstract. The Google Form also contains a sample one-page abstract. https://docs.google.com/forms/d/e/1FAIpQLSf0yJzW4KHo7fOIqOBc4hsTQT1xS4cw18CMPGCutFpVu31otA/viewform?usp=sf_link.

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

Session Type: **PDW Workshop**
Program Session: **89** | Submission: **10605** | Sponsor(s): **(DEI, OB, MC)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Going Beyond the D and Focusing on the E and I for Employees in Organizations

Organizer: **Stacey Morin**, *Marymount U.*
Organizer: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Panelist: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Panelist: **Stacey Morin**, *Marymount U.*
Facilitator: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Facilitator: **Stacey Morin**, *Marymount U.*

The professional Development workshop (PDW) illustrates how Corporations need to go beyond the D in diversity, and hyper focus on the E in equity, and I for inclusion, to put the worker front and center based on the alignment of Critical theory. Diversity is the range of human differences that encompasses national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, and veteran status. Equity is fair practices and policies acknowledging structural inequalities. Inclusion is where all employees feel a sense of belonging and respected. A diverse workplace is the acceptance and inclusion of all employees of different backgrounds. Obstacles in the way of the E and I need to be addressed if organizations truly want to put the worker front and center. This PDW will examine how scholars and senior leadership will acknowledge inequity and exclusive behavior in their organization bringing the awareness of the need to focus on the E and I.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **90** | Submission: **14868** | Sponsor(s): **(ENT, RM, OMT, OB)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Addressing Entrepreneurship's Biggest Research and Learning Challenges Through Game Mechanisms

Organizer: **Craig Armstrong**, *U. of Alabama*
Organizer: **Phillip H. Kim**, *Babson College*
Facilitator: **Gregoire Croidieu**, *EMLYON Business School*
Facilitator: **Eliana Crosina**, *Babson College*
Facilitator: **Sebastian Fourne**, *Wilfrid Laurier U.*

Entrepreneurship has long been recognized as a process, with multiple variations of process-based models now part of our literature (e.g., Baron, 2007; Moore, 1986; Shane & Venkataraman, 2000) for explaining entrepreneurial behavior. Those processes are enacted on a more granular level through mechanisms. As a result, entrepreneurship researchers have produced richer and more precise explanations of the entrepreneurial process by identifying and exploring these mechanisms. New insights from the use of these explanations, however, lead to new opportunities and calls for an even better understanding of the underlying mechanisms of entrepreneurship. We believe that studying board games and their own analogous game mechanisms can provide a new source of insights into our study of the entrepreneurial process. Board games have multiple mechanisms their designers employ to create engaging and memorable experiences. Board games let us apply our intelligence and skills in roles we do not normally play in real life under conditions of known objectives and outcomes, boundaries, and rules of play combined with elements of uncertainty and luck. In this workshop panelists and participants will explore how entrepreneurship scholars can use game mechanisms to study and teach entrepreneurship. In particular, we strive to show how mechanisms that are used in popular board games can be used to evoke deeper understandings of the mechanisms of the entrepreneurial process.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **91** | Submission: **11253** | Sponsor(s): **(IM, ENT, HR, OB, STR)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

Advice on Writing an Award-Winning Dissertation from Dissertation Award Finalists

Session Chair: **Davina E. Vora**, *State U. of New York at New Paltz*
Panelist: **Liang Li**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Panelist: **Harald Puhr**, *U. of Innsbruck*
Panelist: **Jan Schmitt**, *Amsterdam Business School, U. of Amsterdam*
Panelist: **Nan Zhang**, *California State U. Stanislaus*

Deciding on a dissertation topic and completing a dissertation, let alone an award-winning one, can be a daunting task. Are you a Ph.D. student who could use some advice about the process? Do you have questions for others who have not only completed their dissertations, but also whose dissertations were recognized as being among the best in their field? If so, this session is for you! Recent finalists and winners of dissertation awards in international management talk about their experiences and share advice with you. Their points cover the entire scope of the dissertation process as well as both professional and personal issues. Even if you are not striving to have the best dissertation in the world, their tips and suggestions may be valuable to you. Regardless of your stage in the dissertation process, we encourage you to attend.

Session Type: **PDW Workshop**
Program Session: **92** | Submission: **16517** | Sponsor(s): **(INDAM, HR, OB, STR)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Creating Meaningful Research Partnerships

Organizer: **Nagaraj Sivasubramaniam**, *Duquesne U.*
Organizer: **Tanvi H. Kothari**, *San Jose State U.*
Organizer: **Senthil K. Muthusamy**, *Slippery Rock U.*
Organizer: **Aarti Ramaswami**, *ESSEC Business School*

This PDW seeks to fulfill the mission of the Indian Academy of Management to build a supportive community of scholars. In line with this year's Academy theme of putting the worker front and center, we endeavor to expand research opportunities to connect and explore new ideas. In addition, this PDW is designed to serve the specific goal of building research capabilities within India. The PDW is targeted at researchers and scholars who are beginning to develop a research stream, and scholars elsewhere seeking to conduct research in India. The partnerships formed during this PDW will hopefully translate to more impactful and higher quality research engagement and scholarly output.

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

Session Type: **PDW Workshop**
Program Session: **93** | Submission: **18795** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Developing your Educator Origin Story

Participant: **Matthew Eriksen**, *Providence College, School of Business*

When trying to establish credibility, many educators introduce ourselves to our students by sharing what we have done in the past; however, this does not help students understand who we are or why we are doing what we are doing. Understanding us and our teaching purpose helps students orient themselves toward us, provides them with guidance for how things are intended to evolve over the semester, and builds trust and confidence in us. As important as these understandings are for students, they are equally important to us, as educators, to remind ourselves of why we became an educator and the meaningful impact we wish to have on students, especially during moments when we lose belief in ourselves; when things do not go as expected; and when we find ourselves discouraged by such things as our students' seemingly endlessly shrinking attention spans, decreasing effort, and increasing disengagement. In addition, these understandings provide us guidance on our course designs and for our interactions with our students. Drawing on the power story (Gottschall, 2012; Ibarra & Lineback, 2005; Linde 1993), in this workshop, participants will develop a first draft of their Educator Origin Story that 1) is based on self-formation experiences that inspired them or solidified their desire to become an educator, and 2) articulates the desired impact they wish to have on their students. This story provides a vehicle for us to effectively communicate with our students, and ourselves, why we became and the impact we wish to have as educators.

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

Session Type: **PDW Workshop**
Program Session: **94** | Submission: **17242** | Sponsor(s): **(MED, DEI)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Transforming our Teaching: Integrating DEI into the Business Core

Presenter: **Amanda C. Sargent**, *Bentley U. - College of Business - Management Department*
Presenter: **Mateo Cruz**, *Bentley U.*
Presenter: **Elizabeth Cooper**, *U. of Rhode Island*
Presenter: **Lynn Bowes-Sperry**, *California State U., East Bay*
Presenter: **Xiaoxia Zhu**, *U. of Wisconsin - Milwaukee*
Presenter: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*
Presenter: **Megha Yadav**, *U. of Wisconsin, Milwaukee*

A paradigm shift is occurring in business education. Business school faculty are no longer expected to teach only the subject matter of their core disciplines but are now required to do so in a way that integrates diversity, equity, and inclusion (DEI) concepts and competencies. At the same time, there remain no clear guidelines on how to integrate DEI into all aspects of teaching which includes attention to faculty readiness, shifts in curriculum and pedagogy, and the creation and preservation of inclusive classrooms. The purpose of this PDW is to bring together management educators across disciplines, career stages, and job functions (i.e., faculty, administrators, etc.) to discuss challenges and opportunities DEI integration presents to faculty who teach in the business core, and to share strategies and resources to build community and provide ongoing support. Using a multi-level open systems approach to curriculum transformation, we will facilitate small and large group discussions in an interactive World Cafe format to share our experiences and build on our collective knowledge about ways we can better integrate DEI into the business core. Participants will leave with a framework for DEI integration, connections with like-minded educators, and a crowd-sourced online resource that captures DEI teaching strategies which will remain accessible beyond the AOM conference.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **95** | Submission: **10197** | Sponsor(s): **(MED, DEI, OB, HR)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Harnessing the Connective Power of Experiential Learning in Management Courses

Organizer: **Jeffrey Miles**, *U. of the Pacific*
Presenter: **Stefanie E Naumann**, *U. of the Pacific*
Presenter: **Dara Szyliowicz**, *U. of the Pacific*
Presenter: **Lewis Gale**, *U. of the Pacific*
Presenter: **Nydia MacGregor**, *Santa Clara U.*
Presenter: **Jorge Alexis Arevalo**, *William Paterson U.*
Presenter: **Alex Fergnani**, *Rabat Business School*
Presenter: **Jeffrey Miles**, *U. of the Pacific*

According to the AACSB (the Association to Advance Collegiate Schools of Business), the intersection of experiential learning and social capital development is where business schools should excel. After all, management is a social process; it is about getting things done through other people. Connectedness is a key not only to the success of our learners and relevance of our research, but also to unlocking the competitive advantage of business schools in a growing sea of competitors. Our greatest potential is found as much in the diversity of our connections as it is in the depth of our research and education. Business education is no longer just about “knowing, doing, and being”; it is also about “connecting.” Unfortunately, many faculty report that they have no idea how to create such learning experiences in their own management courses. The purpose of this PDW is to answer that faculty call for help by explaining how to harness the connective power of experiential learning activities with social capital development in management courses. An excellent faculty panel will specifically explain and describe how to create outstanding experiential learning opportunities in the areas of: diversity coaching, esports gaming, board readiness, global Anthropocene immersive analysis, futures scenario assessment and evaluation, and human resource information system immersive problem solving. In sum, this will be an exciting and entertaining PDW session that will inspire those members of the Academy in attendance and will enable them to immediately incorporate what they have learned to successfully improve their own management courses.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **96** | Submission: **11223** | Sponsor(s): **(MOC, OB, OMT, ODC)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 1:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Bringing Research (and Researchers) to Life Through a Systems Psychodynamic Approach

Organizer: **Jennifer Petriglieri**, *INSEAD*
Distinguished Speaker: **Gianpiero Petriglieri**, *INSEAD*
Panelist: **William A. Kahn**, *Boston U.*
Panelist: **Robin J. Ely**, *Harvard Business School*
Panelist: **Sally Maitlis**, *U. of Oxford*
Facilitator: **Preeti Varma**, *INSEAD*
Facilitator: **Elizabeth Sheprow**, *Harvard Business School*
Facilitator: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Michael Jarrett**, *INSEAD*
Facilitator: **Heidi Stultz Brooks**, *Yale School of Management*

This PDW aims to develop participants' capacity to use the systems psychodynamic approach in their research. After several decades at the margins of organization studies, this scholarly approach is resurging. Unsettling changes in the relations between individuals and institutions, and the reported emergence of a 'new world of work,' seem to have made the systems psychodynamic approach useful again, perhaps more useful than ever. Using it to cast light on the unconscious dimensions of novel or problematic features of organizations, organizing, and the organized, scholars have published their work in top American and European journals (e.g. Anicich, 2022; Ashforth & Reingen, 2014; Fotaki, 2013; Fotaki & Hyde, 2015; Handy & Rowlands, 2017; Kahn, 2022; Kenny, 2010; Kenny et al., 2020; Maitlis, 2022; Padavic et al., 2020; Petriglieri & Peshkam, 2022; Petriglieri et al., 2018, 2019; Petriglieri & Petriglieri, 2020; Prasad, 2014; Stein, 2011, 2013, 2021; Vince, 2019). We hope to help many others do the same. The workshop will begin with a keynote and a panel open to all Academy attendees. Both will explore why and when this approach is valuable, and how leading scholars employ it in their work. In the second session, which will require pre-registration, we will work with participants in small groups, helping them apply the approach in their current research. Specifically, facilitators will help participants interrogate the systemic unconscious dynamics that may be at play in the planning, fieldwork, data analysis, and / or writing up of a specific research project.

The first half of the PDW is open to all. To register for the second half, please email a brief (up to 500 word) summary of a qualitative research project that you are currently invested in, or that you wish to pursue, that you suspect has some unconscious dimensions to it, to Jennifer.petriglieri@insead.edu. These summaries will orient the facilitators (i.e., the keynote speaker, panelists and other system psychodynamic scholars – see below for full list) and other participants to the experience or topic which the attendee wants help to work on. Things you might want to include: 1. Describe, in no more than a sentence or two, a project you are doing, or would like to do, that you believe could be enriched by addressing unconscious elements. 2. Describe, if you can, what you think those unconscious dimensions are. For example: a. What might be happening outside of people's conscious awareness that, if you were able to have access to it, would give you greater insight into the phenomenon you are studying? b. What needs, fears, desires, or anxieties do you think people might be experiencing that are too disturbing for them to acknowledge—even to themselves? c. What processes, at the group or organizational level, might be covertly driving the phenomenon you are interested in—that is, operating beneath the surface, without people being consciously aware of them? 3. Consider any emotional reactions you have noticed in yourself as you have been working on this project. How might they inform the study you are doing?

Session Type: **PDW Workshop**
Program Session: **97** | Submission: **17924** | Sponsor(s): **(ODC, MC, HCM, OB, CMS, MED, IAM, INDAM)**
Scheduled: **Friday, Aug 4 2023 9:00AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Advancing OD&C through Doctoral Education

Organizer: **Steven H. Cady**, *Bowling Green State U.*
Facilitator: **David Bright**, *Wright State U.*
Facilitator: **Ann E. Feyerherm**, *Pepperdine Graziadio Business School*
Facilitator: **Carol Gorelick**, *Bowling Green State U.*
Facilitator: **Truit Gray**, *Bowling Green State U.*
Facilitator: **Herbert Homan**, -
Facilitator: **Lisa Maree Meyer**, *Author, Consultant, Ed.D. Organization Development, U. of St. Thomas, MN*
Facilitator: **Herbert Nold**, *Polk State College*
Facilitator: **Haeseen Park**, *Bowling Green State U.*
Facilitator: **Tanja Reimer**, *Europa-U. Flensburg*
Facilitator: **Leesa M. Riviere**, *Fielding Graduate U.*
Facilitator: **David B. Szabla**, *Western Michigan U.*
Facilitator: **William Torbert**, *Global Leadership Associates & Bostoin College Emeritus*
Facilitator: **Michelle Brodke**, *Bowling Green State U.*

This PDW will provide an overview of the ODC Division's endorsed effort to explore doctoral education in the field of Organization Development and Change. Led by Dr. Steve Cady, the initiative has attracted 125 participants thus far. The purposes of this PDW will be to share the work that has emerged to this point from the initiative, to engage participants in a dialogue to explore findings and next steps, and recruit others to be part of the effort. The workshop will unfold through four phases: (1) Introduction to the ODC Doctoral Education Initiative, (2) review and dialogue on the guiding strategy, (3) exploration of future possibilities, and (4) planning for the next steps. The intent of this initiative is to transform and strengthen our theoretical and pedagogical foundations for developing doctoral students to flourish in the field of ODC. This initiative is part of the ODC Division's effort to build community (the ODC Hive). This PDW aims to attract the engagement of scholars from many disciplines who have an interest in growing the disciplines and fields related to ODC.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **98** | Submission: **12629** | Sponsor(s): **(OMT, SAP)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 4:00PM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

Practice-Driven Institutionalism: Next Steps and Future Directions

Organizer: **Deborah Anderson**, *Alberta School of Business*
Organizer: **Michael Lounsbury**, *U. of Alberta*
Organizer: **Michael Smets**, *U. of Oxford*
Organizer: **Kevin McSweeney**, *U. of Oxford*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Panelist: **Richard Whittington**, *U. of Oxford*
Panelist: **Joel Gehman**, *George Washington U.*
Panelist: **Christopher W. J. Steele**, *U. of Alberta*

Bringing together a group of well-established institutional and practice theory scholars, and building upon (Smets, Aristidou, & Whittington, 2017), this submission for our third Professional Development Workshop on practice-driven institutionalism aims to facilitate discussion and spur debate regarding how practice theory and institutional theory can complement each other. This year, our PDW shifts from building the case for PDI – which was covered in our first two PDWs on the topic – and moves to take an inventory of what has been accomplished and map out unanswered questions and future research directions. Specifically, we hope to synthesize some of the current thinking around a practice-driven institutionalism. PDI reflects the practice-theoretical heritage of organizational institutionalism and – by actively acknowledging the role of practitioners and practice – sheds a more comprehensive light on the big debates in institutional theory. In the spirit of "professional development" we aim to highlight opportunities for advancing current debates and for injecting new perspectives into increasingly crowded intellectual fields.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **99** | Submission: **10950** | Sponsor(s): **(ONE)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

ONE Doctoral Consortium

Organizer: **Grace Augustine**, *School of Management, U. of Bath*
Organizer: **Xuege (Cathy) Lu**, *U. of Minnesota Carlson School of Management*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Presenter: **Andrew J. Hoffman**, *U. of Michigan*
Participant: **Panikos G. Georgallis**, *U. of Amsterdam*
Participant: **Kevin Chuah**, *Northeastern U.*
Participant: **Natalie Slawinski**, *U. of Victoria*
Participant: **Glen Dowell**, *Cornell SC Johnson College of Business*
Participant: **Charlene E. Zietsma**, *U. of Michigan*
Participant: **A. Wren Montgomery**, *Ivey Business School*
Participant: **Rajat Panwar**, *Oregon State U.*
Participant: **Stuart A. Allen**, *Robert Morris U.*
Participant: **Shelley F. Mitchell**, *Hult International Business School*

The ONE Doctoral Consortium aims to offer a networking, learning, and research reflection opportunity to doctoral students engaged in organizations and the natural environment (ONE) research. A maximum of 24 doctoral students will be selected based on their research quality and to represent a diversity of academic institutions, geographic interests, and research topics. The aim of the doctoral consortium is to provide doctoral students with feedback on their work, insights on key areas of the profession, and connections to other junior and senior scholars pursuing similar work. The consortium will be cross-disciplinary and open to different theoretical perspectives and the faculty members involved coming from different geographic and methodological backgrounds. The format of the doctoral consortium is informal and open, but doctoral students will come well-prepared to optimize the interaction with other doctoral students and faculty. The design for this year's consortium will enable doctoral students to engage with ONE faculty from various parts of the world who will share their knowledge and experiences related to their research, teaching, and careers.

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

Session Type: **PDW Workshop**
Program Session: **100** | Submission: **11851** | Sponsor(s): **(ONE, SIM)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 3:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence B**

SIM-ONE Junior Faculty Consortium AOM 2023

Organizer: **Amanda Nicole Williams**, *IMD Business School*
Organizer: **Ju Young Lee**, *Ivey Business School*
Organizer: **Christina Bidmon**, *Copernicus Institute of Sustainable Development, Utrecht U.*
Organizer: **Jason M. Pattit**, *U. of St. Thomas*
Organizer: **Susana Esper**, *IESEG School of Management*
Presenter: **Bryan W. Husted**, *Tecnologico de Monterrey*
Presenter: **Cynthia E. Clark**, *Bentley U.*
Presenter: **Danielle E. Warren**, *Rutgers U.*
Presenter: **David Wasieleski**, *Duquesne U.*
Presenter: **Dirk Matten**, *York U.*
Presenter: **Robert Edward Freeman**, *U. of Virginia*
Presenter: **Frances Bowen**, *Queen Mary U. of London*
Presenter: **Hari Bapuji**, *U. of Melbourne*
Presenter: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*
Presenter: **Jean-Pascal Gond**, *City U. London*
Presenter: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Presenter: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Presenter: **Katherina Pattit**, *St. Cloud State U.*
Participant: **Maoliang Bu**, *Nanjing U.*
Presenter: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*
Presenter: **Michelle Greenwood**, *Monash U.*
Presenter: **Minna Halme**, *Aalto U. School of Business*
Presenter: **Natalie Slawinski**, *U. of Victoria*
Presenter: **Nicole Darnall**, *Arizona State U.*
Presenter: **Oana Branzei**, *Ivey Business School*
Presenter: **Ralph Hamann**, *U. of Cape Town*
Presenter: **Sandra A. Waddock**, *Boston College*

The Junior Faculty Consortium (JFC) is an annual event that provides an opportunity for early career faculty members and postdocs that are members of the Social Issues in Management (SIM) division or the Organizations and the Natural Environment (ONE) division to network with senior faculty members and develop their research ideas. The 2023 Annual Meeting's theme "Putting the worker front and center" invites us to rethink how our research and teaching are called on to shape the role of business organizations in providing for the well-being of people and the planet. Furthermore, it is a great opportunity to reorient our attention to those who are often marginalized and silenced–including people and the natural environment–as business organizations try to navigate their ways through unprecedented turbulence and complexity.

This event is by invitation only. The application process is the following: - You must be in the first five years of your employment as a faculty member or a postdoctoral position. - Your application must include a short CV and an extended abstract of a working paper (not more than 5 pages). - Please also indicate two preferred senior scholars you would like to discuss your research with. - Please send your application to Ju Young Lee (julee@ivey.ca), with a copy to Jason Pettit (jmpattit@stthomas.edu) by May 26th, 2023.

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

Session Type: **PDW Workshop**
Program Session: **101** | Submission: **10301** | Sponsor(s): **(RM, OB, HR, CM, ENT, STR)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

Construct Development and Validation: A Workshop

Presenter: **Stephanie L. Castro**, *Florida Atlantic U.*
Presenter: **Claudia Cogliser**, *Texas Tech U.*
Presenter: **Lisa Schurer Lambert**, *Oklahoma State U.*
Presenter: **Larry J. Williams**, *Texas Tech U.*

In all scientific fields, accurate measurement of the constructs we study is critical to the advancement of knowledge. Over the years, multiple reviews have criticized research in management for a general lack of attention to construct measurement validity, with particular criticism of survey measurement scales. We believe this criticism is accurate, and hope to improve the state of our field by providing researchers a simple, psychometrically-sound, programmatic approach to help them establish construct validity for new scales (and evaluate the validity of existing scales). The first half of the session will focus on establishing a general understanding of construct validity as well as best practice approaches to evaluating construct validity. The second half of the session will be "hands-on", conducted in small break-out groups, providing participants an opportunity to apply this information and work on their own measures as well as pose any questions they may have to facilitators.

Session Type: **PDW Workshop**
Program Session: **102** | Submission: **13026** | Sponsor(s): **(RM, OB, OMT, STR)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

The Alchemy of Qualitative Research: Crafts and Routines

Organizer: **Alexandra Rheinhardt**, *U. of Connecticut*
Organizer: **Eliana Crosina**, *Babson College*
Organizer: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Organizer: **Kam Phung**, *Simon Fraser U.*
Organizer: **Anna Elise Roberts**, *U. of Bath*
Organizer: **Sarah Wittman**, *George Mason U.*
Speaker: **Charlotte Cloutier**, *HEC Montreal*
Speaker: **Spencer Harrison**, *INSEAD*
Speaker: **Majken Schultz**, *Copenhagen Business School*
Speaker: **John Paul Stephens**, *Case Western Reserve U.*

This Professional Development Workshop (PDW) aims to extend the 2022 AOM panel symposium "A Junior Scholar's Guide to Navigating the Trials and Triumphs of Qualitative Research." This symposium brought together a panel of pre-tenure scholars to discuss their personal research journeys, and attracted more than 50 participants. Building on this momentum, we seek to expand and deepen this emerging community's impact in two main ways. First, we invited four senior scholars, all experts in qualitative research, to serve as panelists (in addition to six junior scholars as PDW facilitators). As the title of the proposed PDW suggests, their comments will center on their respective alchemy, or on their crafts and routines for conducting qualitative research, including their idiosyncratic practices for finding flow when writing, establishing productive routines, and getting "un-stuck" when facing roadblocks. This information moves beyond what one may glean from reading experts' work as it pertains to practices which are generally not codified or shared in publications' methods sections. Second, participants will have the opportunity of sharing a planned or ongoing qualitative study, and of gaining personalized feedback. We envision that by July 1st, participants will submit a 2-page summary of an upcoming or current qualitative research project to aomqualalchemy@gmail.com. These 2-page summaries should include an abstract of their project, and a statement that outlines their most pressing challenges. During the PDW, each participant will receive comments and feedback on their work from the panelists, as well as from the junior qualitative researchers involved in the organization of this PDW. To promote rich discussion and feedback, the panel portion will be open to all attendees, but the personalized feedback portion will be limited to 40 participants, and determined on a first-come, first-serve basis.

By July 1st, participants will submit a 2-page summary of an upcoming or current qualitative research project to aomqualalchemy@gmail.com. These 2-page summaries should include an abstract of their project, and a statement that outlines their most pressing challenges. During the PDW, each participant will receive comments and feedback on their work from the panelists, as well as from the junior qualitative researchers involved in the organization of this PDW. To promote rich discussion and feedback, the panel portion will be open to all attendees, but the personalized feedback portion will be limited to 40 participants, and determined on a first-come, first-serve basis.

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

Session Type: **PDW Workshop**
Program Session: **103** | Submission: **13521** | Sponsor(s): **(STR, TIM, CTO, OMT, ENT)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 1:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

What's Next for Ecosystem Research?

Organizer: **Ron Adner**, *Dartmouth College*
Organizer: **Michael G Jacobides**, *London Business School*
Participant: **Michael Cusumano**, *Massachusetts Institute of Technology*
Participant: **Annabelle Gawer**, *U. of Surrey*
Participant: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Participant: **Martin Reeves**, *reeves*
Participant: **Mary Tripsas**, *U. of California, Santa Barbara*

As the notion of ecosystems within the management literature matures from novel construct to established concept, there is an opportunity to both take stock, and push the boundaries of existing research questions and methods employed, so as to support the development of new research. In the spirit of providing a forum that can aid this intellectual development to the benefit of the field overall and of participating academics in particular, this PDW brings together some of the top contributors in the field. Its contribution is to provide an interactive format around cutting-edge questions and offer the possibility for mentorship to those developing research, as opposed to providing yet another template to present papers. It aims to foster debate, and facilitate the development of next-generation research by workshop participants and panelists alike. In addition, the session will connect to the conference theme of 'worker in the middle' by exploring how an ecosystem approach, which explicates the nature and structure of interdependence both across and within actors in an ecosystem, sheds new light on the nature and challenge of work in the modern era.

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

Session Type: **PDW Workshop**
Program Session: **104** | Submission: **15551** | Sponsor(s): **(STR, TIM, OB)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 1:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

The New Geography of Work and its Impact on Innovation and Social Dimensions

Organizer: **Marco Minervini**, *IE Business School*
Organizer: **Jasmina Chauvin**, *McDonough School of Business Georgetown U.*
Organizer: **Viktorie Sevcenko**, *INSEAD*
Organizer: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*
Panelist: **Mercedes Delgado**, *Copenhagen Business School and MIT*
Panelist: **Mark Mortensen**, *INSEAD*
Panelist: **Olav Sorenson**, *UCLA Anderson School of Management*
Discussant: **Maryann P. Feldman**, *Arizona State U.*
Discussant: **Exequiel Hernandez**, *Wharton*

The Covid-19 pandemic has significantly impacted the geography of work, presenting new opportunities and challenges for individuals and companies in determining their locational choices and ways of collaborating. This professional development workshop brings together leading experts in the field – Prithwiraj (Raj) Choudhury (HBS), Mercedes Delgado (Copenhagen Business School), Maryann Feldman (Arizona State University), Exequiel (Zeke) Hernandez (Wharton), Mark Mortensen (INSEAD), and Olav Sorenson (UCLA) – who, along with the organizers – Jasmina Chauvin (Georgetown University), Marco Minervini (IE Business School), Victoria Sevcenko (INSEAD), and Thomaz Teodorovicz (Copenhagen Business School) – will discuss current trends in the post-pandemic geography of work at multiple levels of analysis, set the agenda for future research on the geography of work and innovation, connect the topic with the context of social impact, and provide feedback on participants' research proposals.

The workshop will include a panel discussion open to ALL conference registrants, followed by a shorter paper feedback session that will be by invitation only. To apply to attend the paper feedback session, please submit a paper abstract (up to 500 words) using the following link: https://bit.ly/NewGeoWorkAOMPDW by 1st July 2023. Selected participants will be notified two weeks before the scheduled workshop.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **105** | Submission: **13919** | Sponsor(s): **(TIM, SIM, ONE, MED)**
Scheduled: **Friday, Aug 4 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

Perspectives on Inclusive and Responsible Innovation

Organizer: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Organizer: **Angelo Spörk**, *WU Vienna U. of Economics and Business*
Presenter: **Marcel Bogers**, *Eindhoven U. of Technology*
Presenter: **Svetlana Ivanova**, *Vienna U. of Economics and Business*
Presenter: **Keren Naa Abeka Arthur**, -
Presenter: **Payal Kumar**, *Indian school of hospitality*
Presenter: **Anja Grüll**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Presenter: **Svenja Damberg**, *Hamburg U. of Technology*
Presenter: **Rajnish Tiwari**, *Hochschule Fresenius*

Making technology and innovation more inclusive is essential in the face of the current global challenges in the context of sustainable development. Responsible Innovation addresses ethics, emerging technologies research and innovation governance. Both, inclusive and responsible innovation paradigms, respond to overarching societal challenges, involve multiple stakeholders in innovation processes, and are therefore a promising way for organizations to contribute to the betterment of society. As an outcome of the substantial discourse in several scientific communities, a broad diversity of perspectives on, and tools for inclusive and responsible innovation exist, without a clear overarching framework or toolbox. This PDW will take a first step in systematizing these tools by presenting the basics, principles and benefits of inclusive and responsible innovation, by providing an overview of different tools as well as insights into challenges and benefits of their usage. In particular, it will cover open innovation, co-creation, design thinking, life-hacks, frugal innovation, and specific tools, e.g. for involving blind and visually impaired people in innovation processes. The PDW creates common ground through the perspectives of open and collaborative innovation and inclusive and responsible innovation, respectively. Then, eight presenters will share practical experiences with specific tools related to inclusive and responsible innovation. The second half of the PDW will be dedicated to roundtable discussions with the presenters and organizers and will allow the participants to discuss and experience selected tools themselves.

If you would like to attend this PDW please register this WhatsApp Group so that we can exchange background information before and after the AOM meeting: https://chat.whatsapp.com/KTW9Bmi3FVk854MZsEVHN3

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **106** | Submission: **18064** | Sponsor(s): **(CM, OB)**
Scheduled: **Friday, Aug 4 2023 10:30AM - 12:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

The Four Horsemen of Work Relationships

Facilitator: **Bridget Dongarra**, *U.S. Office of Personnel Management*
Facilitator: **Mike Camburn**, *FMP Consulting*

This highly interactive workshop takes an innovative approach to a decades-old relationship management model from the Gottman Institute. The Gottman Institute's Four Horsemen Model, a reference to the Four Horsemen of the Apocalypse, describes four destructive communication behaviors that forecast doom for relationships. In his research, Dr. John Gottman observed thousands of married couples and was able to predict marriage failure with 90% accuracy based on the presence of the Four Horsemen in their interactions. While the Gottman Institute's research is focused on personal relationships, workshop participants will learn that the lessons of the Four Horsemen Model are equally applicable to the success or failure of their relationships with supervisors, subordinates, co-workers, customers, and other stakeholders. Learning to monitor for the early signs of the Four Horsemen during conflict is the first step to eliminating them and replacing them with healthy, productive communication patterns. Thankfully, there are positive behavioral antidotes to each of the Four Horsemen that have the transcendent power to build trust, psychological safety, and a culture that embraces constructive conflict. Our workshop consists of a series of activities, teaching points, and guided small group discussions. Participants will reflect on the dynamics of their own work teams and professional relationships as they learn how to identify and address problematic communication behaviors. They may also find opportunities to improve conflict management in their personal relationships.

Session Type: **PDW Workshop**
Program Session: **107** | Submission: **17645** | Sponsor(s): **(MH, CMS)**
Scheduled: **Friday, Aug 4 2023 10:30AM - 12:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Publishing History in Management Studies: Challenges of Pandemic, Rankings, and Social Media

Organizer: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Participant: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Participant: **Gabie Durepos**, *Mount Saint Vincent U.*
Participant: **Walter Friedman**, *Harvard Business School*
Participant: **Anthony Gould**, *U. Laval*
Participant: **Geoffrey Jones**, *Harvard Business School*
Participant: **Christina Lubinski**, *Copenhagen Business School*
Participant: **Patricia McLaren**, *Wilfrid Laurier U.*
Session Chair: **Jeffrey Muldoon**, *Emporia State U.*
Session Chair: **Michael Heller**, *Brunel Business School, Brunel U. London*

The research process in management and organization studies is wrought with its own unique challenges. In the recent past, mobilizing historical knowledge has also shared its own set of issues. This PDW brings together the editorial teams from six key journals who regularly publish historical research in management and organization studies to give voice to these challenges and opportunities facing Business History, Business History Review, Industrielle / Industrial Relations, Journal of Management History, Management & Organizational History, and Qualitative Research in Organizations and Management. Drawing upon their experiences, the PDW will discuss both the issues confronting journals and editors, and those confronting authors. Topics will include the decline in downloads during the ongoing pandemic; forced retirement/redundancy of scholars and its impact on the academy writ large; the opaque nature of journal rankings (e.g., Australian Business Dean's Council); mobilizing research in the social media age; outsourcing the proofing and publication process to inexpensive, low-quality firms in developing economies. Another issue confronting some journals is the outsourcing of the proofing and publication process to cheaper, low-quality firms. For authors, issues worthy of discussion include the cutback of research funding; the impact of virtual teaching; difficultly in accessing physical libraries and archives. The PDW aims to be interactive so as to allow authors and other participants an inside look into the publication process, the problems confronting journals in the business, management and organizational history; critical management studies; and labour relations spaces, and the wider changes impacting the intellectual reach of academic journals.

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

Session Type: **PDW Workshop**
Program Session: **108** | Submission: **10405** | Sponsor(s): **(OB, CAR)**
Scheduled: **Friday, Aug 4 2023 10:30AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton AB**

Adventure Awaits…Let's Speed Network

Coordinator: **Gabriela Cuconato**, *Case Western Reserve U.*
Coordinator: **Sharon F. Ehasz**, *Case Western Reserve U.*

The benefits and importance of developing social networks and building social capital are not new (see more on Moody & Paxton, 2009) and are not different for academics (Streeter, 2014). However, networking in academic conferences can become a "card-swapping" activity with much effort and little reward. Following the theme of "Putting the Worker Front and Center," this professional development workshop (PDW) aims to put academics themselves in the center and give participants time and space for intentional and meaningful networking, independent of their career stage or academic and demographic background. During the session, we will have a brief introduction and welcome plenary. Then, attendees will actively engage in speed networking, adapted from speed dating, to get to know other AoM members. In four rounds, participants will connect to members who have (1) similar research interests; (2) differing research interests; (3) differing teaching experiences; and (4) similar personal interests outside of work. At the end of our PDW, participants will have practiced networking techniques, leaving the conference with real connections and possibly even research ideas and collaborative projects.

This session requires pre-registration and is limited to 60 attendees. To register, please fill out the form below: https://cwru.az1.qualtrics.com/jfe/form/SV_bdu9fjjbfQvDLcq Please email gdc27@case.edu and sfe21@case.edu if you have any questions or want to withdraw your participation.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **109** | Submission: **13032** | Sponsor(s): **(OMT, OB)**
Scheduled: **Friday, Aug 4 2023 10:30AM - 12:30PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom A**

Let's Get to Work: Steve Barley's Legacy in the Study of Occupations and Professions

Organizer: **Julia DiBenigno**, *Yale School of Management*
Organizer: **Matt Beane**, *U. of California, Santa Barbara*
Organizer: **Curtis Kwinyen Chan**, *Boston College*
Organizer: **Arvind Karunakaran**, *Stanford U.*
Distinguished Speaker: **Stephen Barley**, *U. of California, Santa Barbara*
Panelist: **Beth Bechky**, *UC Davis*
Panelist: **Siobhan O'Mahony**, *Boston U.*
Panelist: **Diane E. Bailey**, *Cornell U.*
Panelist: **Ece Kaynak**, *Bayes Business School (formerly Cass), City, U. of London*
Panelist: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Panelist: **Andrew Nelson**, *U. of Oregon*
Panelist: **Stine Grodal**, *Northeastern U.*
Panelist: **Tsedal Neeley**, *Harvard U.*
Panelist: **Paul Leonardi**, *U. of California Santa Barbara*
Panelist: **Danielle Elaine Bovenberg**, *Yale U.*
Panelist: **Asaf Darr**, *Member Prof*

Given the increasing prevalence of expert occupational and professional groups working inside organizations, this workshop explores research at the intersection of occupations and professions in organizations. This year, we will accomplish this by honoring and expanding on Steve Barley's legacy in this domain by bringing together his students, coauthors, and colleagues with participants in an interactive format to advance perspectives on this important area of management research. The goals of this professional development workshop are two-fold: (1) provide contemporary perspectives on occupations and professions in organizations through examination of Steve Barley's work; (2) build a community of scholars who are engaged in theoretical and empirical research on occupations and professions. Through presentations from senior scholars, interactive panel discussions, and roundtable breakouts, we seek to advance scholarship in this important area while simultaneously building community.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **110** | Submission: **12129** | Sponsor(s): **(OMT, STR, OB, RM)**
Scheduled: **Friday, Aug 4 2023 10:30AM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Using Sports Data To Advance Management Theory

Organizer: **Paolo Aversa**, *City U. London*
Organizer: **Dmitry Sharapov**, *Imperial College Business School*
Organizer: **Francesca Hueller**, *Bayes Business School*
Panelist: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Panelist: **Sarah Doyle**, *U. of Arizona*
Panelist: **Xavier Sobrepere**, *Tilburg School of Social and Behavioral Sciences*
Panelist: **Jongsoo Kim**, *Hong Kong Baptist U.*

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

The workshop is organized in two sections. After a welcome, the organizers will present the panelists, an overview of the agenda, and introduce the topic by presenting insights from their recent systematic literature review. In the subsequent “Editor’s Perspective” presentation, an associate editor of a top journal (experienced in both publishing and reviewing papers with sport data) will provide her views on necessary conditions and possible challenges of making a contribution using sport data. Next, each of the remaining panelists will briefly summarize their published research using sport data and bring the audience “behind the scenes” of the writing and review process of each paper. The presentation phase is followed by a Q&A part moderated by the organizers and designed to facilitate an interactive discussion between panelists and audience with emphasis on generalizable topics. The first part closes with a brief summary by the organizers, after which non-registered workshop participants will leave and go to other sessions. After a short break, organizers and panelists will move to round tables to discuss proposals and papers of pre-registered participants (submitted in advance). Participants will be matched to panelist/organizer tables in advance based on the theories to which their work contributes. After discussing each project, each table will explore further research directions in each theory that can be usefully addressed using sport data. Each table will then report the main ideas that emerged in their discussions, leading to a final Q&A.

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

Session Type: **PDW Workshop**
Program Session: **111** | Submission: **16969** | Sponsor(s): **(SIM, CMS, OMT)**
Scheduled: **Friday, Aug 4 2023 10:30AM - 12:30PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Multiple Perspectives on Corporate Political Responsibility in Conflict and Post-Conflict Countries

Organizer: **Natalya Turkina**, *RMIT*
Organizer: **Sofia Villo**, *Aalto U. School of Business*
Speaker: **Usha C.V. Haley**, *Wichita State U.*
Speaker: **Stephen Brammer**, *U. of Bath*
Speaker: **Arno Eerikki Kourula**, *U. of Amsterdam*
Speaker: **Jukka Mäkinen**, *Estonian Business School*

Since the 24th of February 2022, when Russia, on the orders of Vladimir Putin, began a large-scale military attack on Ukraine, we have been witnessing that over 1,000 firms from different industries have publicly announced they are voluntarily curtailing operations in Russia (Yale School of Management 2022). Our PDW will look at this unpresented corporate exist from a country through the lens of corporate political responsibility – a concept that views firms as political actors that have human rights-related duties. The speakers of the PDW will take four theoretical perspectives – Hirschman's 'Exit, Voice, and Loyalty' model (Hirshman 1970), Rawlsian perspective on international justice (Rawls 1971), Alexander's societalization theory (Alexander 2018, 2019) and managerial perspective on corporate political responsibility (Lyon et al. 2018) – to discuss how the ongoing Russian-Ukrainian war offers reality checks for these theoretical perspectives and what normative propositions and research foci should be considered by business and society scholars to develop practical interventions for corporate political responsibility in conflict and post-conflict countries. This PDW will gather scholars from different disciplinary backgrounds, which will allow for a critical in-depth discussion about (re)new(ed) issues in corporate political responsibility in conflict and post-conflict countries, including but not limited to the division of moral labor and co-ordination between governments and firms, ethics, power and impact, transparency and stigma, and the role of context. We invite all scholars interested in corporate political responsibility to join this PDW.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **112** | Submission: **14100** | Sponsor(s): **(STR, OMT)**
Scheduled: **Friday, Aug 4 2023 10:30AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Strategy Meets Organization Theory: Learning From Scholars Working at the Crossroad

Organizer: **Giada Di Stefano**, *Bocconi U.*
Organizer: **Filippo Carlo Wezel**, *USI Lugano*
Panelist: **Wei Guo**, *China Europe International Business School (CEIBS)*
Panelist: **Jaekyung Ha**, *EMLYON Business School*
Panelist: **Ivana Naumovska**, *INSEAD*
Panelist: **Tomasz Obloj**, *Indiana U. - Kelley School of Business*
Panelist: **Violina Rindova**, *U. of Southern California*
Panelist: **Anastasiya A. Zavyalova**, *Rice U.*

This Paper Development Workshop aims to bring together researchers who work at the intersection of Strategy and Organization Theory. The goal is to start a conversation inside a community of like-minded researchers who are interested in the perspective of firms with their bundles of capabilities and resources, but also with constraints and opportunities generated by social forces that are above and beyond their agency. The PDW is an opportunity to generate a conversation between the community of STR and OMT and to reflect on potential avenues for future research. After a brief introduction to this scholarship domain, the workshop will include presentations from several renowned scholars who will introduce some of their relevant work. The session will close with a general Q&A session that will address the challenges faced by researchers who aim at publishing in this area, as well as various opportunities for future research.

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

Session Type: **PDW Workshop**
Program Session: **113** | Submission: **17527** | Sponsor(s): **(MC)**
Scheduled: **Friday, Aug 4 2023 11:00AM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Impacts of Management Consultant Deep Values: Managing Cooperation-Conflict between Stakeholders

Organizer: **Emmanuel Beck**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Session Chair: **Eric Sanders**, *Elmhurst U.*
Panelist: **Rida Elias**, *American U. of Beirut*
Panelist: **Jeffrey R. Moore**, *Anderson U.*

The objective of this PDW session is to explore the relationship between the Workers and the Consultants through different experiments of organizational change. The cooperation/conflict dialectic based on the deep values of consulting/intervention-research methodologies will be underlined. The PDW will focus on the need to control the gaps between values and beliefs of Workers and Consultants. These gaps will be identified in a first phase of the PDW session. Diagnoses and Methods will be presented by the panelists and participants. In a second phase, we'll propose ways of improving processes and tools to enhance the quality of cooperation in a change process that involves different stakeholders, especially putting the Workers Front and Center, mainly in case of conflicts.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **114** | Submission: **10151** | Sponsor(s): **(MED, SIM, ONE, DEI)**
Scheduled: **Friday, Aug 4 2023 11:00AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Bringing 'Learning Through Play' into the Business School – Learning with the PRME (i5) Project

Distinguished Speaker: **John Goodwin**, *Lego*
Distinguished Speaker: **Mette Morsing**, *professor*
Session Chair: **Dirk C. Moosmayer**, *Kedge Business School*
Facilitator: **Jeremy Williams**, *Zayed U.*
Facilitator: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*
Facilitator: **John Goodwin**, *Lego*
Facilitator: **Mette Morsing**, *professor*
Facilitator: **Dirk C. Moosmayer**, *Kedge Business School*

The Impactful Five (i5) is the largest project under the roof of the United Nations Principles of Responsible Management Education (PRME). It builds on research by the LEGO Foundation that finds learning most effective when applying the five principles of personal meaningfulness, active engagement, multiple iterations, social engagement and joyfulness. The purpose of the PRME (i5) project is to transfer and apply these practices of effective playful learning into the domain of business schools in order to create an impactful pedagogy for responsible management that is also applicable to other business domains and divisions. While the first year focused on content building, this workshop is part of the second-year rollout activities and building of a community of practice. In this workshop, you will be first learn about the PRME project, the underlying pedagogy research by the LEGO Foundation, and how (i5) has be applied in the classroom. You will then engage in roundtables that explore how the (i5) project can stimulate -a- practice links for your course, curriculum and organization, -b- collaboration around the (i5) at intra-institutional and global level to position your institution and strengthen networks, -c- connections around content development and community to break down inner-institutional silos, -d- program level integration, e.g. to (re-)structure an entire program, and -e- research and publication opportunities around the (i5). You will come out of this PDW with a clear understanding of the opportunities to benefit from and get involved with the PRME (i5) project.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **115** | Submission: **19904** | Sponsor(s): **(ODC)**
Scheduled: **Friday, Aug 4 2023 11:00AM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Forest Hills**

ODC Division Board Meeting

Division Chair: **Amit Nigam**, *City, U. of London*
Program Chair: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*

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

Session Type: **PDW Workshop**
Program Session: **116** | Submission: **20059** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 4 2023 11:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Publishing in AMD: The Premier Journal for Empirical Exploration in Management

Organizer: **Michael Malgrande**, *Academy of Management*
Presenter: **C. Chet Miller**, *U. of Houston*

Have interesting findings that you can't explain using existing theories? Curious about exploring new or unexplained phenomena? Have a desire to be more creative in presenting your research? If so, join us to learn more about publishing in Academy of Management Discoveries (AMD). In this session, incoming editor-in-chief, Chet Miller, will provide the inside story on publishing in a journal that has been capturing the collective imagination of our research community, and having effects on policy and practice as well.

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

Session Type: **PDW Workshop**
Program Session: **117** | Submission: **20063** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 4 2023 11:00AM - 1:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner AB**

Publishing in ANNALS

Host: **Elizabeth George**, *Cambridge Judge Business School*
Presenter: **Matthew A. Cronin**, *George Mason U.*

Annals Incoming Co-Editors, Elizabeth George and Matthew Cronin, and the team of Associate Editors provide tips on how to write a successful Annals paper. All are welcome.

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

Session Type: **PDW Workshop**
Program Session: **118** | Submission: **10343** | Sponsor(s): **(SAP, OMT, CTO, STR)**
Scheduled: **Friday, Aug 4 2023 11:00AM - 1:00PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

The Public as Co-Strategizers: Communicative Perspectives on Strategizing in the Public Sphere

Organizer: **Elisa Lehrer**, *European-U. Viadrina*
Organizer: **Milena Leybold**, *U. of Innsbruck*
Organizer: **Anne-Christine Rosfeldt Lorentzen**, *Aarhus U.*
Panelist: **Gail T. Fairhurst**, *U. of Cincinnati*
Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*
Panelist: **A. Paul Spee**, *U. of Queensland*
Panelist: **Eero Vaara**, *U. of Oxford*
Facilitator: **Rebecca Bednarek**, *Victoria Management School*
Facilitator: **Leonhard Dobusch**, *U. of Innsbruck*
Facilitator: **Tim Kuhn**, *U. of Colorado, Boulder*

This PDW aims to elucidate strategizing and communication in the public sphere. It seeks to enhance participants' understandings on how communicative perspectives help to conceptualize and investigate the influences of public discourses, competitors' decisions, or other critical events in the public sphere on strategizing. From this perspective, the strategizer is not necessarily a "worker" within an organization - if a human actor at all. Instead, the strategizer can also be part of the public sphere, contributing to organizational strategizing by communicating ideas, goals, or processes. This strategizer can communicate from outside, e.g., in the form of a public discourse. To conjoin academic discourses on the role of the public sphere as an actor and/or a context of strategizing, the PDW brings together two communities: Strategizing Activities and Practice (SAP) and Communicative Constitution of Organizations (CCO). Scholars who have successfully contributed to these communities will support PDW participants by providing new insights and advice to develop their work-in-progress on the nexus of strategizing and communication in and by the public sphere. The PDW has two parts: First, four well-published SAP and/or CCO scholars present and discuss their perspectives on strategizing and the role of communication in the public sphere constituting the public as 1) a co-strategizer and 2) a site of strategy processes. Second, up to four PDW attendees will discuss their work-in-progress with one roundtable facilitator. The PDW requires a pre-registration for the second part, but the first part is open to all AoM attendees.

To register for the second part of this PDW (roundtable discussions), please send an abstract (max. 1000 words) to lehrer@europa-uni.de. The abstract should include a title page with information on your person, position, affiliation, and preferred roundtable facilitator (either one of the panelists or facilitators) as well a short description of your research project you want to discuss at the roundtables. The deadline for application is July 5, 2023.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **119** | Submission: **20054** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 4 2023 11:30AM - 2:00PM ET (UTC-4)** at **Offsite** in **Offsite Venue**

ENT Doctoral Student Consortium Lunch

Organizer: **Vishal K. Gupta**, *U. of Alabama*
Coordinator: **Veroniek Collewaert**, *Vlerick Business School & KU Leuven*

By invitation only

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

Session Type: **PDW Workshop**
Program Session: **120** | Submission: **17674** | Sponsor(s): **(ENT, CMS, SIM, OB, OMT, STR)**
Scheduled: **Friday, Aug 4 2023 11:30AM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Families and Their Businesses as Politicized Actors: Upstanding Citizens or Questionable Characters

Panelist: **Kathleen Randerson**, *Audencia Business School*
Session Chair: **Clay Dibrell**, *U. of Mississippi*
Session Chair: **Esra Memili**, *U. of North Carolina, Greensboro*
Moderator: **Matthias Waldkirch**, *EBS Business School*
Panelist: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*
Moderator: **Sheila Hanson**, *U. of North Dakota*
Panelist: **Andreas Georg Scherer**, *U. of Zurich*
Panelist: **Tanusree Jain**, *Copenhagen Business School*
Panelist: **William S Schulze**, *U. of Utah*
Panelist: **Jette Steen Knudsen**, *Tufts U.*

Our goal in this PDW is to augment discussions between Family Entrepreneurship scholars and those studying the role of business families and their enterprises as social and politicized actors. This PDW is designed to flush out the role played by the family, and their businesses, as politicized actors in the pursuit of their self-interests, and role in filling voids in different national institutional contexts. They are hailed as motors of economies regardless of the perverse consequences on the environment, political institutions, societies, and the proper functioning of the economy itself. Families as primary social units and their businesses as legal entities through which the family acts, may assume a wide spectrum of politicized roles, such as lobbying for preferential treatment (e.g., limiting tax liabilities to pay for reductions in pollution, encouraging national healthcare) at the potential detriment or benefit of all citizens. To support this debate, our PDW will have two parts. In the first part, a panel of scholars chosen ad hoc will interact with our mediators to reflect on the political and institutional landscapes and to identify key behaviors and consequences. In the second part, attendees will have the opportunity to interact with the panelists and general audience in a “open mic”. This session will provide an excellent opportunity for current researchers of FE, CSR and sustainability, and more fundamental social and political issues to connect and collectively sketch out a research agenda that can in turn help advance research, teaching, and practice.

Session Type: **Meeting**
Program Session: **121** | Submission: **21186** | Sponsor(s): **(EXH)**
Scheduled: **Friday, Aug 4 2023 11:30AM - 1:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **101**

The Future of Entrepreneurship Education Workshop

Speaker: **Jedidiah Weller**, *Entrepreneurship*

Educators in entrepreneurship have long faced the challenge of finding effective ways of providing students with experiential learning within a traditional classroom setting. Wide-ranging materials from texts, live cases, guest speakers, and interactive discussions are important, but do not simulate a real-time entrepreneurial situation by which students apply what they've learned and receive immediate feedback. Subsequently, students graduate without having acquired critical muscle memory from "learning by doing" in their desired business types, and hence, cannot readily transfer lessons from the classroom into real world experiences such that they thrive as entrepreneurs.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **122** | Submission: **13910** | Sponsor(s): **(MED)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

A Toolbox for Humor in Management Education, from Award-Winning Instructors and an Emmy-Recipient

Distinguished Speaker: **Joe Toplyn**, *Twenty Lane Media, LLC*
Presenter: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Presenter: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Presenter: **Lisa T. Stickney**, *The U. of Baltimore*
Presenter: **Angelo Spörk**, *WU Vienna U. of Economics and Business*
Presenter: **David Stolin**, *TBS Education*
Organizer: **Anja Grüll**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Facilitator: **Svetlana Ivanova**, *Vienna U. of Economics and Business*

Utilizing humor in the classroom helps to motivate students and supports a positive relationship between them and educators. When integrated into course design, humor increases students' understanding of the topic, improves learning outcomes, and positively impacts their creativity, critical thinking and ability to deal with ambiguity. In order to apply humor in management education, a well-founded, modular toolbox is needed; one with established effectiveness that can be used in different teaching contexts and does not require extensive training . This PDW aims to present elements of such a toolbox and will initiate a dialogue about its usage based on first-hand experiences. It will support participants in utilizing humor in their teaching strategies, courses, and exercises by introducing the basic functions of humor, by illustrating how it can be successfully applied, and by providing effective tools. If accepted, this PDW will feature a distinguished guest: Joe Toplyn, a writer and producer of comedy/talk shows and four-time Emmy award winner. He produced segments for daily television shows for over fifteen years and wrote 'Comedy Writing for Late-Night TV', the first and only book ever published on the subject. His insights will be enriched by practical cases of using humor as a teaching and learning tool successfully implemented at business schools in the U.S. and Europe. In an interactive exercise, session participants will gain insights into how to effectively utilize humor in their teaching strategies while avoiding possible negative effects.

If you would like to attend this PDW please register this WhatsApp Group so that we can exchange background information before and after the AOM meeting: https://chat.whatsapp.com/JRH4wYnbSp6CPWtf4d3gfn

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

Session Type: **PDW Workshop**
Program Session: **123** | Submission: **10839** | Sponsor(s): **(MOC, RM, STR, OMT, ENT, OB)**
Scheduled: **Friday, Aug 4 2023 11:30AM - 2:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Content and Textual Analysis in Organizational Research: Techniques and Applications

Organizer: **Michael Pfarrer**, *U. of Georgia*
Organizer: **Jason Kiley**, *Clemson U.*
Facilitator: **Aaron Anglin**, *Texas Christian U.*
Facilitator: **Jonathan Nicholas Bundy**, *Arizona State U.*
Facilitator: **John R. Busenbark**, *U. of Notre Dame*
Facilitator: **Daniel Gamache**, *U. of Georgia*
Facilitator: **Derek Harmon**, *U. of Michigan*
Facilitator: **Joseph Harrison**, *Texas Christian U.*
Facilitator: **Steven James Hyde**, *Boise State U.*
Facilitator: **Farhan Iqbal**, *Indiana U., Bloomington*
Facilitator: **Andreas Sebastian Konig**, *U. of Passau*
Presenter: **Aaron McKenny**, *Indiana U. - Kelley School of Business*
Presenter: **Peter Norlander**, *Loyola U. Chicago*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Lingling Pan**, *U. of Pittsburgh*
Facilitator: **Rhonda K. Reger**, *U. of North Texas*
Facilitator: **Shane Reid**, *Louisiana State U.*
Presenter: **Hani Safadi**, *U. of Georgia*
Facilitator: **Jeremy Collin Short**, *U. of North Texas*
Presenter: **Ruixiang Song**, *Louisiana State U.*
Facilitator: **Hovig Tchalian**, *U. of Southern California*
Facilitator: **Xinran Joyce Wang**, *Zicklin School of Business, Baruch College, City U. of New York*
Facilitator: **Miles A. Zachary**, *Auburn U.*

This is a two-part PDW. Part 1 provides an introduction to content and text analysis as a research methodology. Presenters will discuss appropriate applications, reliability and validity concerns, complementarities with other methods, data curation, programming, and different computer-aided content analysis tools. Experts will also walk through examples of content analysis techniques from published research and offer publishing tips. Part 1 is open to all AOM attendees and does not require pre-registration. Part 2 of the PDW models MOC's successful "Cognition in the Rough" PDW. Experts and authors will interact in small groups to discuss the content, structure, techniques, and potential journal outlets of submitted proposals. Part 2 requires pre-registration and a submission of a 2-3 page proposal. The deadline for proposal submissions is July 14. Details are available via AOM's Online Communities (e.g., Connect@AOM, Interest Group listservs) or by contacting the organizers at contentanalysis1@gmail.com.

Part 2 of the PDW requires pre-registration and a submission of a 2-3 page proposal. The deadline for proposal submissions is July 14. Details are available via AOM's Online Communities (e.g., Connect@AOM, Interest Group listservs) or by contacting the organizers at contentanalysis1@gmail.com.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **124** | Submission: **13253** | Sponsor(s): **(SIM, DEI, ODC)**
Scheduled: **Friday, Aug 4 2023 11:30AM - 1:00PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

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

Organizer: **Latha Poonamallee**, *The New School*
Discussant: **Simy Joy**, *Independent Researcher*
Facilitator: **Anita Howard**, *Weatherhead School of Management, Case Western Reserve U.*
Participant: **Akhil S G**, *Weatherhead School of Management, Case Western Reserve U.*

The goal of this PDW is to continue to nurture a community of scholars, educators, and practitioners who engage in management research and teaching that explicitly centers equity, inclusion, and social justice (not just social impact) as the goals of organization and management. Are social justice and management mutually exclusive concepts? How can we draw on management theory and practice for advancing social justice aims? How do we bend the arc of organizational life towards more justice? What are the rights and obligations of organizations and their members to the world at large, and to their local communities and societies? How do we teach about social justice credibly within management curriculum? Is there even a place for it in business and management schools? How do we move from social impact to justice? These are the sort of questions that animate this project and PDW.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **125** | Submission: **12285** | Sponsor(s): **(ENT, SIM, OMT)**
Scheduled: **Friday, Aug 4 2023 11:45AM - 1:45PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

Community-Based Organizing and Entrepreneurship to Address Grand Challenges

Organizer: **Jennifer Brenton**, *U. of Michigan*
Organizer: **Natalie Slawinski**, *U. of Victoria*
Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Panelist: **Oana Branzei**, *Ivey Business School*
Panelist: **Helen Haugh**, *U. of Cambridge*
Panelist: **G. T. Lumpkin**, *U. of Tennessee, Knoxville*
Facilitator: **Laura Albareda**, *LUT U., School of Business and Management*
Facilitator: **Rebecca Franklin**, *New Mexico State U.*
Facilitator: **Christina Julia Hertel**, *GSEM - U. of Geneva*
Facilitator: **Matthew Murphy**, *U. of Victoria*
Facilitator: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Trenton A. Williams**, *BYU Marriott School of Business*
Panelist: **Ana Maria Peredo**, *U. of Ottawa*

Grand challenges, while complex and global in nature, manifest and are experienced in local communities. This reality has given rise to a growing appreciation for the role of local contexts and community-based enterprises (CBEs) in addressing grand challenges. While research on community-based phenomena is growing, there remains a need to further explore the practices and processes of community-based organizing, including how communities shape entrepreneurial efforts and how CBEs work in and with communities to address challenges and build local resiliency. This PDW aims to convene junior and senior scholars in this field of research to discuss these ideas and explore future research pathways. To accomplish this, a panel of accomplished scholars will reflect on the current state of community-based organizational research while drawing upon their own research experiences. This will be followed by roundtable discussions where table facilitators will lead small group conversations with participants around future areas of research within CBE scholarship. Through these conversations, this PDW seeks to advance organization theory and research in entrepreneurship and social issues in management.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **126** | Submission: **16916** | Sponsor(s): **(AFAM, ENT, DEI)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Women Entrepreneurs' Use of Spirituality to Manage Workers in Africa

Participant: **Caren Brenda Scheepers**, *U. Pretoria Gordon Institute of Business Science*
Participant: **Anastacia Mamabolo**, *GIBS / U. of Pretoria*
Participant: **Ethne Swartz**, *Montclair State U.*
Participant: **Gloria Mbokota**, *U. Pretoria Gordon Institute of Business Science*

Our PDW focuses on how women entrepreneurs use spirituality to manage workers in women-owned businesses in Africa. Workplace spirituality acknowledges that workers have an inner existence and search for transcendence which require meaningful work within a community. Entrepreneurs with explicit spiritual beliefs incorporate their spirituality within the running of their businesses. This PDW explores the outcomes of this workplace spirituality phenomenon, putting the worker front and center, aligned to the theme of the 83rd AOM Annual Meeting. Africa is characterised by a culture of high power-distance and the PDW pays attention to how women entrepreneurs use spirituality in managing high-power-distance contexts. While literature differentiates between religion and spirituality and assumes that spirituality unites and religion divides, we deem this distinction to be more complex and advocate for embracing diversity in religious and spiritual practices. We also consider concerns around a possible misusing of spirituality as a persuasive tool to manipulate workers. Drawing on current literature we explore how spiritual women entrepreneurs integrate their values, morals and beliefs directly into the management of their workers and the outcomes of these practices.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **127** | Submission: **13426** | Sponsor(s): **(CAR, OB, HR)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

New Academic Job Opportunities in China (2023)

Organizer: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Participant: **Long Zhang**, *Hunan U.*
Participant: **Bin Hao**, *East China U. of Science and Technology*
Participant: **Ben Nanfeng Luo**, *Renmin U. of China*
Participant: **Ying Wang**, *School of Management and Economics, Beijing Institute of Technology*
Participant: **Qi Li**, *Chinese U. of Hong Kong*

Over the years, universities in China have provided management PhDs and scholars many job opportunities and will probably continue to be so in the next few years. As China job market for management scholars is characterized as complex, dynamic, and of highly internal variety, we delivered a PDW on the academic job opportunities in China in the 2021 AOM conference (which interests about 50 participants) and another PDW in the 2022 AOM conference (which attracts nearly 160 participants). This year, in the current PDW, scholars from several representative Chinese universities will continue to share their experiences, observations, and insights regarding the job opportunities in China for candidates in the management field. It will cover topics including (but not limited to) the application procedures, selection criteria, compensation package, teaching load, promotion, and social service. Besides, this PDW will discuss the key to the career success as an academic scholar in China. The new developments and trends in China job market will be highlighted.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **128** | Submission: **12196** | Sponsor(s): **(DEI, OB, MSR)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

The Power of Sisterhood: Revitalizing the Feminist Spirit in Our Academic and Personal Lives

Organizer: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*
Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Organizer: **Xiaoxia Zhu**, *U. of Wisconsin - Milwaukee*
Panelist: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Panelist: **Donna Chrobot-Mason**, *U. of Cincinnati*
Panelist: **Audrey Murrell**, *U. of Pittsburgh*
Facilitator: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Facilitator: **Keimei Sugiyama**, *U. of wisconsin milwaukee*

In the past year, global large-scale events have highlighted the lack or even the suppression of women's rights internationally—yet sisterhood is powerful and endures. To provide renewals for harnessing our collective strength, this PDW is designed to offer healing, replenishment, and revitalization of the feminist spirit for women and non-binary scholars who feel physically, emotionally, and mentally exhausted from gender inequity reflected in current political climates, as well as in their daily lives as they navigate encounters with bias and discrimination in their organizations and careers. Through panel discussion, group work, and joint meditation, participants will engage in active revitalization of energy depleted from coping with gender inequities, bias, and discrimination. The primary goal of this PDW is for participants to actively recover through solidarity, experienced through a panel discussion and breakout circles for healing, recovery, needs identification, yoga, meditation, and positive perspective-taking.

Attendance is limited to the first 100 participants.

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

Session Type: **PDW Workshop**
Program Session: **129** | Submission: **13913** | Sponsor(s): **(ENT, TIM)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 2:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Inclusive Entrepreneurial Ecosystems: Shattering the Myths and Not Just the Glass Ceiling

Presenter: **Caren Weinberg**, *Ruppin Academic Center*
Organizer: **Maura McAdam**, *Dublin City U.*
Presenter: **Erik Stam**, *Utrecht U.*
Presenter: **Candida G Brush**, *Babson College*

Research has shown that women are underrepresented in entrepreneurial ecosystems, and a persistent gender bias continues to exist in entrepreneurship discourse and practice, affecting who gets supported in, and by, the system (Brush et al., 2019; McAdam et al., 2019). In order to address this gender bias, this professional development workshop (PDW) showcases various tools developed as part of a Gender Net Plus research project entitled GENRE: "Overcoming the Entrepreneurial Ecosystem Gender Divide: A Cross-Cultural Perspective." Appropriate for both Academia and Industry, this PDW will advance the efficacy of entrepreneurial ecosystems worldwide and promote inclusivity in ecosystems as part of an attempt to dismantle the mythical norms around technology entrepreneurship and stereotypical notions of the 'ideal entrepreneur' as a tech superhero that is stereotypically masculine, aggressive, independent, a risk taker and competitive. In so doing, this workshop aims to enhance knowledge, ability, and collaboration in ecosystems by focusing on norm-reflexive abilities for change among actors in the ecosystem. Specifically, two concepts - personas and better stories - are used in this PDW as learning tools. Discussions will be based on 'story telling' using ecosystem actors - international female and male personas of entrepreneurs and best practices 'Better Stories' from the four countries involved in the initial research: Sweden, Norway, Israel, and Ireland. After a brief introduction of key research and practice in this area, there will be breakout sessions to build new personas (real and ideal) based on participants' experience and knowledge. There will be a second sharing of "local" best practices that will then be collated and shared with the entire group in a lively debate and discussion. The anticipated outcome of this PDW is the expansion of the database of stories and partners adopting the workshop by adding additional personas and best practices that can be used in research and industry. The workshop will be beneficial for policymakers and practitioners as well as provide insights for researchers and entrepreneurship educators. We believe that this PDW aligns with the aims ENT Division and is both timely and relevant with regard to promoting inclusive entrepreneurship ecosystems.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **130** | Submission: **14810** | Sponsor(s): **(HR, DEI, OB)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Is HR Putting All Workers Front and Center? Crafting New Avenues for DEI Research and Interventions

Presenter: **Sarah Quataert**, *Vlerick Business School*
Presenter: **Dirk Buyens**, *Vlerick business school & Ghent U.*
Presenter: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Presenter: **Maike Andresen**, *U. of Bamberg*
Presenter: **Francois Pichault**, *U. of Liege*
Participant: **Eleni Apospori**, *Athens U. of Economics and Business*
Participant: **Hugh P. Gunz**, *U. of Toronto*
Presenter: **Justin Marcus**, *Koç U.*
Presenter: **Margaux Père**, *U. of Liege*
Presenter: **Andreea Gorbatai**, *Vlerick Business School*
Presenter: **Piia Leppämäki**, -
Participant: **Elina Riivari**, *U. of Jyväskylä*
Participant: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*
Participant: **Monika Von Bonsdorff**, *U. of Jyväskylä School of Business and Economics*
Presenter: **Elias Janssen**, *Radboud U. Nijmegen*

Managers are facing turbulent times with the introduction of high uncertainty and complexity into labour markets and employment relations. One challenge presenting itself is the increasing diversification of the workforce and the need for more inclusion at the workplace, strengthened by characteristics of the post-pandemic world, such as increased social inequalities and talent shortages that are both quantitative and qualitative in nature (IMF, 2022a,b). This is reflected in a growing popularity of Diversity, Equity and Inclusion (DEI), with many organisations publicly stating their DEI vision and objectives (Jansen, Kröger, Van der Toorn & Ellemers, 2021). Next to moral and economic motivations driving the popularity of DEI, there is a growing consensus on the business imperative for developing diversity, with positive effects on innovation (e.g., O'Leary & Weathington, 2006), increased business performance (e.g., Mc Mahon, 2010) and better team performance (e.g., Bowers, Pharmer & Salas, 2000). Moreover, DEI is not only gaining momentum in business: also the academic world is giving the topic consistent and increasing attention since the term 'workforce diversity' was first coined in the 1990s, with over 30 years of research contributing to evolving conceptualisations and operationalisations (Roberson et al., 2017). This PDW contributes to putting all workers front and center by introducing research projects aimed at improving our DEI understanding in a local context and by elaborating on learnings for both academics and practitioners to craft new avenues for DEI research and interventions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **131** | Submission: **12709** | Sponsor(s): **(IM, MED, DEI, OB, HR)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Teaching Global Leadership: Exercises and Best Practices

Presenter: **Davina E. Vora**, *State U. of New York at New Paltz*
Presenter: **Åsa-Karin Engstrand**, *KTH Royal Institute of Technology, Dept of Industrial Economics and Management*
Presenter: **Grace Chun Guo**, *Sacred Heart U.*
Presenter: **Liza Jane Howe-Walsh**, *U. of Portsmouth*
Presenter: **Yih-teen Lee**, *IESE Business School*
Presenter: **Leigh Anne Liu**, *Georgia State U.*
Presenter: **Danielle Bjerre Lyndgaard**, *Confederation of Danish Industry*
Presenter: **Martha L. Maznevski**, *Ivey Business School*
Presenter: **Rikke Kristine Nielsen**, *Aalborg U.*
Presenter: **Sebastian Reiche**, *IESE Business School*
Presenter: **Guenter Stahl**, *WU Vienna*
Presenter: **Betina Agata Szkudlarek**, *U. of Sydney Business School*
Presenter: **Lena Zander**, *Uppsala U.*

As organizations operate in and expand to multiple countries, employees must work across geographic, cultural, linguistic, and institutional boundaries. To be effective and compete in these diverse contexts, organizations need employees with global leadership skills. Such skills include, among others, multicultural competence, boundary spanning, influencing stakeholders, leading change, making ethical decisions, building community, managing oneself, valuing people, and empowering others (Bird, 2018; Steers & Osland, 2020). Despite their importance, the shortage of global leaders has been well documented from the mid-1990s to the present, and few business schools have courses or programs on global leadership. The purpose of this PDW – returning to AOM due to popular demand – is to share valuable teaching knowledge from highly experienced global leadership professors and practitioners who have taught courses and developed programs related to global leadership. This highly interactive PDW is designed to provide participants with several benefits, including: 1) a summary of best practices for developing global leaders, 2) round-table discussions (with handouts) of teaching tools and exercises in developing class sessions, modules, or courses on global leadership, and 3) a forum for participants to discuss their own ideas and concerns related to applying best practices in their own settings. Participants will leave this workshop with practical information on best practices along with a variety of different approaches and exercises for teaching global leadership and related concepts (e.g. cross-cultural management, diversity).

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **132** | Submission: **13590** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

MED Junior Faculty and Doctoral Students Consortium

Session Chair: **Preeti Wadhwa**, *Cal Poly Pomona*
Coordinator: **Robert Lee Bonner**, *San Francisco State U.*
Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Arran Caza**, *U. of North Carolina, Greensboro*
Organizer: **Christine Rivers**, *U. of Surrey*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

The goal of MED's consortium is to facilitate the professional development of junior faculty (five years or less since the first faculty position) and doctoral students who are aiming for a successful career as a management faculty which involves management education, research, and development. This consortium is open to all AOM attendees across divisions. As a part of this consortium, participants would choose to attend at least three MED's professional development workshops (PDWs) from a range of thematic categories that focus on skill development in areas including pedagogical innovation, teaching with technology, participation and engagement strategies, turning pedagogical research into intellectual contribution, creating inclusive classrooms, etc. In addition to attending select MED PDWs, participants will be attending two bookend events. The first bookend (pre-bookend) event, an introductory reception and mixer is tentatively scheduled on the evening of Friday, August 4. The post- bookend which includes a reflection is scheduled during the MED breakfast on the morning of Monday, August 7. A participation certificate from MED will be awarded on successful completion of this consortium. Registration is required. Please use the link below to register for the event: https://forms.gle/yzwxnzYjwRYSv59Q7

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

Session Type: **PDW Workshop**
Program Session: **133** | Submission: **16288** | Sponsor(s): **(MED, MSR, CAR)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon AB**

Enacting Leaders' Capacities for Mindfulness, Authenticity, Purpose and Love

Participant: **Dana H. Born**, *Harvard Kennedy School; Center for Public Leadership*
Participant: **Julita A. Haber**, *Fordham U.*
Participant: **Gerhardus J.A. Hummels**, *Maastricht U., School of Business & Economics*
Participant: **Ayse YEMISCIGIL**, *Fordham U.*
Participant: **Sophia Town**, *Fordham U.*
Participant: **Michael Andreas Pirson**, *Fordham U.*

The widespread declines in worker well-being are concerning for social good, as well as employers' abilities to maintain engagement and retention. Leaders can play a role in addressing languishing among workers and to do so, they will need to move beyond demonstrating effective leadership and shift their 'being' and the way they show up to others. We propose that mindfulness, authenticity, purpose, and love are some of those critical dimensions of being that leaders need to enact to effectively support workers' well-being. In this interactive professional development workshop, participants will i) learn about cutting-edge science and practice on mindfulness, authenticity, purpose, and love and reflect on how leaders who embody these dimensions of being can contribute to the flourishing of workers, ii) participate in exercises to enact these dimensions of being in themselves which can improve teaching effectiveness and well-being of educators as well as students, iii) ideate how they can cultivate these dimensions of being in their students to inspire and enable future business leaders to promote worker well-being. The format of the proposed session includes a stimulating introduction by scholars on mindfulness, authenticity, purpose, and love and cutting-edge pedagogy. This is followed by interactive sessions of enactment and discussion and roadmap sessions for applying the learnings from the workshop to participants' being and educational practices.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **134** | Submission: **10386** | Sponsor(s): **(MED, SIM, DEI)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

Demonstrating the Societal Impact of Business School Research

Organizer: **Olga Igorevna Ryazanova**, *Maynooth U.*
Distinguished Speaker: **Herman Aguinis**, *George Washington U.*
Presenter: **Peter McNamara**, *Maynooth U.*
Presenter: **Tatiana Andreeva**, *Maynooth U.*
Presenter: **Julie Davies**, *U. College London*
Presenter: **Stefan De Jong**, *Erasmus U. Rotterdam*
Panelist: **Kamal Gulati**, *All India Institute of Medical Science*

Academy of Management Learning and Education's special issue on learning and education strategies for scholarly impact (Haley et al., 2022) reflected a growing expectation for business schools to demonstrate positive social impact beyond the academy based on high-quality management research. While this is welcome in a context of public health, cost of living, energy, climate and other on-going crises, this development raises important questions about institutional, team and individual capacity building. If we are to position management scholars as workers more 'front and center' in debates about societal impact, we need to understand the implications of this new expectation for academic careers at all stages. How do management scholars develop a balanced impact portfolio, craft impact narratives and develop tools to connect research with societal benefit? This PDW will provide participants with opportunities to develop skills that may support them in societal impact production and communication. The participants will engage with the panel of experts in societal impact development and assessment. After short introductions by the presenters on leadership perspectives, DEIB (diversity, equity, inclusion and belonging) aspects of the UK's Research Excellence impact cases, and differences between different countries, participants will be engage in exercises focusing on (1) metrics and organizing the societal impact of business school research, (2) pitching an impact narrative and (3) societal impact planning.

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

Session Type: **Social Event**
Program Session: **135** | Submission: **20027** | Sponsor(s): **(OSCM)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 1:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

OSCM Division Junior Faculty and Doctoral Consortium Lunch

Organizer: **Maricela Arellano Caro**, *HEC Montreal*
Organizer: **Annachiara Longoni**, *ESADE Business School*
Organizer: **Anand Nair**, *Michigan State U.*

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

Session Type: **PDW Workshop**
Program Session: **136** | Submission: **13199** | Sponsor(s): **(RM, OMT, STR)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

What Would it take to Change an Inference? Quantifying the Robustness of Causal Inferences

Participant: **Kenneth Frank**, *Michigan State U.*
Participant: **Derek Harmon**, *U. of Michigan*
Participant: **Timothy David Hubbard**, *U. of Notre Dame*

Participants in this PDW will learn several approaches for quantifying the robustness of a causal inference. These provide a more precise language for producers and consumers to talk about potential concerns to inferences (e.g., omitted variables). The Impact Threshold for a Confounding Variable (ITCV) will be introduced to show participants how they can quantify how strong the correlations associated with an omitted variable must be to overturn an inference. The Robustness of Inference to Replacement (RIR) will be introduced to show participants how they can quantify what percentage of cases would have to be replaced with cases for which there was no effect of the predictor of interest to change the inference. Participants will learn to use the on-line application, spreadsheet, and the konfound macros in Stata and R. We will discuss guidelines for the application of sensitivity analysis in management research. These approaches allow researchers across a broad range of topic areas to debate the strength of evidence in intuitive and concrete terms.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **137** | Submission: **10411** | Sponsor(s): **(STR, OMT, ENT)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 2:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Frontiers on Purposeful Stakeholder Organization

Organizer: **Julien Jourdan**, *HEC Paris*
Organizer: **Anita McGahan**, *U. of Toronto*
Organizer: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Speaker: **Rodolphe Durand**, *HEC Paris*
Speaker: **Sarah Kaplan**, *U. of Toronto*
Speaker: **Jiao Luo**, *U. of Minnesota*
Speaker: **Subramanian Rangan**, *INSEAD*
Speaker: **Todd Zenger**, *U. of Utah, David Eccles School of Business*
Panelist: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*
Panelist: **Ilze Kivleniece**, *INSEAD*
Panelist: **Xavier Martin**, *Tilburg U.*
Panelist: **Anna Szerb**, *INSEAD*

Scholars in the field of strategic management are developing an analytical approach to stakeholder governance that has the potential to yield foundational insights about how organizations orchestrate stakeholder interaction to deliver superior organizational performance. In this PDW, we aim to present five leading speakers who are working in this domain, and to conduct roundtable discussions among the participants that are led by these speakers, the organizers, and five roundtable leaders. We will conclude with a panel of Q&A from the audience. The purpose of the roundtable discussions will be to identify promising areas for future research on stakeholder governance, including particularly the development of theory and empirical insights. We anticipate that each roundtable will be staffed with both a speaker and a round-table discussant, and that each will address one of five specific issues: philosophical foundations of stakeholder management, stakeholder and shareholder value, data and measurement challanges, qualitative and qualitative stakeholder analyses, and managerial implications. The goal will be to use the PDW to support the development of participant papers and to promote a collegial conversation on these topics among scholars at all stages of their careers.

We welcome any member of the SMS to this session. No pre-registration is required.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **138** | Submission: **15449** | Sponsor(s): **(STR, TIM, ENT)**
Scheduled: **Friday, Aug 4 2023 12:00PM - 3:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Publishing Organization Design Papers: An Editor and Author Perspective

Organizer: **John Eklund**, *U. of Southern California*
Organizer: **Michael Yanche Lee**, *INSEAD*
Organizer: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Organizer: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Panelist: **Tomasz Obloj**, *Indiana U. - Kelley School of Business*
Panelist: **Metin Sengul**, *Boston College*
Panelist: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Despite both its scholarly and practical importance, research on organizational design has received relatively little attention since the 1980s. However, it has recently gone through a renaissance with scholars. Despite this upsurge in popularity, a study on organizational design can be highly challenging to publish. Theoretically, it is often perceived as an “old topic,” requiring scholars to tease out a novel contribution and demonstrate the need for new research. Empirically, it is difficult to collect large-sample data and accurately measure various dimensions of organizational design, as this sensitive information is often not publicly available. Furthermore, as firms tend to endogenously choose their organizational design, scholars face challenges in finding a source of exogenous variation in these dimensions and causally identifying their effects. To help scholars navigate these challenges, we have gathered editors of leading management journals with expertise in this topic and authors who have recently published an organizational design paper. In the first part of our PDW, these editors and authors will share their experiences and advice on how to successfully publish papers in this area. In the second part, attendees will undertake roundtable discussions to discuss their research project ideas receiving feedback from the PDW organizers and panelists.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **139** | Submission: **12737** | Sponsor(s): **(OMT, STR, ENT)**
Scheduled: **Friday, Aug 4 2023 12:15PM - 3:15PM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

Optimal Distinctiveness: Leveraging Methodological Innovations for Generating Theoretical Insights

Organizer: **Eric Y.-F. Zhao**, *U. of Oxford*
Organizer: **Joanna Mingxuan Li**, *Indiana U., Bloomington*
Panelist: **Ryan Angus**, *West Virginia U.*
Panelist: **Mitali Banerjee**, *HEC Paris*
Panelist: **Matthew Barlow**, *U. of Nebraska, Lincoln*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Rodolphe Durand**, *HEC Paris*
Panelist: **Mary Ann Glynn**, *Research Associate, Harvard U. Sociology*
Panelist: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Panelist: **Michael Lounsbury**, *U. of Alberta*
Panelist: **Majid Majzoubi**, *Schulich School of Business, York U.*
Panelist: **Amanda Sharkey**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **Karl Taeuscher**, *U. of Manchester*
Panelist: **Paul Tracey**, *U. of Cambridge*
Panelist: **Cameron Verhaal**, *Tulane U.*
Panelist: **Alexander Vossen**, *Tilburg U.*
Panelist: **Filippo Carlo Wezel**, *USI Lugano*

Optimal distinctiveness (OD)—being both “similar to” and “different from” peers—is an important imperative of organizational life and has attracted significant attention from various communities of scholars (e.g., strategy, organization theory, and entrepreneurship) in the past few years. Reflecting and bolstering this interest, we organized four professional development workshops (PDWs) at the AOM annual conferences between 2017 and 2021, aiming to systematically review the theoretical foundations and recent developments of OD. These PDWs attracted a large number of participants and helped build a growing community of scholars studying this topic. While generative, previous PDWs have fallen short of explicitly accounting for and synthesizing the most contemporary methodological innovations (e.g., qualitative comparative analysis, topic modeling, neural networks, recommender systems, morphing technology) introduced and employed in recent OD research. These methodological innovations have become increasingly important in advancing a more enriched and accurate understanding of OD. As such, we believe that time is ripe for another PDW where scholars gather to discuss how a better appreciation of contemporary empirical methods will help to enrich our understanding of OD. We hope that our PDW will not only stimulate some specific research questions, but also serve as a conducive platform to engage scholars from different disciplines who may draw on different methodological approaches to further extend the OD scholarship.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **140** | Submission: **15049** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 4 2023 12:30PM - 2:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Putting International Front and Center: Imagining the Future of the HR Division Ambassadors Program

Organizer: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*
Organizer: **Brian Harney**, *Dublin City U.*
Organizer: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Panelist: **Aichia Chuang**, *U. of North Carolina, Greensboro*
Panelist: **Ilona Buciuniene**, *ISM U. of Management and Economics*
Panelist: **Marion Festing**, *ESCP Business School*
Panelist: **Jarrod Haar**, *Massey U. Business School*
Panelist: **Mevan M. Jayasinghe**, *Michigan State U.*
Panelist: **Sewon Kim**, *State U. of New York Empire State College*
Presenter: **Johannes Marcelus Kraak**, *Kedge Business School*
Panelist: **Bard Kuvaas**, *BI Norwegian Business School*
Presenter: **Paula Marie O'Kane**, *U. of Otago*
Panelist: **Peter Odrakiewicz**, *GSW Milenium U.College and Global Partnership Management Institute*
Panelist: **Emma Parry**, *Cranfield U.*
Panelist: **Hilla Peretz**, *Braude Academic College of Engineering*
Panelist: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Panelist: **Helen Shipton**, *Human Resources*
Panelist: **Wolfgang Mayrhofer**, *WU Vienna*

The HR division ambassadors PDW returns for the third time, to bring together current and (potential) future ambassadors, to celebrate successes of the ambassadors' program, and to imagine the future together. We will start the PDW by celebrating recent achievements, including the publication of the 3rd edition of the Global Human Resource Management Casebook, and the 4th edition HR Division's International Conference (HRIC) in South Africa (May-June 2023). We will use these successes as a springboard to discuss the future of the ambassadors' program and upcoming initiatives such as the 2024 HRIC in New Zealand. First, members from the HR Division Ambassadors Committee will present opportunities for current and future ambassadors to become involved in the development of the program, with some time for Q&A with the PDWs attendees. Then, we will break into roundtables to generate ideas for new ambassadorial initiatives - projects which will make a lasting impact on the HR Division and our international members. Finally, we will discuss a process through which the list of Ambassadors is refreshed with new members, including the launch of a "Junior Ambassador" program. Participants can expect to leave the PDW with new connections, new ideas, and (if they wish) an active role in shaping the experience of international members into the future.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **141** | Submission: **12533** | Sponsor(s): **(MED, MC, OB, STR)**
Scheduled: **Friday, Aug 4 2023 12:30PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

Developing Teaching Ideas into Impactful Intellectual Contributions

Host: **Kathleen J. Barnes**, *Salem State U.*
Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Presenter: **Jennifer Leigh**, *Nazareth U.*
Presenter: **Vicky Anne Lester**, *The Case Centre*
Presenter: **Michael Ablassmeir**, *McGraw-Hill/Irwin*

Most management academics have been trained to do rigorous research in their chosen field, but few receive any guidance about how to translate that research into learning activities or create impactful intellectual contributions from their classroom activities. This professional development workshop is intended for authors, experienced or new to the management education and learning discipline, who are interested in developing their teaching and/or learning technique(s) into management education and learning academic conference presentations, publishable case studies, peer reviewed journal publications, and other intellectual contributions. This workshop brings together experienced management education teaching-scholars, teaching and learning journal editors, and publishers in a collegial environment that will allow participants to learn about and discuss ideas on converting research into classroom activities and the scholarship of teaching and learning, as well as build participants' networks and resources in this area of scholarship.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **142** | Submission: **10079** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 4 2023 12:30PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

OB Division Research Incubator

Organizer: **Tobias Dennerlein**, *Purdue U.*
Organizer: **Insiya Hussain**, *U. of Texas at Austin*
Organizer: **Matthew Deeg**, *Abilene Christian U.*
Facilitator: **Blake E. Ashforth**, *Arizona State U.*
Facilitator: **Corinne Bendersky**, *U. of California, Los Angeles*
Facilitator: **Gilad Chen**, *U. of Maryland*
Facilitator: **Morela Hernandez**, *U. of Michigan, Ann Arbor*
Facilitator: **Ivona Hideg**, *Schulich School of Business, York U.*
Facilitator: **Jia Hu**, *Ohio State U.*
Facilitator: **Stephen Humphrey**, *Pennsylvania State U.*
Facilitator: **Ronit Kark**, *Bar Ilan U.*
Facilitator: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*
Facilitator: **Robert C. Liden**, *U. of Illinois Chicago*
Facilitator: **Hettie Richardson**, *Texas Christian U.*
Facilitator: **Christopher C. Rosen**, *U. of Arkansas*
Facilitator: **Debra L. Shapiro**, *U. of Maryland*
Facilitator: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Facilitator: **Shannon G. Taylor**, *U. of Central Florida*
Facilitator: **Daan Van Knippenberg**, *Rice U.*
Facilitator: **Michele Williams**, *U. of Iowa*
Facilitator: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Facilitator: **Thomas Joseph Zagenczyk**, *North Carolina State U.*

While it is easy to come up with a rough or vague idea about a research topic, it is not easy to refine, implement, and publish the idea. Every one of us needs help from others, particularly those who have successful publishing experience. However, many of us lack access to colleagues with relevant expertise or hesitate to ask for feedback from experts in relevant domains. Sometimes we are not even sure what kinds of expertise we would need to move the idea forward. In the OB Research Incubator, participants are paired with renowned scholars who have successful publishing experience and can help participants move their ideas forward. Participants also have an opportunity to connect with other OB scholars who share similar research interests. This PDW is open for any member of the OB Division who would like to seek and exchange advice or feedback on research projects in any stage prior to publishing. Prior to participation in this PDW, participants must submit a summary (5-6 pages, double spaced) of their research idea by June 4, 2023. These briefs will be reviewed by the session organizers. Those whose briefs receive favorable evaluation will receive a registration code for the session. Complete details regarding the research brief will be made available in early April, 2023, via online adverts.

Pre-approval of a research proposal is required for registration and attendance. Research proposals (as per the OB Listserv announcement and requirements) must be submitted online through the provided online form.

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

Session Type: **PDW Workshop**
Program Session: **143** | Submission: **12135** | Sponsor(s): **(OB, CAR, RM, MED)**
Scheduled: **Friday, Aug 4 2023 12:30PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Behind the Publication: Insights from the Publication Process

Organizer: **Stephanie Chan-Ahuja**, *London Business School*
Organizer: **Laura Maria Giurge**, *London School of Economics and Political Science*
Panelist: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Panelist: **Jill Perry-Smith**, *Emory U.*
Panelist: **Letian Zhang**, *Harvard Business School*
Panelist: **Joyce He**, *U. of California, Los Angeles*

Following the success of the inaugural year of the Behind-the-Publication PDW in 2022, we continue the series with a new group of panelists to share their experiences with publishing at top management journals. We contend that navigating the publication process is a crucial yet under-discussed part of the academic training. This is surprising given that publishing academic papers is a necessary skill in a successful academic career and often used as a metric to determine career outcomes. To that end, the aim of this PDW is to go behind the scenes of published papers and learn about the publication journey from prolific academics. Our panel of distinguished scholars will share how they developed one of their papers from initial journal submission to the final publication. To facilitate learning about different publication processes, we have invited scholars with experience across different top management journals including Academy of Management Journal, Management Science, Organization Science, and Administrative Science Quarterly. By going "Behind the Publication", this PDW will bring valuable insights especially for early career academics. Participants will leave our PDW with a better understanding of what happens behind the scenes of a published article, including the challenges involved in the process and how to overcome them. On a broader level, our PDW could help participants feel less lonely about the academic publishing process: as one of our previous participants said while thanking the panelists, "Many of us in the audience feel happier that we're not the only ones going through these publication problems."

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **144** | Submission: **14119** | Sponsor(s): **(STR, TIM, OMT, ENT)**
Scheduled: **Friday, Aug 4 2023 12:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Using Formal Models in Management Research

Panelist: **John S. Chen**, *Baylor U.*
Panelist: **Tobias Kretschmer**, *LMU Munich*
Panelist: **Catherine Maritan**, *Syracuse U.*
Panelist: **Michael D Ryall**, *Florida Atlantic U.*
Panelist: **Arkadiy V. Sakhartov**, *U. of Illinois at Urbana-Champaign*
Panelist: **Sandy Yu**, *U. of Minnesota*
Organizer: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*
Organizer: **Liyue Yan**, *BI Norwegian Business School*

The purpose of this PDW is to enhance participants' understanding of formal models in management research, to compare and connect formal modeling with other methods, and to share the best practices for developing, writing, publishing, and reviewing formal model papers. The PDW aims to promote the effective use and consumption of formal modeling to a larger audience, examine the role of formal modeling as a method of management research, provide advice to those interested in this method, facilitate a conversation between experts and learners, and foster a community of researchers. To this end, we invite panelists who have extensive experience in formal modeling as producers, editors, and reviewers, as well as in other research methods. The in-person PDW consists of two parts: a 90-minute panel session and two rounds of roundtables, 40 minutes each.

The panel session is open to all participants of AoM. To participate in the roundtables, please register through the online form (https://forms.gle/TsLAXx1s4n8o62QF9) by August 1st, 2023. We will have limited space in the roundtable session, so the places and preferences will be accommodated on a first-come, first-serve basis. We will have three roundtables:

(1) Developing models (Tobias Kretschmer and Arkadiy Sakhartov),
(2) Publishing formal model papers (John Chen and Catherine Maritan),
(3) Leveraging formal models for empirical research (Michael Ryall and Sandy Yu).

For any questions, please contact Elena Plaksenkova at plaksenkova.1@osu.edu or Liyue Yan at liyue.yan@bi.no

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

Session Type: **PDW Workshop**
Program Session: **145** | Submission: **10295** | Sponsor(s): **(CM, CAR, OB)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 4:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Healthier Lives Before Tenure: The Role of Agency in the Junior Faculty Stage

Organizer: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Organizer: **Kyle J. Emich**, *U. of Delaware*
Organizer: **Tyler Sabey**, *Arizona State U.*
Presenter: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Panelist: **Li Lu**, *West Chester U. of Pennsylvania*
Panelist: **Ozias Moore**, *Lehigh U.*
Presenter: **Nathan Pettit**, *New York U.*
Panelist: **Kristie Rogers**, *Marquette U.*
Presenter: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Presenter: **Michele Williams**, *U. of Iowa*

Being a junior faculty member involves managing multiple pressures – from research, teaching, and service to personal commitments, to one's mental and physical health and interpersonal relationships. Accordingly, this workshop offers an innovative, skill-based opportunity for junior faculty members to understand how to find and exercise their agency towards leading healthier lives before tenure. To facilitate interactive learning, the session brings together faculty across different career stages who conduct research in relevant domains and/or have had meaningful personal and professional experiences related to enacting healthier careers; and draws on multiple forums for dialogue including presentations, a panel discussion, and small group breakouts. Attendees will leave with an action-oriented toolkit to navigate their careers and handle current future pressures.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **146** | Submission: **10445** | Sponsor(s): **(CMS)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 2:30PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Navigating the Pressures of Academia: Systemic Barriers

Facilitator: **Kristin Samantha Williams**, *Acadia U.*
Facilitator: **Paulina Segarra**, *U. Anáhuac México*
Facilitator: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Facilitator: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Panelist: **Garance Christine Marechal**, *U. of Liverpool Management School*
Panelist: **Shelley Price**, *Gustavson School of Business, U. of Victoria*
Panelist: **Sergio Wanderley**, *Unigranrio Afya*
Panelist: **Fahreen Alamgir**, *Monash U.*

“Nihil de nobis, sine nobis” or “nothing about us without us” (Ferndale, 2018). This refrain has been used to shape more enlightened engagement and discussion of representation and inclusive practices. Often, it is applied to policy statements regarding diversity, inclusion, accessibility, and equity. It also the catchphrase of many rights movements, which seek to address oppression, historical underrepresentation and exclusion, or systemic discrimination. In academia the discourse remains silent on systemic barriers for certain intersectional identities. Narratives from intersectional identities within the ivory tower critique practices which seek to objectify, dehumanize, marginalize. They also critique tokenism and performativity while seeking an elusive sense of authentic belonging, respect, and visibility (Gabriel & Tate, 2017). In this PDW, we attempt to open the discourse by engaging in a conversation about lived experience. Our discussion will span a variety of barriers, including religion, disability, geography, race, gender identity and language as well as the experiences of those who navigate a mixture of these complex barriers in an academic context.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **147** | Submission: **11652** | Sponsor(s): **(HR, MED)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 2:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Parliament**

Award-Winning Innovative Teaching in HR Analytics: The Case of Mr. Macky's Cajun Cuisine

Speaker: **Michael Sturman**, *Rutgers U.*
Speaker: **Hanbo Shim**, *U. of Texas At Arlington*
Organizer: **Karen Landay**, *U. of Missouri, Kansas City*
Organizer: **Tae-Youn Park**, *Sungkyunkwan (SKK) U.*
Organizer: **Kang Yang Trevor Yu**, *Nanyang Technological U.*

The purpose of this professional development workshop (PDW) is to offer AOM members the opportunity to learn about innovative approaches to teaching HR analytics from the winners of the 2022 HR Division Innovative Teaching Award – Michael Sturman (Rutgers University) and Hanbo Shim (University of Texas at Arlington). In this interactive session, the winners will first share the details of their innovation, Exercises in HR Analytics: The Case of Mr. Macky's Cajun Cuisine, and then facilitate a Q&A with the audience on more generalized approaches to teaching HR analytics. Additionally, all case materials – the workbook, a sample dataset, blank answer sheets, and a completed example answer sheet for the sample dataset – are available online through OSF so that PDW attendees may work through them ahead of or during the session and use them in their own teaching.

Materials for this session are available at https://osf.io/rw824/.

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

Session Type: **PDW Workshop**
Program Session: **148** | Submission: **12286** | Sponsor(s): **(MC)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

Contribution of the External Consultant to the Problems of Personnel Recruitment and Integration

Organizer: **Veronique Zardet**, *U. of Lyon, IAE Lyon , MAGELLAN, ISEOR, FRANCE*
Session Chair: **Therese F. Yaeger**, *Benedictine U.*
Discussant: **Peter Sorensen**, *Benedictine U.*
Panelist: **FADI MAHMOUD**, *Med Surg Solutions*
Panelist: **BENOIT HUBERT**, *PGF CONSULTANTS*

The objective of this PDW session is to discuss the role, the added value and the contribution of external consultants to face the growing problems encountered by companies in recruiting and even more so in retaining their employees. In a first step, the PDW will analyze the nature and specificity of the recruitment, integration and retention of employees, depending on the sector or business. In a second step, it will study innovative recruitment and integration practices implemented by companies with the help of consultants. In the third and final step, the methods and tools for dealing with these problems will be identified.

Session Type: **PDW Workshop**
Program Session: **149** | Submission: **20058** | Sponsor(s): **(MED, CTO, OB, HR)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Teaching with Technology: In the Shadow of AI.

Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Martin R. Fellenz**, *IMD*
Facilitator: **Stuart A. Allen**, *Robert Morris U.*
Presenter: **Leonardo Caporarello**, *SDA Bocconi and Bocconi U.*
Presenter: **Anna Holland**, *U. of Surrey*
Facilitator: **Catherine Denise Cawley**, *Trinity Business School, Trinity College Dublin*
Facilitator: **David Lefevre**, *Imperial College Business School*
Presenter: **Cynthia Fukami**, *U. of Denver*

Teaching with technology has slowly evolved in management education (ME) but many questions are left unanswered. The first question is what is or what should be the level of adoption and acceptance of technology/AI in the teaching arena and what evidence base do we have for that? Secondly, we need to ask what does the low level of technology adoption mean? Does it mean that we are teaching about technology/AI rather than teaching with technology/AI? Our third question will ask, do we appreciate that we now engage with a digitalized student self-managing their technology/AI adoption in the absence of its use in the classroom, and to what pedagogical impact on their learning? This PDW will conclude with an exploration of new business models, aligned to the drivers for change and focus on what we should or could deliberately create as optimum going forward.

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

Session Type: **PDW Workshop**
Program Session: **150** | Submission: **11645** | Sponsor(s): **(MOC, AAM, CM, DEI, ENT, INDAM, NEU, OB, ODC, OMT, RM)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Reviewing in the Rough: A Professional Development Workshop for Doctoral Students and Junior Faculty

Coordinator: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Coordinator: **Jing Zhu**, *Nanyang Business School, Nanyang Technological U., Singapore*
Coordinator: **Alexandra Rheinhardt**, *U. of Connecticut*
Coordinator: **Jingtao Zhu**, *Rotterdam School of Management, Erasmus U.*
Speaker: **Batia Mishan Wiesenfeld**, *New York U.*
Speaker: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Speaker: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Facilitator: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Facilitator: **Christian Resick**, *Drexel U.*
Facilitator: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Facilitator: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Facilitator: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Facilitator: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Facilitator: **Frits Pil**, *U. of Pittsburgh*
Facilitator: **Hana Johnson**, *Washington State U.*
Facilitator: **Kristie Rogers**, *Marquette U.*
Facilitator: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*
Facilitator: **Peter J. Jordan**, *Griffith U.*
Facilitator: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*
Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*
Facilitator: **Trevor Foulk**, *U. of Maryland R.H. Smith School of Business*

Reviewing is a critical “professional responsibility” and an integral part of participating in the academic community (Trevino, 2008). Yet Tsang and Frey (2007: 129) noted that “there is no formal training for referees who usually pick up their review skills through learning by doing.” This raises a perplexing question for doctoral students and junior faculty: how can one develop critical reviewing skills with so few opportunities to practice the art of reviewing? This PDW provides participants with a rare opportunity to learn and practice the art of reviewing. Prior to the conference, participants will be asked to prepare a practice review of the manuscript by Gabriel, Lanaj, and Jennings (2021) titled, “Is one the loneliest number? A within-person examination of the adaptive and maladaptive consequences of leader loneliness at work”, published in the Journal of Applied Psychology. The actual workshop will consist of two parts: (1) presentations and (2) group discussions. The panel will offer key insights about the review process and quality reviewing from scholars who have served as Associate Editors and Editorial Board Members at leading journals in our field. Allison Gabriel will provide background information about the original submission of their manuscript. Participants will then break into small groups, each facilitated by an experienced faculty member, to discuss and receive feedback on their formal reviews. The PDW will conclude with Dr. Gabriel sharing actual reviews the author team received and how they helped shape the final manuscript.

Participants will be required to conduct a review of a paper to be able to register for the session. Please contact the organizers at j.zhu@rsm.nl to request for a copy of the paper to be reviewed. Please use "MOC RIR" in the subject of your email. Thank you.

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

Session Type: **PDW Workshop**
Program Session: **151** | Submission: **14435** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 6:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

For the Love of Leadership: Leadership Doctoral Student Consortium

Coordinator: **Amy Bartels**, *U. of Nebraska, Lincoln*
Coordinator: **Nathan J. Hiller**, *Florida International U.*
Coordinator: **Pol Solanelles**, *U. of Mississippi*
Presenter: **Nikos Dimotakis**, *Oklahoma State U.*
Presenter: **Nathan Eva**, *Monash Business School*
Panelist: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Panelist: **Jeffrey Lovelace**, *UVA - McIntire*
Panelist: **Cynthia Kay Maupin**, *U. of Mississippi*
Host: **Lynn Shore**, *Colorado State U.*
Host: **Steve W J Kozlowski**, *U. of South Florida*
Host: **Robert C. Liden**, *U. of Illinois Chicago*
Host: **Olga Epitropaki**, *Durham U.*
Host: **Ajay Mehra**, *U. of Kentucky*
Host: **Lauren D'Innocenzo**, *Drexel U.*
Host: **Peter Harms**, *U. of Alabama*
Host: **Neal M. Ashkanasy**, *U. of Queensland*
Host: **Herman Tse**, *Monash U.*
Host: **Chris Reina**, *Virginia Commonwealth U.*
Host: **Margarita Mayo**, *IE Business School*
Host: **Charalampos Mainemelis**, *ALBA Graduate Business School*
Host: **Remy E. Jennings**, *Florida State U.*
Host: **Susan J. Ashford**, *U. of Michigan*

A wonderful aspect of the Academy of Management (AoM) Annual Meeting is the developmental opportunities it provides for doctoral students. The Organizational Behavior (OB) division serves a large and diverse group of doctoral students and seeks to provide opportunities to help the students and members better connect by supporting micro- communities with the OB division. As a micro-community focused on helping support leadership scholars in their careers, the Network of Leadership Scholars has put together this Leadership Doctoral Student Consortium to provide a connection for leadership doctoral students to the leadership micro-community and the OB division. Our doctoral consortium serves to complement those that focus on program stages (i.e., “Halfway There” and “New Student Doctoral Consortium) and is open to all doctoral students interested in studying leadership. It will give them an opportunity to connect with and learn from junior and senior leadership scholars as well as other doctoral students interested in studying leadership. In addition, attendees will learn about topics that are particularly relevant to leadership scholars such as developing their “brand” as a leadership scholar and multilevel methods. Several prominent OB division members have agreed to participate in the 2023 PDW and provide students with their insights such as (1) advice based on their career as a leadership scholar (2) how to brand yourself as a leadership scholar, (3) conducting multilevel analyses, and (4) the role of the Network of Leadership Scholars.

Participants interested in attending, please contact amy.bartels@unl.edu for the registration form.

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

Session Type: **PDW Workshop**
Program Session: **152** | Submission: **10297** | Sponsor(s): **(OB, HR, ENT, STR)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

How to Succeed in the PhD Admissions Process: A Consortium for Pre-Doctoral Students

Organizer: **Jennifer Nahrgang**, *U. of Iowa*
Organizer: **Michael C. Withers**, *Texas A&M U.*
Organizer: **Trenton A. Williams**, *BYU Marriott School of Business*
Host: **Jessica Beth Rodell**, *U. of Georgia*
Host: **Connie Wanberg**, *U. of Minnesota*
Host: **Guoli Chen**, *INSEAD*
Host: **Jeffery McMullen**, *Indiana U. - Kelley School of Business*
Host: **Jason Ridge**, *U. of Arkansas*
Host: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Host: **Jason Colquitt**, *U. of Notre Dame*
Host: **Margaret M. Luciano**, *Penn State U.*
Host: **Johan Wiklund**, *Syracuse U.*
Host: **Wei Shi**, *U. of Miami*
Host: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Host: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*
Host: **Kai Chi Yam**, *National U. of Singapore*
Host: **Anthea (Yan) Zhang**, *Rice U.*
Host: **Rong Su**, *Tippie College of Business, U. of Iowa*
Host: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Host: **Cynthia E. Devers**, *Virginia Tech*
Host: **Songcui Hu**, *U. of Arizona*
Host: **David W. Williams**, *U. of Tennessee*
Host: **Soohyun Yoon**, *Arizona State U.*
Host: **Megan Elisa Gabruk**, *Ross School of Business, U. of Michigan*
Host: **Devin Kilpatrick**, -
Host: **Jake Gale**, *Indiana U. - Kelley School of Business*
Host: **Camille DOCHE**, *HEC Paris*
Host: **Manuela Collis**, *U. of Toronto, Rotman School of Management*

The purpose of this professional development workshop (PDW) is to provide advice and information on how to navigate the PhD Admissions process, with a specific emphasis on: 1) The Keys to a Successful Application, 2) Defining Your Research Interests, and 3) Finding Your Fit with PhD Programs. As competition for admission to PhD programs grows, applicants need to understand how to succeed in the PhD admissions process and more importantly, how to find the PhD program that will help them achieve their career goals. Individuals applying to PhD programs in the next 1-2 years will benefit from this PDW by learning more about the PhD admissions process through presentations, panel discussions, and round table discussions. The three-part PDW will provide ample opportunities for attendees to ask questions of current PhD coordinators, faculty, and PhD students. Attendees will walk away equipped with a greater understanding of the PhD admissions process as well as a network of both peers and faculty to help them further navigate the process.

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

Session Type: **PDW Workshop**
Program Session: **153** | Submission: **15072** | Sponsor(s): **(OB, HR, ODC, CM)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Speaking Science

Organizer: **Katelyn Zipay**, *Purdue U.*
Organizer: **Theresa M. Glomb**, *U. of Minnesota*
Organizer: **Elizabeth Margaret Campbell**, *U. of Minnesota*

Experts acknowledge that the relationship between science and the public is at a precarious stage (Public Face of Science Initiative, 2018). In this critical moment, it is imperative that we engage in relevant conversations directly and deliberately to positively impact the future of society and build cultures that value science. . This workshop, returning for a second year after a successful inaugural session in 2022, focuses on "speaking science" by promoting the effective translation of research and developing additional skills for sharing science in an accessible and provocative way. This PDW aims to equip attendee with broader skills necessary for communicating science with varied non-academic audiences and, ultimately, seeks to promote greater impact of our scholarship. We will discuss key skills in effective science communication: saying “yes” to sharing your knowledge, crafting a coherent and compelling story, tailoring the message to your audience, and navigating the opportunities and obstacles in science communication. Throughout the interactive workshop, there will be “cameos” from renowned voices in our field to share advice, encouragement, and an invitation to join them in “speaking science.” We will couple best practices in media communications with improvisation skills to provide participants with the opportunity to learn and practice science communication strategies. We welcome all faculty interested in building their confidence and capabilities to broadly speak about their science and expect the session will be especially valuable to junior faculty and they prepared to say “yes” to opportunities as they advance in their careers.

We are so excited to bring back “Speaking Science” this AOM for its second year. The co-organizers are partnering with two amazing Improv Coaches (affiliated with Second City Chicago!) to lead this session. The PDW focuses on building the necessary science communications skills for researchers in our field to actively and successfully share our research with important broader non-academic audiences. We will practice improvisation techniques that build these critical skills and discuss how to put these practices to action. It will be fun, engaging, and challenging. The session is capped at 100 participants and it will fill quickly. A link to register will be sent via OB listserv and other communication platforms. You can also email Kate Zipay (kzipay@purdue.edu) directly for the link to register. It was a hit last year and it's only getting better!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **154** | Submission: **18561** | Sponsor(s): **(OMT, MOC, OB, RM, STR)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 4:00PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Experiments in Institutional Theory and Strategy Research

Organizer: **Oliver S. Schilke**, *U. of Arizona*
Organizer: **Alex B. Bitektine**, *JMSB, Concordia U.*
Facilitator: **Mark Bolinger**, *Appalachian State U.*
Facilitator: **Stefano Brusoni**, *ETH Zürich*
Facilitator: **Matthew Josefy**, *Indiana U. - Kelley School of Business*
Facilitator: **Ronald Klingebiel**, *Frankfurt School of Finance & Management*
Facilitator: **Sheen S. Levine**, *U. of Texas at Dallas*
Facilitator: **Nevena Radoynovska**, *EMLYON Business School*
Facilitator: **Andy Wu**, *Harvard Business School*

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

If you are interested in participating in the second segment (paper development), please submit your work by email to the workshop organizers, Oliver Schilke (oschilke@arizona.edu) and Alex Bitektine (alex.bitektine@concordia.ca), no later than July 24, 2023.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **155** | Submission: **16235** | Sponsor(s): **(ONE, OMT, ENT)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

Systems and Sustainability: Certified B Corporations and Benefit Corporations as a Research Context

Organizer: **Leonardo Boni**, *Politecnico di Milano School of Management*
Organizer: **Joel Gehman**, *George Washington U.*
Organizer: **Martina Pasquini**, *IE Business School*
Organizer: **Garima Sharma**, *American U., Kogod School of Business*
Panelist: **Alim J. Beveridge**, *U. of Nottingham, China*
Panelist: **David Lucas**, *Syracuse U. Whitman School of Management*
Panelist: **Suntae Kim**, *Johns Hopkins Carey Business School*
Panelist: **Kendall Cox Park**, *Vanderbilt U.*
Facilitator: **Ke Cao**, *Wilfrid Laurier U.*
Facilitator: **Rosanna Garcia**, *Worcester Polytechnic Institute*
Facilitator: **Gorgi Krlev**, *ESCP Business School*
Facilitator: **Todd Schifeling**, *Fox School of Business, Temple U.*
Participant: **Emily Landry**, *Washington and Lee U.*

The B Corp movement, which includes both a certification and a legal form, offers a sandbox for researchers of social and environmental issues to answer new questions in novel ways. B Corps encompass a rigorous certification, a new legal form, and a values-based social movement. B Corp certification allows organizations to express commitments to responsible business practices. By incorporating as a benefit corporation, businesses embed a dual purpose into their corporate charter. As a social movement, B Corps and their stakeholders come together to advance the institutional and systemic narrative of business as a force for good and broader efforts seeking to remake capitalism. In this PDW, we explore how B Corps, as a research context, can help scholars to move conversations forward on systems and sustainability. We will explore how the B Corp certification and benefit corporation legislation allow us to re-conceptualize impact from business-centric to society-centric metrics, and shift from exploring independent social/environmental issues to seeing them as a system. We will also inquire into the interconnected of actions, people and events that is at the heart B Corps as a social movement. We have invited B Corp researchers to present their research and participate in panel discussions. We will also organize small group table discussions to help participants develop B Corp related papers. The organizing team and table facilitators have conducted similar workshops in other settings, such as the Global B Academics Roundtable, and have the experience to skillfully facilitate such discussions.

Please note that Part 1 of this PDW is open to all. Part 2 of this PDW is a paper workshop session that will be by invitation only.

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

Session Type: **PDW Workshop**
Program Session: **156** | Submission: **19890** | Sponsor(s): **(OSCM)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 4:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence A**

2023 OSCM Division Doctoral Student Consortium

Organizer: **Maricela Arellano Caro**, *HEC Montreal*
Organizer: **Annachiara Longoni**, *ESADE Business School*
Panelist: **Morgan Swink**, *Texas Christian U.*
Panelist: **Wendy Tate**, *U. of Tennessee*
Panelist: **Tingting Yan**, *Texas Tech U.*
Panelist: **Andreas Wieland**, *Copenhagen Business School*
Panelist: **Elliot Bendoly**, *Ohio State U.*
Panelist: **Xiaosong Peng**, *college of business, Lehigh U.*
Panelist: **Manpreet Hora**, *Georgia Institute of Technology*
Panelist: **Gopesh Anand**, *U. of Illinois at Urbana-Champaign*
Panelist: **Adela Drozdibob**, *U. of Sussex Business School*
Panelist: **Joseph Sarkis**, *Worcester Polytechnic Institute*
Panelist: **Jens Roehrich**, *U. of Bath*
Panelist: **Brian Squire**, *U. of Bath*
Panelist: **Rachel McCullagh Balven**, *Arizona State U.*
Panelist: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*
Panelist: **Vikram Bhakoo**, *U. of Melbourne*
Panelist: **Sangho Chae**, *Warwick Business School*
Panelist: **Lisa Ellram**, *Miami U.*
Panelist: **Barbara B. Flynn**, *Indiana U.*
Panelist: **Jury Gualandris**, *Ivey Business School*
Panelist: **CARLOS Mena**, -
Panelist: **Pietro G. Micheli**, *U. of Warwick*
Panelist: **Sachin B. Modi**, -
Panelist: **Sriram Narayanan**, *Michigan State U.*
Panelist: **Mark Pagell**, *U. College Dublin*
Panelist: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*
Panelist: **Joohan Lee**, *Troy U.*
Panelist: **Agnieszka Zielinska**, -
Panelist: **Martin C. Schleper**, *U. of Sussex Business School*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the annual meeting of the Academy of Management (AoM) in Boston, MA, USA. This event will be held from 8:30 AM to 4:30 PM on Friday, August 4th, 2023. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are extending their dissertation research and/or starting new research streams. The doctoral students are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing, the development of research streams, and the job market. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

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

Session Type: **PDW Workshop**
Program Session: **157** | Submission: **15237** | Sponsor(s): **(RM)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Everything You Wanted to Know About Moderated Regression (But Were Afraid to Ask)

Presenter: **Jeremy F. Dawson**, *U. of Sheffield*
Presenter: **Andreas Wilhelm Richter**, *U. of Cambridge*
Presenter: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

Although the testing of interaction effects via moderated regression is commonplace in management research, many misunderstandings and gaps in knowledge persist, and knowledge of recent methodological developments is slow to catch on. This workshop is aimed at researchers, reviewers, and PhD students alike, with a basic understanding of moderation, but who would like to advance their knowledge beyond this point. It will use a series of examples to refresh the basic principles of testing two-way and three-way interactions, focusing on how (and when) these should be interpreted based on various post-hoc probing and plotting techniques. In particular, it will cover different approaches to describing interaction effects, and offer guidance as to when and how post-hoc probing techniques such as simple slope testing should (and shouldn't) be used. It will also cover the testing, plotting and probing of some more complex types of interactions, in particular those involving curvilinear effects, and those where the underlying regression model is nonlinear (e.g. logistic or Poisson regression). Participants will have the opportunity to request topics and ask specific questions on moderation by sending an email to j.f.dawson@sheffield.ac.uk at least a week before the workshop. The final section of the workshop will discuss these questions, and others generated in the workshop itself. Participants will be provided with resources (including data files and syntax for R, SPSS, and Stata and screencasts) to replicate the methods demonstrated in the workshop.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **158** | Submission: **10765** | Sponsor(s): **(RM, OB, HR, ENT)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 2:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

MTurk-Based Research That You Can Trust: Best-Practice Recommendations For Authors and Reviewers

Organizer: **Isabel Villamor**, *IESE Business School*
Organizer: **Ravi Ramani**, *Morgan State U.*
Organizer: **Herman Aguinis**, *George Washington U.*

Amazon's Mechanical Turk (MTurk) is the most widely-used online marketplace for conducting research in management and related fields. However, significant concerns call into question the validity of research conclusions based on MTurk data. Our professional development workshop (PDW) aims to offer best-practice recommendations regarding designing, implementing, and reporting MTurk studies. Our recommendations are aimed at researchers planning on using MTurk and those who evaluate manuscripts describing MTurk-based research (i.e., journal reviewers and editors). Based on a review of 146 sources, our PDW will provide a summary of MTurk's practical and logistical benefits and a detailed analysis of 10 particularly salient features of MTurk research and their associated threats to internal, external, construct, and statistical conclusion validity (e.g., participant inattention and misrepresentation, vulnerability to web robots, MTurker non-naiveté, perceived researcher unfairness). We will then offer 10 best-practice recommendations to address those threats during research planning, research implementation, and reporting of results (e.g., decide qualifications used to screen MTurkers, formulate compensation rules, approve or deny compensation). In addition, our session will offer participants opportunities to discuss specific questions or concerns about conducting research on MTurk. Finally, we will provide a hands-on demonstration of how to implement each of these recommendations and conduct an MTurk study that minimizes the validity threats of associated with this data collection method.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **159** | Submission: **15408** | Sponsor(s): **(RM, OMT, OB)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Qualitative and Quantitative Analysis of Visual Data 3rd Edition

Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Organizer: **Stine Grodal**, *Northeastern U.*
Panelist: **Stoyan Vassilev Sgourev**, *New Bulgarian U.*
Panelist: **Anders Dahl Krabbe**, *King's Business School*
Panelist: **Mitali Banerjee**, *HEC Paris*
Panelist: **Sylvaine Tuncer**, *King's College London*

Our world is becoming increasingly visual. Organizations and individuals alike increasingly communicate through visual means by posting images, photos and memes on social media, websites, and embedding them in emails. Organizational scholars are therefore faced with a new challenge: How do we make sense of visual data? In particular how do we collect, analyze, and theorize visual data? All of the methods that organizational scholars have at their disposal to engage in data analysis takes for granted that data are textual or numerical in nature. However, a large literature in the social sciences suggests that visuals process very differently than text. The goal of the third edition of this PDW is to further provide some needed assistance and sharing of best practices for both qualitative and quantitative scholars who would like to use visual data to generate and test theory about organizational phenomena.

Session Type: **PDW Workshop**
Program Session: **160** | Submission: **18880** | Sponsor(s): **(RM, SAP)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Paradox and its Methodological Underpinning: Where We Are and What is Next

Organizer: **Angela Greco**, *TU Delft*
Organizer: **Eriselda Danaj**, *IESE Business School*
Organizer: **Camille Pradies**, *EDHEC Business School*
Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*
Panelist: **Gail T. Fairhurst**, *U. of Cincinnati*
Panelist: **Jane Kirsten Le**, *WHU Otto Beisheim School of Management*
Panelist: **Josh Keller**, *UNSW Sydney*
Panelist: **Jennifer Linda Sparr**, *U. of Zurich*
Panelist: **Simone Carmine**, *IESEG School of Management*
Discussant: **Wendy K. Smith**, *U. of Delaware*

Paradox scholarship has developed exponentially in the past years, attracting a growing, broader audience. Recent special issues, conferences, and AOM PDWs on the topics have consistently broken submission and attendance records with always more than 100 participants. Despite this vibrant expansion, paradox scholars confront a vast array of methodological challenges in seeking to unpack and explore interdependent opposites. By offering a paradox PDW within the RM division, we aim to provide both novice and experienced scholars insight and tools to deepen their methodological approach to studying tensions by identifying key challenges, unpacking traditional approaches, and introducing innovative possibilities. We will address a diversity of methods for studying paradox, including both qualitative and quantitative approaches. To engage a broad audience, our PDW design is interactive. Helped by experienced panelists well-versed in both qualitative and quantitative methods, we will disseminate and generate novel insights with the participants. Participants will also have the possibilities to discuss key methodological issues they face in roundtable discussions and receive feedback on their specific research project. By exploring methodological questions around tensions and paradox, our PDW appeals to members of the RM division while expanding to an always broader audience interested in paradox studies.

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

Session Type: **PDW Workshop**
Program Session: **161** | Submission: **16599** | Sponsor(s): **(RM, STR, OB)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Sequence Analysis for Management Research

Organizer: **Walter J. Ferrier**, *U. of Kentucky*
Organizer: **Stephen Thomas Downing**, *U. of Missouri*
Organizer: **Jin-Su Kang**, *NYCU*

Sequence analysis captures the ordinal and temporal structure of discrete data, such as the progression of jobs in a career path, stages of a negotiation, or longitudinal patterns of rivals' competitive attacks. Although the value of sequence analysis for organizational research was introduced over three decades ago, the adoption of sequence-related methods in management remains limited. We believe that this is due to a combination of unfamiliarity (with sequence concepts) and inaccessibility (of sequence analysis computations). Accordingly, this professional development workshop (PDW) is designed to tackle both challenges for scholars within the fields of strategic management, organizational theory, and organizational behavior. The PDW is formatted around a tutorial structure, which will be preceded by a phenomenological and theoretical background on sequences, and followed by an engaging, discovery-oriented discussion of the usefulness of sequence analysis in future research. The main tutorial contents of the PDW will incorporate two learning tools that facilitate hands-on practice with sequence analysis: (1) sets of colored toy blocks, representing discrete organizational events, aid in building intuition about sequence concepts; and (2) a user-friendly (graphical user interface) software program, SequenceR, aids in computing sequence measures. Thus, the key takeaway for participants will be the development of a new skill: understanding and computing sequence analysis measures. We expect that this tutorial format is suited not only to delivering a quality learning experience but also to fostering cross-divisional interactions for participants' professional development.

How do I register? There is no charge to attend, but pre-registration and conference registration are required. Attendance is limited to 50 participants. Please fill out the PDW registration form at this link by Friday July 21 to receive confirmation of registration from the session organizers: https://missouri.qualtrics.com/jfe/form/SV_a3GMyQ8NFw4cNEO. What should I bring? Participants should bring their laptop with a downloaded copy of the SequenceR program to use during the workshop. As this is in iterative development, please download the program only during the week before the session, August 1 – 4: https://github.com/sdownin/sequencer#download. Tutorial data files will be made available to admitted participants before the workshop. Questions? Please contact: Stephen Downing (sdowning@missouri.edu) and Walter Ferrier (walter.ferrier@uky.edu). Please include "[AOM Sequence PDW]" in the email subject line.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **162** | Submission: **13957** | Sponsor(s): **(SAP, RM, OMT)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 4:00PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom A**

Qualitative Analysis Boot Camp VII: Theorizing from Qualitative Data Using Analytical Artifacts

Organizer: **Tine Koehler**, *U. of Melbourne*
Organizer: **Jane Kirsten Le**, *WHU Otto Beisheim School of Management*
Organizer: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Panelist: **Martha S. Feldman**, *U. of California, Irvine*
Panelist: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Panelist: **Paula Jarzabkowski**, *U. of Queensland*
Panelist: **Rebecca Bednarek**, *Victoria Management School*
Panelist: **Paula Marie O'Kane**, *U. of Otago*
Panelist: **Catherine Lynelle Welch**, *U. Of Sydney*
Panelist: **Mirjam Werner**, *Erasmus U. Rotterdam*
Facilitator: **Jaewoo Jung**, *Colorado State U.*
Facilitator: **Ace Beorchia**, *Kennesaw State U.*
Facilitator: **Angela Pei Ju Chen**, *U. of Melbourne*

This PDW will help researchers develop and expand their qualitative data analysis skills by focusing on intermediate processes using “analytic artifacts” during qualitative data analysis (Locke, Feldman, & Golden-Biddle, 2022). Analytic artifacts can include: case narratives/composites; chronologies/temporally bracketing data; visual maps and other drawing; use of sensitizing concepts; identification of critical events or conversations; a-day-in-the-life composite; vignettes; hyperlinking between data sources; written accounts from different organizational or team member perspectives; and other non- coding approaches. Our PDW opens up the discussion of the practice and relevance of analytic methods that go beyond textual coding and its limitations. Data analysis with analytic artifacts offers a different approach to qualitative analysis, one that translates knowledge from raw data into observed patterns or networks of relationships and helps derive theoretical insights. Furthermore, analytical artifacts might help a project get unstuck. There are many times when a researcher might get lost in their data once coding is underway. Analytical artifacts are a way to see patterns, to step back and create data representations to explore different angles and alternative ways of seeing and understanding. The session will begin with a panel of experienced qualitative scholars reflecting upon their practice of undertaking qualitative data analysis to enable the publication of interpretive qualitative research that aims at theory building. The second half of the session will be spent in round tables working through ways to explore the data through analytical artifacts to generate early theoretical ideas. We will discuss implications for meaningful theorizing using this analytic approach.

Please register here: https://forms.gle/2tMQksYedGysFm9j9. There is no preparation but there will be hands on exercises at each roundtable.

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

Session Type: **PDW Workshop**
Program Session: **163** | Submission: **11200** | Sponsor(s): **(SIM, ONE, ENT, PNP, OMT, IM)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

What is the Future of Business, Poverty and People in Base of the Pyramid Contexts?

Organizer: **Heather Hachigian**, *Royal Roads U.*
Organizer: **Kevin McKague**, *Cape Breton U.*
Organizer: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Distinguished Speaker: **Ted London**, *U. of Michigan*
Distinguished Speaker: **Harry G. Barkema**, *London School of Economics*
Distinguished Speaker: **Minna Halme**, *Aalto U. School of Business*
Distinguished Speaker: **Stuart Hart**, *U. of Vermont*
Distinguished Speaker: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Participant: **Saurabh Lall**, *Adam Smith Business School, U. of Glasgow*
Participant: **Hans Nikolas Rawhouser**, *U. of Nevada, Las Vegas*
Participant: **Constance Dumalanède**, *Tecnologico de Monterrey*
Participant: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Participant: **Marleen Wierenga**, *Nijmegen School of Management*
Participant: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*

The phenomenon of using businesses and markets to address complex social issues such as poverty in Base of the Pyramid (BoP) contexts continues to expand. In addition to pioneering work in this area to shape the foundations for a cohesive research agenda (London & Hart 2004; 2010; London, Sheth & Hart 2014), the current state of academic literature is comprised of a multitude of concepts (e.g. corporate social innovation, informal economies), theoretical frameworks (institutional theory, strategy, entrepreneurship, marketing) and terminology (subsistence marketplaces, social business, informal economy, social entrepreneurship), each with different antecedents, conceptual boundaries and empirical focuses (Webb, Bruton, Tihanyi & Ireland, 2013; Kolk, Rivera-Santos & Rufín, 2014; Dembek, Sivasubramaniam & Chmielewski, 2020).

The surge of interest among scholars in studying how enterprise and markets can address poverty and human development has expanded our understanding of the value proposition for businesses and for people living in BoP contexts. However, the continued expansion and diversity of scholarly work over the last 25 years has led to the increased value for PhD students, junior scholars and other scholars of a robust review of where the field has been, where it is now, and the directions in which it is headed. This has important implications for scholars in both their research agendas and their field-based interactions with BoP entrepreneurs and enterprise leaders.

Session Type: **PDW Workshop**
Program Session: **164** | Submission: **18651** | Sponsor(s): **(STR, TIM, ENT)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 2:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

The Business of Space: Recent Developments and Opportunities for Management Research

Organizer: **Petteri Leppänen**, *IE Business School*
Presenter: **Melissa Schilling**, *New York U.*
Presenter: **Matthew Weinzierl**, *Harvard Business School*
Presenter: **Sen Chai**, *McGill U. - Desautels Faculty of Management*
Presenter: **Raja Roy**, *New Jersey Institute of Technology*

Recent developments in the exponentially growing new space (i.e., the commercial activity in the development of space technologies and applications) have led to a rapidly decreasing cost of launching satellites and other spacecrafts into Earth orbits and beyond. Space has become relevant to a multitude of industries from pharmaceuticals to consumer goods, representing great opportunities for business and regulatory challenges for competition and common rules. Yet, the academic management community has so far used space only as an empirical setting although space technologies are strongly present in our everyday lives. Because the new space is not just another industry but a frontier that connects established industries and facilitates the creation of new ones, the proposed workshop aims to provide a platform for discussion around how new and established firms will need to adapt and develop novel space strategies to remain competitive. The workshop brings together experienced scholars to discuss the implications for theories in strategic management research, innovation, and entrepreneurship. Four panelists will share their experiences in space-related research and discuss three questions: (1) What lessons have they learned from their research, teaching, or other types of experiences related to space? (2) Is space different, i.e., do we need new theories to explain business in space? (3) What are the most interesting and relevant research opportunities for management scholars interested in space? The four presentations are followed by the opportunity for the audience to ask questions and interact with the panelists.

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

Session Type: **PDW Workshop**
Program Session: **165** | Submission: **12185** | Sponsor(s): **(TIM)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

TIM Doctoral Research Development Workshop

Participant: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*
Participant: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*

The workshop is designed as an idea-, paper-, and dissertation- development meeting for PhD students interested in technology, innovation, creativity, product development, and related topics. Students may be at any stage of a PhD program, and similarly the ideas brought to the workshop can range from initial ideas of a paper or dissertation to a fully-developed paper. The workshop will be comprised of a panel discussion of what makes quality research, as well as extensive time dedicated to round table conversations about submitted research ideas from doctoral students. Workshop facilitators will include a mix of junior, mid- career, and senior scholars whose research focus on TIM-related areas. Many of the facilitators have served as members of the TIM leadership committee or have been finalists of different TIM Awards including TIM Dissertation Award. Participation is limited to 30 students. To apply, please visit https://forms.gle/UtE1Pz71NHSRUhK26 and upload a 3-page extended abstract of your doctoral research and your resume.

Participation is limited to roughly 30 students. To apply, please visit https://forms.gle/UtE1Pz71NHSRUhK26 and upload a 3-page extended abstract of your doctoral research and your resume.

Session Type: **PDW Workshop**
Program Session: **166** | Submission: **10627** | Sponsor(s): **(CAR, HR, OB, MED)**
Scheduled: **Friday, Aug 4 2023 1:30PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Building a Successful Mentoring Program: Insights from the Careers Division Mentoring Program

Organizer: **Hayuta Yinon**, *Oranim College of Education*
Presenter: **Hayuta Yinon**, *Oranim College of Education*
Organizer: **Vivek G. Nair**, *IIT Delhi*
Presenter: **Vivek G. Nair**, *IIT Delhi*
Session Chair: **Vivek G. Nair**, *IIT Delhi*
Panelist: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Panelist: **Bert Schreurs**, *Vrije U. Brussel*
Panelist: **Mami Taniguchi**, *Waseda U.*
Panelist: **Corinne A. Post**, *Villanova U.*
Presenter: **Noemi Nagy**, *U. of South Florida*
Presenter: **Kira Choi**, *EMLYON Business School*
Presenter: **Jeffrey Yip**, *Simon Fraser U.*
Presenter: **Janine Bosak**, *Dublin City U.*

In line with the main theme for this year's conference "Putting the worker front and centre", how organizations support employees is a topic of interest. One of the common effective practices for supporting employees is mentoring. Years of research on mentoring have shown that mentoring is beneficial for mentees, mentors, and organizations. As such, many AOM divisions offer support and mentoring initiatives for their members. One of these initiatives is the Careers Division Junior Scholar Mentoring Program. This is an international year-long program that is conducted virtually. It divides the participants into smaller groups of two mentors and four to six mentees. The groups meet four times a year. Guided by a detailed workbook, the mentees are responsible for setting up, leading, and summarizing the meetings. This program is unique in terms of being mentee-led, community-based, and flexible to accommodate mentees' needs during the mentoring sessions and year-long in duration, thus providing mentees and mentors with the opportunity to build long-term relationships and collaborations. In so doing, this program has become a great case study for all AOM divisions to learn from. After two cycles of the mentoring program, the main goal of the PDW would be to reflect on its key aspects by all the relevant stakeholders (organizers, mentors, and mentees) and to gain insights for improving future cycles and for designing similar mentoring programs in other divisions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **167** | Submission: **16678** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 4 2023 1:30PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter AB**

Students as Workers: the Future of Co-ops, Internships, Apprenticeships, & Nomadic Experiences

Organizer: **David Boughey**, *U. of Exeter Business School*
Participant: **Robert Litchfield**, *Washington and Jefferson College*
Participant: **Esther Chewning**, *Northeastern U.*

Very many students undertake paid employment while studying, and for some experiential learning is a formal component of their degree. The value of these structured co-ops, internships and the like is often assumed, yet is harder to quantify. Technological disruptions, especially the potential of IA (and the alarm in some quarters caused by ChatGPT), might again ask us to consider the relevance of existing curriculum and assessment means, bringing the potential for experiential learning into focus once again, making review timely. Experiential learning has many formats, and in this workshop we'll hear about some very different approaches from the US and UK. These include institutions where experiential learning is a core component of the mission, those using year-long placements to boost graduate employability, those adopting apprenticeships schemes that invert the usual university-employer relationship, and experiential approaches at teaching intensive institutions and liberal arts colleges. Working with the workshop's participants, we'll explore the varieties of experiential learning, and question the enduring efficacy and legitimacy of this type of education, as well as confronting the conundrum of whether a student is studying business or training for business. The overarching goal is that all participants will be better informed about implementing and revising experiential schemes, and able to question their value and impact whether as an academic manager or a researcher. Placing these students "front and centre" as current and future workers enables us to better reflect on the purpose of management education.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **168** | Submission: **10012** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 4 2023 1:30PM - 4:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner AB**

OB Division Mid-Career Faculty Workshop

Organizer: **Cecily Cooper**, *U. of Miami*
Organizer: **Sreedhari Desai**, *U. of North Carolina*
Facilitator: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Benjamin G. Perkins**, *U. of Arizona*
Panelist: **Kris Byron**, *Georgia State U.*
Panelist: **Deanne N. Den Hartog**, *U. of Amsterdam*
Panelist: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Panelist: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Panelist: **M. Audrey Korsgaard**, *U. of South Carolina*
Panelist: **Carol T. Kulik**, *U. of South Australia*
Panelist: **Cindy Muir-Zapata**, *U. of Notre Dame*
Panelist: **Andreas Wilhelm Richter**, *U. of Cambridge*
Panelist: **Terri A Scandura**, *Miami Herbert Business School*
Panelist: **Maurice Schweitzer**, *U. of Pennsylvania*

The Organizational Behavior (OB) Mid-Career Faculty Workshop is designed for faculty members who consider themselves to be mid-career. This generally includes scholars who have earned tenure but are not yet a full professor (i.e., are at the associate-level) or the equivalent if working in a non-tenure granting institution. The goal of the workshop is to provide a forum for attendees to connect with senior Faculty Fellows to receive advice and ask questions related to navigating the challenges and opportunities of this career stage. The discussion topics will be finalized based on input solicited from attendees but potentially include: (1) administrative roles; (2) career enablers (e.g., joint appointments, sabbaticals, changing institutions); (3) enabling research (e.g., finding new collaborators, securing grants, expanding publication portfolio to writing and editing books); (4) service and engagement (e.g., department chair, center director, professional service); and (5) planning for promotion. The Faculty Fellows include a mix of senior faculty from different countries and with varied career experiences. The format of the workshop is highly interactive with a combination of both panels and small group discussions. Participation will be limited to 50 attendees who must attend in person. Pre-registration will be required. We are requesting the workshop be held on Friday afternoon.

Session Type: **PDW Workshop**
Program Session: **169** | Submission: **13213** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 4 2023 1:30PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Expanding the Tainted Tent: Bringing New Perspectives and Theory to Organizational Stigma Research

Organizer: **Kam Phung**, *Simon Fraser U.*
Organizer: **Wesley Helms**, *Brock U.*
Organizer: **Karen Diane Walker Patterson**, *U. of New Mexico*
Organizer: **Jordyn Hrenyk**, *Beedie School of Business Simon Fraser U.*
Speaker: **Grace Augustine**, *School of Management, U. of Bath*
Speaker: **Alessandro Piazza**, *Rice U.*
Speaker: **Thomas J. Roulet**, *U. of Cambridge*
Facilitator: **Ana M. Aranda**, *Amsterdam Business School, U. of Amsterdam*
Facilitator: **Cynthia E. Devers**, *Virginia Tech*
Facilitator: **Christian E. Hampel**, *Imperial College Business School*
Facilitator: **Bryant A. Hudson**, *IÉSEG School of Management*
Facilitator: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Yuri Mishina**, *Imperial College London*
Facilitator: **Gerardo Okhuysen**, *U. of California, Irvine*
Facilitator: **Jo-Ellen Pozner**, *Santa Clara U.*
Facilitator: **Trish Ruebottom**, *DeGroote School of Business, McMaster U.*
Facilitator: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Paul Tracey**, *U. of Cambridge*
Facilitator: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Facilitator: **Marvin Washington**, *Portland State U.*
Facilitator: **Rongrong Zhang**, *The Chinese U. of Hong Kong, Shenzhen*

This proposed PDW continues the tenure of AOM PDWs focused on organizational stigma research. These PDWs have been held at AOM from 2016-2022 and have been facilitated by the growing stigma research community. In the last decade, there has been an increase in organizational research on stigma, stigmatization, and stigmatized contexts, which can be partially attributed to this supportive community, reenergized each year at the AOM PDW. In 2022, there were 90+ panel attendees, eight virtual roundtables, and a packed virtual discussion room, demonstrating the keen interest in stigma. In 2023, we aim to continue this success and engender rigorous, novel, collaborative stigma research among attendees. We aim to enhance our collective understanding of stigma's role in influencing organizations, identities, fields, and societies. This research PDW includes three components. First, we will offer an overview of organizational stigma research. Next, three, leading organizational scholars will discuss emerging perspectives on organizational stigma, with an emphasis on how new perspectives can enhance our understanding of stigma's implications across levels of analysis. Finally, we will facilitate eight participatory roundtables/breakout sessions across four themes, and bring established stigma scholars together with researchers interested in joining the area for discussions regarding their ongoing projects. The opening overview and expert dialogue are open to all attendees, but the roundtables/breakout sessions will each have three participants and two facilitators to encourage focused discussion. To participate in the roundtables/breakout sessions, participants will pre-register and submit a project abstract and research challenge statement to aomstigma@gmail.com by July 1st, 2023.

All are welcome to join the opening overview and expert dialogue portion of this PDW, however participation in the roundtables are limited to those who have applied with submissions and have been accepted. Roundtable participants must submit a project abstract and research challenge statement to aomstigma@gmail.com by July 1st, 2023.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **170** | Submission: **17292** | Sponsor(s): **(AAM)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

The Great Resignation: Putting the People Front and Centre

Moderator: **Sanjay Kumar Singh**, *U. of Dundee, UK*
Panelist: **Arpana Rai**, *Indian Institute of Management, Udaipur*
Panelist: **Graeme Martin**, *U. of Dundee*
Panelist: **Tachia Chin**, *School of Management, Zhejiang U. of Technology*
Panelist: **Muhammad Usman**, *NUST Business School, National U. of Sciences and Technology, Islamabad*
Panelist: **Prakriti Soral**, *O. P. Jindal Global U., Sonipat, India*

The Great Resignation is a post-widespread vaccination phenomenon that has touched every industry across the globe. Millions of employees resigned from their jobs globally, which is set to accelerate. This novel phenomenon has attracted the scientific community's attention and researchers and practitioners have been investing considerable efforts to delineate the causes and effects of great resignation and preventive measures. This Professional Development Workshop (PDW) intends to discuss the drivers of the Great Resignation, its impacts, and organizational strategies to manage it with a particular focus on employees in and from the Asia Pacific region and explore critical research agendas.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **171** | Submission: **18088** | Sponsor(s): **(AFAM, ENT, HR)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 4:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester**

Side-Hustle Entrepreneurship in Africa: Implications for Research, Teaching, and Management Practice

Facilitator: **Anastacia Mamabolo**, *GIBS / U. of Pretoria*
Facilitator: **Kerrin Myres**, *GIBS / U. of Pretoria*
Panelist: **Caren Brenda Scheepers**, *U. Pretoria Gordon Institute of Business Science*
Panelist: **Dorothy Ndletyana**, *Organisation Behaviour*

The importance of side-hustle entrepreneurship, known as income-generating business activities in addition to formal employment, is gaining traction from a scholarship perspective and entrepreneurial practice. Due to its significance and nascency in theoretical development in certain contexts, there needs to be more understanding of side-hustle entrepreneurship, especially in the African context, which is already undertheorized on general entrepreneurship. The proposed Professional Development Workshop (PDW) aims to review the development of side-hustle entrepreneurship in Sub-Saharan Africa. The PDW will explore four main themes on side-hustle entrepreneurship, thus conceptual development, teaching practices, human resource practices, and entrepreneurial leadership implications. The PDW's main sponsor is the Africa Academy of Management (AFAM), and potential co-sponsors are Entrepreneurship and Human Resources interest groups. The PDW will be face-to-face and interactive. The session will be facilitated by two experts in entrepreneurship research and practice. Their facilitation method will be integratory, creating opportunities for linkages, debates, and discussions. The selected expert panelists, including two practitioners, will briefly share their allocated topic to set a foundation for the roundtable discussions. The panelists' presentations will be followed by roundtable discussions, allowing attendees to interact with each other. More than 70% of the PDW is dedicated to peer-to-peer interactions. In addition, the PDW will make sure of Kahoot, a gamified interaction and learning platform, to determine the pre- and post-workshop impressions on side-hustle entrepreneurship. The PDW will positively contribute to AFAM's focus on showcasing business and management in Africa. Additionally, it will ignite discussions on the role of the African context in shaping and theorizing side-hustle entrepreneurship. Thus, the debates within the workshops will reveal intellectual development on side-hustle entrepreneurship, teaching methods, human resource practices, and leadership implications. These focal areas of discussion will provide theoretical implications, entrepreneurial practice recommendations, and suggestions for future research. Lastly, the insights arising from the PDW will be relevant to scholars from other interest groups and emerging markets seeking to advance side-hustle entrepreneurship.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **172** | Submission: **12257** | Sponsor(s): **(DEI, HR, CAR)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Inclusive Approaches to Workplace Equity: Strategies for Supporting Neurodivergent Workers

Session Chair: **Helen Chung**, *Seattle Pacific U.*
Session Chair: **Mesaley Alemseged**, *Seattle Pacific U.*
Organizer: **David Dietrich**, *Seattle P*
Organizer: **Lauren Kronenberg**, *Seattle Pacific U.*
Presenter: **Kelsie Colley**, -
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Presenter: **Amy Hurley-Hanson**, *Chapman U.*
Presenter: **Cristina Marie Giannantonio**, *Chapman U.*

This PDW will explore the topic of neurodiversity, a critical aspect of workplace diversity, equity, and inclusion (DEI) that is often overlooked in the broader DEI literature. Participants will be invited to explore the workplace experiences of neurodivergent individuals, discuss emergent research and organizational practices related to more fully including and supporting these workers, and generate ideas for future research and practice. Several experts in the fields of neurodiversity and disability will present current research related to the experiences of neurodivergent workers and inclusive organizational practices that can be leveraged to better support them.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **173** | Submission: **20051** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

ENT Doctoral Student Consortium Part 2

Organizer: **Veroniek Collewaert**, *Vlerick Business School & KU Leuven*
Organizer: **Will Drover**, *Texas Christian U.*

Designed to launch doctoral students into their research career, the Consortium brings together young scholars and experienced faculty to discuss opportunities for advancing academic understanding of entrepreneurship. As such, the Doctoral Consortium's primary objective is to help prepare students for a successful career as a researcher/professor in academic institutions of higher education. This year's program will include discussions on the challenges of pursuing an academic career, the publication process, and a host of other relevant topics. Furthermore, students will have the opportunity to receive constructive feedback about a research article on which they are currently working.

Only open to those pre-approved by the Consortium organizers.

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

Session Type: **PDW Workshop**
Program Session: **174** | Submission: **10090** | Sponsor(s): **(ENT, OB)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

It Takes Two: The Promise and Perils of Hybrid Entrepreneurship Research

Organizer: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*
Organizer: **Ali Mchiri**, *New Mexico State U.*
Organizer: **Alexandra Hofmockel**, *Philipps-U. Marburg*
Organizer: **Vivien Procher**, *Philipps-U. Marburg*
Organizer: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg / Indiana U. Bloomington*
Facilitator: **David Audretsch**, *Indiana U., Bloomington*
Facilitator: **Jon C. Carr**, *North Carolina State U.*
Facilitator: **Emily D. Campion**, *U. of Iowa*
Facilitator: **Jie Feng**, *Rutgers U.*
Facilitator: **Jeffrey S. Hornsby**, *U. of Missouri, Kansas City*
Facilitator: **Donald F. Kuratko**, *Indiana U.*
Facilitator: **Michael Lerman**, *Iowa State U.*
Facilitator: **Moren Levesque**, *York U.*
Facilitator: **Tim Michaelis**, *Northern Illinois U.*
Facilitator: **Simon Parker**, *Ivey Business School*
Facilitator: **Jeffrey M. Pollack**, *NC State U.*
Facilitator: **Theresa M. Welbourne**, *U. of Alabama*
Facilitator: **Karl J. Wennberg**, *Linköping U.*

Hybrid entrepreneurs, entrepreneurs that hold a paid job, are a large and economically impactful part of the entrepreneurial population. While studies of hybrid entrepreneurship have stimulated important contributions to entrepreneurship theory (e.g., on timing, entry, and uncertainty), related research has been slow to develop. Research on the context of hybrid entrepreneurs, and particularly their employers, is even more nascent. This slow development is due in part to many challenges: lack of awareness of the phenomenon in the Academy, barriers to publication, overlapping use of the word "hybrid" with scholars studying social entrepreneurship, lack of suitable datasets, lack of integration into the related broader literatures (e.g., multiple jobholding, corporate entrepreneurship, cultural and academic entrepreneurship), a lack of reconciliation with related terms (multiple-job holding, side gig, freelancing), and a perceived lack of theoretically grounded (and therefore publishable) research questions. This 75-minute PDW brings together experienced researchers active in the field, prospective researchers interested in studying hybrid entrepreneurship, and the editors evaluating their work to stimulate conversations about these challenges, spread knowledge of best practices, and ultimately proliferate more high-quality research on hybrid entrepreneurship.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **175** | Submission: **19946** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Emerging Scholars Consortium (Part 2)

Session Chair: **Deirdre McCaughey**, *U. of Calgary*

Are you a junior faculty member, post-doc, or doctoral student with research and/or teaching interests in health care management? Join us for the Health Care Management (HCM) division Emerging Scholars Consortium (ESC) on Friday, August 4th in Boston, where a diverse group of outstanding faculty will facilitate a highly interactive series of sessions geared towards emerging health care management scholars. In addition to the content, the ESC's highly collaborative format is a fantastic opportunity to create relationships with other HCM emerging scholars from around the globe. Many long-time HCM members attest to the ESC as an origin for major research collaborations and employment pathways. HCM Emerging Scholars Consortium day will be divided into individual sessions, so you may attend one or all. We have also built "hallway time" into the schedule, which is time between sessions where people can meet informally. Normally the consortium content is curated for students and junior faculty, however, everyone is welcome to attend any session!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **176** | Submission: **13480** | Sponsor(s): **(IM, ENT, STR, TIM)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Researching National Innovation Ecosystems for Startup Success: Brazil, Israel, Norway, & Singapore

Session Chair: **Joseph L C Cheng**, *U. of Illinois at Urbana-Champaign*
Session Chair: **William Maloney**, *World Bank*
Distinguished Speaker: **Peder I. Furseth**, *BI Norwegian Business School*
Distinguished Speaker: **Eugene Kandel**, *Hebrew U., SNPI*
Distinguished Speaker: **Ulisses Gamboa**, *Mackenzie Presbyterian U.*
Distinguished Speaker: **Teck Seng Low**, *National U. of Singapore*
Panelist: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Panelist: **Kazuhiro Asakawa**, *Keio U.*
Panelist: **Peter Thomas Bryant**, *IE Business School*
Panelist: **Stephen Ezell**, *Information Technology and Innovation Foundation*
Panelist: **Xudong Gao**, *Tsinghua U.*
Panelist: **John Hamilton Howard**, *U. of Technology Sydney Business School*
Panelist: **Lauren Lanahan**, *U. of Oregon*
Panelist: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Panelist: **E. Geoffrey Love**, *U. of Illinois at Urbana-Champaign*
Panelist: **Hwy-Chang Moon**, *Seoul National U.*
Panelist: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*
Panelist: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Panelist: **Jaeyong Song**, *Seoul National U.*

As global economic competition becomes increasingly innovation-driven, policymakers in both government and business are actively searching for ways to increase innovation across industry sectors, particularly as it relates to tech startups. Past research on innovation policy tends to take a piece-meal investigative approach with focus on a single or narrow-set of explanatory variables, resulting in limited or ineffective policy recommendations. The proposed PDW seeks to develop a programmatic, cross-national research agenda to investigate the respective roles of a nation's formal and informal institutions, knowledge infrastructure, and firm capabilities in affecting innovative performance at multiple levels of analysis (country, region, city, company, individual). The session will be highly interactive with keynote speakers, panelists, and participants engaging in small group discussions to develop an agenda for future research with aim to form a global network for follow-on collaboration.

None

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **177** | Submission: **15923** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Teaching in No Time: Strategies for Efficient, Effective, and Excellent Teaching

Facilitator: **Trevor Foulk**, *U. of Maryland R.H. Smith School of Business*
Facilitator: **Nicole M. Coomber**, *U. of Maryland*

Teaching effectively is the key to promotion and tenure for many faculty. Yet the time spent teaching can also become a burden, as faculty at all levels have taken on more students and more courses. In this workshop, we will discuss three strategies for being both effective and efficient in the classroom. These strategies will be presented by two award winning faculty who consistently receive high student evaluations, and who have significant responsibilities in research and service. We will review the simple yet effective techniques creating repeating patterns, being hyper responsive to students, and automating grading. We will facilitate faculty in brainstorming how they can incorporate these techniques into their own classrooms.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **178** | Submission: **13183** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Understanding the Role of Non-Tenure Track Professors

Organizer: **Natalie Liberman**, *Indiana U., Bloomington*
Organizer: **Erik Gonzalez-Mule**, *Indiana U.*
Panelist: **Jennifer Dinger**, *Indiana U. - Kelley School of Business*
Panelist: **P Roberto Garcia**, -
Panelist: **Sheryl Walter**, *Indiana U. - Kelley School of Business*
Panelist: **Will Geoghegan**, -
Panelist: **Andrew Hosmanek**, *U. of Iowa*
Panelist: **David Lanier Major**, *Carnegie Mellon U. - Tepper School of Business*

The number of terminally trained (i.e., holding Ph.D. or equivalent degrees), non-tenure track (NTT) teaching-focused professors working in American business schools and universities has grown dramatically in recent years. Despite this growth, there is little guidance available to scholars interested in pursuing career paths as NTT professors, including information on the various types of NTT professor positions in business schools, possibilities for long-term career growth, and strategies for pursuing a career as NTT professors. Accordingly, this PDW is designed to provide a deeper understanding of what it means to be an NTT professor and to provide guidance on the aforementioned career issues. Our panel is comprised of NTT professors at different stages of their careers with a variety of areas of expertise (including Organizational Behavior and Human Resource Management, Strategy, International Business, and Entrepreneurship) from different universities, and includes faculty in administrative roles. The discussion will be moderated by an Associate Department Chair who is closely involved with hiring NTT professors and who works with NTT professors on their career development. In the panel, we will discuss our journeys to becoming NTT professors, with a focus on the different career paths that our panelists took which ultimately led them to careers as NTT professors. We will then open the floor to PDW participants with a moderated panel discussion and Q&A aimed at providing career guidance to aspiring NTT professors.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **179** | Submission: **18609** | Sponsor(s): **(MSR, INDAM)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Four Yogic Pathways of the Bhagavad Gita for Workers in Pandemic Times

Session Chair: **R Ray Gehani**, *The U. of Akron*
Participant: **Anil K. Maheshwari**, *Maharishi International U.*
Participant: **Satinder Dhiman**, *Woodbury U.*
Participant: **Scott Myers**, *Good Place Myers Industries*

Two key challenges confront us today in pandemic turbulent times. How has the COVID-19 global pandemic significantly disrupted and altered the ethics of workers and workplaces in our turbulent times? And, how can organizational leaders and workers adapt or innovate their actions and workplaces to face their new persistent challenges? A wide variety of responses have been observed. LEVINSON (2020) investigates the extent of price gouging amid the pandemic. Others have explored if it is morally legitimate to stockpile essential resources, raw materials, and supplies, or should the leaders share these empathically with others? FRIEDMAN (2020) sought common ground that we can seek and pursue in and beyond a pandemic. These seismic shifts demand innovative fresh new approaches to lead our workers' actions, and to re-architecture our workplaces. With the engagement of our AOM participants, our shared purpose for this exploratory professional development workshop (PDW), is to collectively translate some key lessons of GITA in ancient times, to our day-to-day workplaces today in 2023 in the context of an enterprise or a university of higher education. In this timely and innovative PDW we, with our PDW participants, will be taking a scriptural path, by drawing lessons from the ancient Indian text par excellence, the Bhagavad Gita (c.800 B.C.). We present and then collectively explore how four yogic pathways proposed in BG can guide our workers and workplace in turbulent times. Their implications will be examined. KEYWORDS: The Bhagavad Gita, Karma Yoga, Gyan Yoga, Dhyan Yoga, Bhakti Yoga, Covid-19, global pandemic, workplace spirituality

Welcome to an exciting exploration of Four Yogic Pathways to Enloghtenment! No additional Fee required - Enjoy. No Pre-approval required - ALL are invited and welcome. Preferred Presentation Day: Saturday AUG 5, PM.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **180** | Submission: **10014** | Sponsor(s): **(ODC, ENT, IM, OB, OMT, RM, SAP, STR, TIM, HR)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Publishing Inductive Qualitative Research in Prominent Academic Journals

Host: **Quy Nguyen Huy**, *INSEAD*
Panelist: **Julia DiBenigno**, *Yale School of Management*
Panelist: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*
Panelist: **Davide Ravasi**, *UCL School of Management*

This PDW workshop is aimed at fostering information exchange among practitioner scholars interested in publishing inductive qualitative research in prominent academic journals. Practitioner scholars are individuals who pursue rigor in their research process and output as well as produce knowledge that is useful for improved managerial practice. This PDW has been offered for many years now and keeps attracting hundreds of scholars each time. The content offered is not predetermined and varies every year depending on the audience's questions and evolving norms in the field. The workshop will feature scholars with a track record of publishing qualitative research in premier journals. The goal will be to build help practitioner scholars to disseminate their ideas through prominent journals, while still encouraging these scholars' focus on managerial relevance. The conference presenters will lead exchanges around topics such as understanding the expectations of premier journals; conducting a literature review; designing data collection and analysis processes; selecting and working with co-authors; writing a first research draft; refining a manuscript before journal submission; and dealing with the editor and reviewers during the review process.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **181** | Submission: **20064** | Sponsor(s): **(PUBS)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Publishing in AMJ: Tips from the Editors

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

All are welcome to attend.

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

Session Type: **PDW Workshop**
Program Session: **182** | Submission: **16791** | Sponsor(s): **(RM, STR, OMT, ENT, HR, OB)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Qualitative Comparative Analysis (QCA): A Set-Analytic Approach to Studying Configurations

Organizer: **Johannes Meuer**, *KLU Hamburg*
Organizer: **Ruth V. Aguilera**, *Northeastern U.*
Organizer: **Donal Crilly**, *London Business School*
Organizer: **Peer Fiss**, *U. of Southern California*
Organizer: **Santi Furnari**, *City, U. of London*
Organizer: **Thomas Greckhamer**, *Louisiana State U.*
Organizer: **Rodney Lacey**, *Arizona State U.*
Organizer: **Joanna Tochman Campbell**, *U. of Cincinnati*
Organizer: **Vilmos F. Misangyi**, *Pennsylvania State U.*

During the past decade, interest in set-analytic methods such as Qualitative Comparative Analysis (QCA) and configurational thinking in management research has grown exponentially. QCA's more widespread use has been driven by both growing scholarly interest in capturing causal complexity as well as improvements in its methodological application and software. By now, QCA has become a more established approach in management researchers' toolbox. Given the feedback from previous years' PDWs, we have designed this year's proposed PDW to serve the needs of three different audiences. Part 1 serves management researchers and practitioners with no (or only little) knowledge of, and experience with, QCA who want to learn the basic "nuts and bolts" of QCA and understand if this might be the right tool for their research project. Part 2 serves more advanced management researchers and practitioners interested in current methodological issues and advances in QCA. Part 3 serves all participants who seek to discuss their ongoing QCA research with other participants and the experienced PDW organizers. Participation in this PDW is open to all conference attendees and requires no registration except for Part 3, for with researchers should submit an extended abstract. Participants who wish to receive a list of recommended pre-readings and resources may contact Johannes Meuer (johannes.meuer@the-klu.org) before the meeting.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **183** | Submission: **11936** | Sponsor(s): **(STR, ENT, MH, OMT, RM, TIM)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Microhistory in Strategy, Entrepreneurship & Innovation

Speaker: **Rajshree Agarwal**, *U. of Maryland*
Coordinator: **Jay Habegger**, *U. of Maryland R.H. Smith School of Business*
Speaker: **Andrew Hargadon**, *U. of California, Davis*
Speaker: **David A. Kirsch**, *U. of Maryland*
Speaker: **Lamar Pierce**, *Washington U. in St. Louis*
Speaker: **Mary Tripsas**, *U. of California, Santa Barbara*
Speaker: **Daniel Wadhwani**, *U. of Southern California*

Microhistory isn't vignettes or anecdotes, and it's more than a case study. We bring together microhistory theorists with history-engaged scholars to explore the application of microhistory to contemporary managerial research questions in strategy, entrepreneurship, and innovation.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **184** | Submission: **10241** | Sponsor(s): **(TIM, ENT)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 4:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

How to do An Effective Peer Review: A PDW for Early Career Researchers

Presenter: **Gloria Barczak**, *Northeastern U.*
Presenter: **Abbie Griffin**, *U. of Utah*

Peer reviewing is an essential component of the academic research process. As noted by Tsang (2013), "A competent, well-crafted review provides constructive comments that help authors to strengthen their paper, regardless of whether the paper is eventually accepted for publication" (Tsang, 2013, p. 168). Unfortunately, most PhD students and junior faculty have not received formal training in how to do an effective peer review: they learn by the trial and error of doing or by working with their advisor who is likely to be an experienced reviewer, though not necessarily a good one (Tsang and Frey, 2007; Smith, 2006). Raelin (2008) argues that more workshops on crafting peer reviews should be conducted for early-stage academics. This workshop is designed to provide an interactive experience for early- career researchers to enhance their skill at delivering high quality, professional, and constructive reviews to academic peers. This 2.5- hour workshop will be divided into two parts. The first part will cover why reviewing is important and why high-quality reviewers are needed, the definition of a high-quality review, how reviewing benefits one's research and career, the expectations (5 R's) of high- quality reviewers, and a reviewing template to guide one's review. The second part of the workshop will focus on facilitated evaluation and discussion of a manuscript submitted for publication consideration to demonstrate the principles covered.

All participants need to register for this PDW as about 2 weeks prior to the workshop, we will send an anonymous paper to all registrants. Registrants need to read and prepare reviewer comments on the paper which will be discussed in the 2nd half of the workshop. To register for this PDW, please email g.barczak@northeastern.edu with your name, email address, academic level, and affiliation.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **185** | Submission: **16035** | Sponsor(s): **(TIM, ENT, STR)**
Scheduled: **Friday, Aug 4 2023 2:00PM - 4:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Experimentation for Future-Making

Organizer: **Stefano Magistretti**, *Politecnico di Milano*
Organizer: **Jeanne Liedtka**, *U. of Virginia*
Organizer: **Claudio Dell'Era**, *Politecnico di Milano*
Panelist: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*
Panelist: **Dimo P. Dimov**, *U. of Bath*
Panelist: **Gerda Gemser**, *Faculty of Business and Economics, U. of Melbourne*
Panelist: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*
Panelist: **Marcelo De La Cruz**, *Ludwig Maximilian U. of Munich (LMU)*
Panelist: **Nico Klenner**, *Aalto U.*
Panelist: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*

Experimentation is often adopted to answer current market needs and opportunities (Augustine et al., 2019) to test different options and increase the probability of success (Kindermann et al., 2022). What if we adopt experimentation for future-making? What might be the role of experimentation in crafting a desirable future for our society and tackling grand challenges (Gümüsay and Reinecke, 2022)? Research on the role of practices and approaches to future-making, such as narratives (Rindova and Martins, 20221), languages (Liuberte and Dimov, 2021), and artifacts (Thompson, 2018), is growing. Nonetheless, we know little about the role of experimentation (Thomke, 2020) in future-making (Wenzel, 2022). This session explores how experimentation can be developed as an organization-wide capability for the creation of desirable futures and how managers and scholars from across disciplines can and should adopt such an approach in their endeavors. In light of this year's theme on the inclusion of workers, as well as management, in our teaching and research, we want to highlight the challenge of translating strategic organizational capabilities into new behaviors at the front-line. We plan to accomplish this by bringing together a collection of scholars, each well-recognized in their own field, to share their perspectives, with a goal to identify collectively opportunities to work together across disciplines.

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

Session Type: **PDW Workshop**
Program Session: **186** | Submission: **10058** | Sponsor(s): **(MED, OB, HR)**
Scheduled: **Friday, Aug 4 2023 2:30PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Mentoring Students Online: Best Practices and New Horizons

Organizer: **Mai P. Trinh**, *Arizona State U.*
Panelist: **Stacy Lyn Astrove**, *U. of Delaware*
Panelist: **Robert Chico**, *U. of Washington, Seattle*
Panelist: **Christine Dongell**, *Arizona State U.*
Panelist: **Chantal Van Esch**, *Cal Poly Pomona*
Panelist: **Esther Sackett**, *Santa Clara U.*
Panelist: **Sophia Rose Thomas**, *Texas Tech U.*
Panelist: **Mai P. Trinh**, *Arizona State U.*
Panelist: **Tejal Wagadia**, *Arizona State U.*

Recent increases in online enrollment in leadership, business, and management classes have raised questions about how to effectively mentor students online, whether in formal capacities such as thesis or dissertation advising or in other informal capacities. Student characteristics, contexts, needs, program specifics, available tools, and technologies are all important factors to consider. In this professional development workshop, we bring together a faculty panel and a student panel. Faculty panelists will share their experience mentoring undergraduate and graduate students in online contexts, best practices in mentoring, and thoughts on what is coming in the future of management education. Student panelists will share their needs regarding online mentoring and what have worked for them. Participants will walk away with a strengthened understanding of the mentoring process in general as well as specific tips and tricks that they can implement immediately with their students.

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

Session Type: **PDW Workshop**
Program Session: **187** | Submission: **13050** | Sponsor(s): **(MH, ENT, TIM, SAP)**
Scheduled: **Friday, Aug 4 2023 2:30PM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Unicorns and Other 'Fantastic' New Ventures: Lights and Shadows of Entrepreneurial Evolutions

Session Chair: **Matteo Cristofaro**, *U. of Rome Tor Vergata*
Moderator: **Gianpaolo Abatecola**, *U. of Rome Tor Vergata*
Distinguished Speaker: **Zoltan Acs**, *George Mason U.*
Distinguished Speaker: **Howard Aldrich**, *U. of North Carolina*
Distinguished Speaker: **Alex Coad**, *Waseda U.*
Distinguished Speaker: **Per Davidsson**, *Jönköping International Business School*
Distinguished Speaker: **Suresh B Kotha**, *U. of Washington, Seattle*
Distinguished Speaker: **Patrick J. Murphy**, *U. of Alabama, Birmingham*
Distinguished Speaker: **Martin Ruef**, *Duke U.*

Some 'extraordinary new companies' – at least in terms of business results, e.g., Uber, Airbnb, Tesla, ByteDance, and others – dominate our economies and have definitively changed our lives thanks to their disruptive products and services. According to their performance and some inner features, these high-growth start-ups have been named 'unicorns', 'gazelles', or taken another biological label (narwhals, dedacorns, zebras, etc.) to define their business anatomy. Should these 'new entrepreneurial species' be considered just as new organizational forms, or are they a new paradigm in the history of entrepreneurial evolution? This PDW aims to discuss this question and provide tentative theoretical and methodological answers for investigating this 'entrepreneurial zoo', its historical roots, and its prospective future. We use a format of discussion/lecture to encourage scholars to discuss such a topic.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **188** | Submission: **13404** | Sponsor(s): **(CMS, DEI)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 4:30PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Navigating Business Schools Without a Business Background… Mission (Im)possible?

Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Participant: **Florence Villeseche**, *Copenhagen Business School*

Careers in Business Schools (or equivalent) often presuppose that professors have business-related backgrounds; however, we know from our own experience that this is not always the case. In this workshop, we bring together scholars with unconventional backgrounds and scholars who have taken a more mainstream career path. In doing this, we are enhancing inclusivity by raising awareness of scholars with unconventional backgrounds and foregrounding how their experiences bring richness to business schools, academic teams, publications, projects, and teaching. Our aim is to show scholars who have chosen a career in a Business School, despite an unconventional background, that they are not alone in their academic journey. This will create a sense of community and, potentially, a support network as well as exploring how alternative academic journeys can be supported (or stymied) by scholars who have taken a more conventional route.

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

Session Type: **PDW Workshop**
Program Session: **189** | Submission: **10023** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

Empowering the Scholarly Worker: The Dos and Don’ts of Journal Reviewing

Organizer: **Sarah Jack**, *Stockholm School of Economics*
Organizer: **Miruna Radu-Lefebvre**, *Audencia*
Organizer: **William B. Gartner**, *Babson College*
Organizer: **Raja Singaram**, *Audencia Business School*
Panelist: **Andreas Rauch**, *Audencia*
Panelist: **Vincent Lefebvre**, *Audencia Business School*
Panelist: **Eric Liguori**, *Rowan U.*
Panelist: **Christina Guenther**, *WHU Otto Beisheim School of Management*
Panelist: **David Audretsch**, *Indiana U., Bloomington*
Panelist: **Natalia A. Vershinina**, *Audencia*
Panelist: **Scott L. Newbert**, *City U. of New York, Baruch College*
Panelist: **Peter G. Klein**, *Baylor U.*
Panelist: **Robert Blackburn**, *U. of Liverpool*
Panelist: **Susana Correia Santos**, *Rowan U.*

Over the past few centuries, the peer review process has supported the production of rigorous scientific knowledge within the business and management academic community worldwide. Despite its undeniable utility, frustrations over the nature and outcomes of peer reviews still persist among scholars. In line with the theme of this year’s conference, we wish to shed light on the role of the reviewers in the peer review process. The purpose of this professional development workshop (PDW) is to prepare junior scholars – late-stage PhD students and early career entrepreneurship scholars– to become excellent reviewers by making explicit the main rules of high-quality peer reviewing in the best journals and by sharing best practices of writing review letters. We realize this purpose by: (1) addressing some of the critical shortcomings experienced by scholars over the peer reviewing process, (2) creating an open forum in which both junior and senior scholars could share their thoughts and experience regarding the peer reviewing process, and (3) establishing a strong Community of Practice (CoP) for writing peer reviews to which scholars affiliated with a range of journal outlets could contribute. Editors in chief, associate editors and action editors from nine entrepreneurship journals namely, Entrepreneurship Theory and Practice, Entrepreneurship and Regional Development, International Small Business Journal, International Journal of Entrepreneurial Behavior and Research, Journal of Business Venturing, Journal of Developmental Entrepreneurship, Journal of Small Business Management, Small Business Economics, and Strategic Entrepreneurship Journal have agreed to serve as panel members and mentors in this session.

Part 1 - All are welcome. Part 2 - round table interaction with a panelist, by prior registration only.

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

Session Type: **PDW Workshop**
Program Session: **190** | Submission: **15463** | Sponsor(s): **(ENT, DEI, OMT)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 4:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Race and Entrepreneurship

Organizer: **Ihsan Beezer**, *Rutgers Business School*
Organizer: **Juanita Kimiyo Forrester**, *Mercer U.*
Organizer: **Alexander Lewis**, *UTSA*
Speaker: **Mauricio Mercado**, *Iowa State U.*
Speaker: **Rosanna Garcia**, *Worcester Polytechnic Institute*
Speaker: **Jeffrey Robinson**, *Rutgers Business School*
Participant: **Oana Branzei**, *Ivey Business School*
Participant: **Candida G Brush**, *Babson College*
Participant: **Rene Bakker**, *Erasmus U. Rotterdam*

In this professional development workshop (PDW), we explore the topic of entrepreneurship and race, with particular, though not exclusive, attention to underrepresented minorities (URM), those with a disproportionately low presence in positions of power and status (i.e., African, Hispanic, and Native Americans). Although we explicitly attend to race in North American contexts, which are particularly racialized, racial hierarchies are present in most multiethnic societies. This PDW will introduce the audience to an important yet distressingly neglected area of research and provide the audience an opportunity to discuss pre-submitted extended abstracts with editors from top entrepreneurship journals. The ultimate goal we have for this PDW is to encourage a broad research agenda on race and entrepreneurship that captures both the structural qualities of marginalization and the agentic qualities of entrepreneurship.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **191** | Submission: **12541** | Sponsor(s): **(HR, CAR, OB, ODC, RM)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 4:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

HR Division Research Roundtable Networking Forum

Organizer: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Organizer: **Huiwen Lian**, *Texas A&M U.*
Presenter: **Bradford S. Bell**, *Cornell U.*
Presenter: **Michal Biron**, *U. of Haifa*
Presenter: **Anthony J. Nyberg**, *U. of South Carolina*
Presenter: **Zhaoli Song**, *National U. of Singapore*
Presenter: **Samantha A. Conroy**, *Colorado State U.*
Presenter: **Barry Gerhart**, *U. of Wisconsin, Madison*
Presenter: **Sanghee Park**, *Hanyang U.*
Presenter: **Wendy J. Casper**, *U. of Texas At Arlington*
Presenter: **David F. Arena**, *U. of Texas At Arlington*
Presenter: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Presenter: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Presenter: **David Collings**, *Trinity College Dublin*
Presenter: **Elaine Farndale**, *Penn State U.*
Presenter: **Mevan M. Jayasinghe**, *Michigan State U.*
Presenter: **Shad S. Morris**, *Brigham Young U.*
Presenter: **Clint Chadwick**, *U. of Kansas*
Presenter: **Brian Harney**, *Dublin City U.*
Presenter: **Theresa M. Welbourne**, *U. of Alabama*
Presenter: **Pat Downes**, *U. of Kansas*
Presenter: **Michael Howe**, *Iowa State U.*
Presenter: **Dana B. Minbaeva**, *King's College London*
Presenter: **Joyce Bono**, *U. of Florida*
Presenter: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Presenter: **Ronald F. Piccolo**, *U. of Central Florida*
Presenter: **Christopher M. Berry**, *Indiana U. - Kelley School of Business*
Presenter: **Chu-Hsiang Chang**, *Michigan State U.*
Presenter: **Shannon Rawski**, *Ivey Business School*
Presenter: **Talya N. Bauer**, *Portland State U.*
Presenter: **Songqi Liu**, *National Science Foundation*
Presenter: **Yifan Song**, *Texas A&M U.*
Presenter: **Chad Hartnell**, *Georgia State U.*
Presenter: **David A Hofmann**, *U. of North Carolina, Chapel Hill*
Presenter: **Nikos Dimotakis**, *Oklahoma State U.*
Presenter: **Bard Kuvaas**, *BI Norwegian Business School*
Presenter: **Christopher C. Rosen**, *U. of Arkansas*
Presenter: **Deidra J. Schleicher**, *Iowa State U.*
Presenter: **Christopher Collins**, *Cornell U.*
Presenter: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Presenter: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Presenter: **Jerel Slaughter**, *U. of Arizona*
Presenter: **Shuhua Sun**, *Tulane U.*
Presenter: **Connie Wanberg**, *U. of Minnesota*
Presenter: **Susan Zhu**, *U. of Kentucky*
Presenter: **Christopher D. Nye**, *Michigan State U.*
Presenter: **Denise Potosky**, *Pennsylvania State U.*
Presenter: **Philip L. Roth**, *Clemson U.*
Presenter: **Juan I. Sanchez**, *FIU-EGADE Tec Monterrey*
Presenter: **Lilia Cortina**, *U. of Michigan*
Presenter: **Alicia A. Grandey**, *Pennsylvania State U.*
Presenter: **Eden King**, *Rice U.*
Presenter: **Traci Sitzmann**, *U. of Colorado, Denver*
Presenter: **Sarah Doyle**, *U. of Arizona*
Presenter: **Kristen Price Jones**, *U. of Memphis*
Presenter: **Hee Young Kim**, *Rider U.*
Presenter: **James Summers**, *Iowa State U.*
Presenter: **Corine Boon**, *U. of Amsterdam*
Presenter: **John E. Delery**, *U. of Arkansas*
Presenter: **Timothy M. Gardner**, *Utah State U.*
Presenter: **Kaifeng Jiang**, *Ohio State U.*
Presenter: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Presenter: **Patrick Wright**, *U. of South Carolina*
Presenter: **Wendy R. Boswell**, *Texas A&M U.*
Presenter: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Alex L. Rubenstein**, *U. of Central Florida*

This PDW will allow division members to participate in research discussions moderated by accomplished HR scholars, as well as network with other scholars researching similar topics. Attendees will have an option to participate in two 40-minute roundtable discussions from a variety of research areas. The tables research themes span a range of 17 HR topics: Alternative Work/Work Arrangements, Compensation, Diversity, Global HRM, HR & Entrepreneurship, HR Analytics, Leadership & Followership, Legal Issues (safety, discrimination, harassment), Onboarding & Socialization, Organizational Culture & Climate, Performance Management (performance appraisal and feedback), Recruitment/Job Search, Selection/Staffing, Sex & Gendered Work Disparities, Stigma and Status, Strategic HR, and Turnover/Absenteeism/Withdrawal.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **192** | Submission: **19040** | Sponsor(s): **(HR, SIM)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Contributions of Workers/Employees in Making an Enterprise Sustainable

Participant: **David Horan**, *Trinity Business School, Trinity College Dublin*
Participant: **Silvester Ivanaj**, *ICN Business School*
Participant: **Vera Ivanaj**, *Institut National Polytechnique de Lorraine*
Participant: **John McIntyre**, *Georgia Institute of Technology*
Participant: **Raymond Saner**, *CSEND research SDGs RBC*
Participant: **Lichia Saner-Yiu**, *Centre for Socio-Eco-Nomic Development*
Participant: **Irena Zubcevic**, *Stakeholder Forum for a Sustainable Future*
Participant: **Jan-Gustav Strandenaes**, *Stakeholder Forum for a Sustainable Future*

It is widely recognized that sustainable business requires meaningful engagements with a wide range of stakeholders – internal and external – to effectively contribute through partnerships to address the complex challenges posed by the SDGs (van Tulder, 2022; Yiu et al., 2020; Stibbe and Prescott, 2020; Saner and Yiu 2022; Horan 2022, 2019). To be effective SDG contributors and partners, enterprises need to leverage the full range of organizational resources – networks, supply chains, workers/employees – to become sustainable (Voegtlin et al., 2022; Maak et al., 2016). This panel will focus on the workers/employees channel – their internal/external engagements - and how enterprises can generate partnerships with stakeholders in the interest of inclusive, transparent, just and sustainable solutions. For instance, workers through their external engagements, defined here as any work-related or private activity with an external organization at local, national or international level, including work-related placements/internships/ secondments or privately-undertaken volunteering and activism, etc., offer a potential resource for enterprises and workers/employees to contribute more effectively to the SDGs (Saner & Yiu, 2022; Dempsey-Brench, 2021; Rodell et al., 2016; Muthuri et al., 2009). Key questions to be addressed include: what is the nature of the resources that workers/employees hold as a result of their internal/external engagements, to what extent are company's underutilizing these resources, should management offer employees greater opportunities to engage in these activities related to sustainability, what are the risks and opportunities involved in doing so, what types of partnerships between managers, workers and employers could contribute most to corporate sustainability and the SDGs.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **193** | Submission: **15097** | Sponsor(s): **(HR, STR)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

HR Ecosystems: Developing a Research Agenda

Organizer: **Scott A. Snell**, *U. of Virginia*
Organizer: **Juani Swart**, *U. of Bath*
Organizer: **Shad S. Morris**, *Brigham Young U.*
Organizer: **Corine Boon**, *U. of Amsterdam*
Panelist: **Anne Keegan**, *U. College Dublin*
Panelist: **Ashish Malik**, *Newcastle U. Business School*
Panelist: **Catriona M. Burke**, *Kemmy Business School*
Panelist: **Jocelyne Ientile-Yalenios**, *EM Strasbourg Business School, U. of Strasbourg, HuManiS EA 7308*
Panelist: **Katja Einola**, *Stockholm School of Economics*

Workplaces are changing rapidly, and so are concepts of work. Work is increasingly organized beyond the boundaries of individual organizations, shifting the attention from traditional hierarchies to ecosystems of work and organization. This poses a challenge for human resource management and corporate strategy. In this workshop we will be developing theoretically rigorous and practically relevant collaborative research projects to address the ecosystem of work and organization from multiple theories, fields, and levels of analysis. We will break the group into three sub-groups to work on developing an agenda for the following three research topics: (1) technological mediation – Technological developments and digital online platforms influence the way tasks are designed, improving the robustness of information and data analytics, facilitating the relational exchanges that underlie collaboration, and altering the configuration of organizations. Technology is no longer seen simply as an add-on or enhancement of work; it is increasingly influencing how work gets done. (2) impermanence and adaptation – Traditional models of strategy and organization have emphasized the achievement of protected positions of differentiated value that cannot be competed away. While these time-honored frames have been useful, they are less compelling in environments of continuous change where innovation and agility are key to value creation. (3) shared governance – In contrast to traditional governance models of centralized and hierarchical authority, workforce ecosystems reflect a more democratized approach that involves mutual influence among related parties in the key decisions about how they operate, requiring a renewed focus on shared purpose, transcending traditional notions of organizational purpose.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **194** | Submission: **19923** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Job Market Considerations for the Recruiter

Participant: **Angela K. Miles**, *North Carolina Central U.*

First time meeting with job seekers? Want a review of the current job market? Need a brush up on the expectations of an AOM interview? Join the Career Services Committee for this information session and enhance engagement when you meet.

Session Type: **PDW Workshop**
Program Session: **195** | Submission: **19160** | Sponsor(s): **(MED, OB, ODC)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 4:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Positive Approaches to Management Education: Enhancing Relationships and Building on Strengths

Participant: **Marc Hoffman Lavine**, *U. of Massachusetts, Boston*
Participant: **David Bright**, *Wright State U.*
Participant: **Corey Crossan**, *U. of Western Ontario*
Participant: **Mary M. Crossan**, *Western U.*
Participant: **Cassandra Lyn Ellis**, *Western U.*
Participant: **Mary Dunn**, *St. Edward's U.*
Participant: **Jody Hoffer Gittell**, *Brandeis U.*
Participant: **Darren Jason Good**, *Pepperdine U.*
Participant: **Lauren Hajjar**, *Suffolk U.*
Participant: **Christopher James Lyddy**, *Providence College*
Participant: **Ninna Meier**, *Aalborg U.*
Participant: **Tim O. Peterson**, *North Dakota State U.*

We share a range of insights from positive organizational scholarship to enhance management teaching and learning (Cameron & Spreitzer, 2012; Cameron, Dutton & Quinn, 2003). We highlight approaches to strengthen relational dynamics to improve educational outcomes and focus on strengths and resilience to foster learner growth. This session is designed to equip colleagues with actionable practices they can use and adapt. We have also designed a highly interactive opportunity for discussion where attendees can identify challenges and opportunities to infuse positive organizational scholarship into their educational practice. The POS lens in the classroom has been a revitalizing force in management education and discussion and exchange of these practices can enliven management educators and support innovation in management teaching and learning. The workshop uses a roundtable design to allow attendees to select multiple roundtables of their choosing during the workshop. The roundtables focus on themes of relationships (how to more skillfully and mindfully communicate and coordinate) as well as how to use strength and virtue-based approaches to improve and teach about leadership. Roundtable leaders include David Bright,Wright State University; Corey Crossan, Mary Crossan, Cassie Ellis, University of Western Ontario; Mary Dunn, St. Edwards University; Jody Gittell, Brandeis University; Darren Good, Pepperdine University; Lauren Hajjar, Suffolk University; Chris Lyddy, Providence College; Ninna Meier, Aalborg University. Tim Peterson, North Dakota State University. Marc Lavine, University of Massachusetts Boston, is the organizer.

Session Type: **PDW Workshop**
Program Session: **196** | Submission: **12902** | Sponsor(s): **(MOC, ENT)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Entrepreneurial Cognition PDW

Organizer: **Kristian Johan Sund**, *Roskilde U.*
Organizer: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
Organizer: **Sergei Mozheiko**, *Roskilde U.*
Panelist: **Denis A. Gregoire**, *HEC Montreal*
Panelist: **Yuliya Snihur**, *TBS Education*
Panelist: **Erkko Autio**, *Imperial College Business School*

Are you a doctoral student or faculty member who studies cognition within the context of entrepreneurship and is looking for ways to connect with other similar researchers? The Entrepreneurial Cognition PDW returns for a fourth consecutive year. The Entrepreneurial Cognition PDW will be conducted in two parts — a series of Pecha Kucha-style paper presentations followed by a best paper award ceremony, and a moderated panel discussion. A call for papers will be announced in May 2023, whereby 10 papers (5 faculty-led, 5 student-led) will be pre-selected for presentation at the PDW. The Kauffman Foundation has graciously funded 2 best paper awards of $1000 each for the best student-led and faculty-led papers. An established group of scholars in the field of entrepreneurial cognition will act as judges, and then in the second part offer their own insights into the past and future development of this topic. Finally, a small reception, again sponsored by the Kauffman Foundation, will allow participants and attendees to connect. Again this year, we plan for this to be an exciting PDW with a lively, interactive, and developmental atmosphere.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **197** | Submission: **12738** | Sponsor(s): **(ONE, OSCM, SIM, STR, OMT, PNP, ENT, CMS, AFAM)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

The Circular Economy and Biodiversity

Session Chair: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*
Session Chair: **Fabian Takacs**, *U. of St. Gallen*
Participant: **Sherwat Elwan Ibrahim**, *American U. in Cairo*
Participant: **Joerg S. Hofstetter**, *Kedge Business School*
Participant: **Weslynne S. Ashton**, *Illinois Institute of Technology*
Participant: **Paul Dewick**, *Manchester Metropolitan U. Business School*
Participant: **David Littlewood**, *U. of Sheffield Management School*
Participant: **Joseph Sarkis**, *Worcester Polytechnic Institute*
Participant: **Adriana Marotti De Mello**, *U. of Sao Paulo (FEA/USP)*
Participant: **Felix Donker**, *U. of South Africa*
Participant: **Lisa Ellram**, *Miami U.*
Participant: **Wendy Tate**, *U. of Tennessee*
Participant: **Diego Alfonso Vazquez**, *Portsmouth Business School*
Participant: **Jose Ignacio Pineda-Mendoza**, *U. Privada San Juan Bautista*

This PDW is designed to expose management scholars from the ONE division and other AOM divisions (e.g., OSCM, SIM, STR, OMT, PNP, ODC, ENT, CMS, and AFAM) to the opportunities for research examining the circular economy (CE) and biodiversity. CE is an alternative to traditional, linear systems that use natural resources indiscriminately; it emphasizes reducing waste and pollution, reusing materials, and regenerating nature. Biodiversity management research is complementary to this area of research, yet there is little headway being made in advancing the connection between these two streams. The first part of the PDW will provide a basic overview of the field, including examples of ongoing research at the intersection of CE and biodiversity. Then, the PDW will progress to a round-table and open discussion format to discuss challenges, identify unexplored questions, and pinpoint opportunities for collaboration on CE and biodiversity research. This PDW will conclude with a reflection on discussed topics.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **198** | Submission: **19361** | Sponsor(s): **(RM, ENT, OMT, STR)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

What Constitutes Data (Un)Conventionality? An Interactive PDW on Unconventional Archival Data

Organizer: **Devin Burnell**, *Neeley School of Business - Texas Christian U.*
Organizer: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*
Organizer: **Alex Michael Murray**, *U. of Oregon*
Panelist: **Mary Ann Glynn**, *Research Associate, Harvard U. Sociology*
Panelist: **Jeffery S. McMullen**, *Indiana*
Panelist: **Henning Piezunka**, *INSEAD*

Unconventional sources of archival data include novel and unorthodox sources of information that exist in the world and can be used to build, elaborate, and test theory in management, organizational, and entrepreneurship research. While some researchers have thrived in identifying, accessing, and using unconventional sources of archival data, other researchers may find this research approach relatively opaque. We propose a PDW in which management scholars from various disciplines come together to unpack the black box of data (un)conventionality and the identification, access, and use of unconventional archival sources, samples, and settings.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **199** | Submission: **12304** | Sponsor(s): **(RM, STR, OMT, ENT, TIM)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Endogeneity: Myths, Legends, and Facts – Third Annual

Organizer: **Elle Hyunjung Yoon**, *Iowa State U.*
Organizer: **Daniel Gamache**, *U. of Georgia*
Panelist: **John R. Busenbark**, *U. of Notre Dame*
Panelist: **Aaron Hill**, *U. of Florida*
Panelist: **Matthew Semadeni**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

Management scholars are increasingly concerned about biases in empirical analyses from endogeneity. When endogeneity is present, any model that does not account for the source of endogeneity will provide biased coefficient estimates. Thus, scholars strive to address endogeneity concerns in their research. Yet, scholars do not share a common understanding of endogeneity and often implement questionable solutions in response to their perceived concerns. Our target audience is Academy members who lack confidence in dealing with endogeneity or who want to improve their methodological 'tool kit.' This PDW will provide a learning opportunity about different topics related to endogeneity and how to address it correctly. To do so, we explore the myths, legends, and facts about endogeneity. The PDW will be divided into two parts. Part 1 consists of a selection of presentations on different issues related to endogeneity. Specifically, Dr. Sarah Wolfolds will discuss instrumental variables and the Heckman model, Dr. John Buesnbark will discuss internal/synthetic instruments, Dr. Matthew Semadeni will discuss the importance of using theory to help address endogeneity, and Dr. Aaron Hill will share editor's view of endogeneity in the field and discuss the best practice we can apply moving forward. In Part 2, the panelists will answer questions from the audience, from which we will facilitate a scholarly conversation about their views on endogeneity. With this PDW, we hope scholars will understand endogeneity better and learn when and how to account for endogeneity in producing high-quality, credible, and replicable scientific research.

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

Session Type: **PDW Workshop**
Program Session: **200** | Submission: **15928** | Sponsor(s): **(STR, RM, OMT, TIM)**
Scheduled: **Friday, Aug 4 2023 3:00PM - 6:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

New Data and Methods In Strategic Management Research

Organizer: **Arianna Marchetti**, *London Business School*
Organizer: **Viktorie Sevcenko**, *INSEAD*
Panelist: **Paul Vicinanza**, *Stanford Graduate School of Business*
Panelist: **Milan Miric**, *U. of Southern California -Marshall School of Business*
Panelist: **Daniel Fehder**, *USC Marshall School of Business*
Panelist: **Lynn Wu**, *The Wharton School, U. of Pennsylvania*

Based on the very successful attendance we experienced at AoM 2021 and 2022 (100+ attendees), we propose a third edition of this PDW, which aims to expose researchers in strategic management to novel and cutting-edge data and methodologies to address relevant questions in the field that are still missing an answer often due to empirical limitations. In this year's edition of the PDW, we focus on showcasing novel datasets and empirical approaches that can help researchers address issues related to competitive strategy, innovation, and executives' behaviors and preferences. The first part of the PDW will focus on presentations by the invited panelists, who will showcase the use of novel data and methodologies within specific research projects. This year, we will also feature a co-editor from the Strategic Management Journal, to share her reflections on the peer-review process for papers that leverage novel methods and data sources. The panelists' presentations will be followed by a Q&A session with the audience and by a series of roundtables where participants can interact among each other and with the panelists and discuss ongoing research projects. With this PDW, we aim to create and nurture a community of scholars interested in using cutting edge methods and novel data sources to advance our understanding of fundamental questions in management research. We have thus compiled the content of past editions of the PDW on a website (https://newmethodsanddata.com/), which we will make available to the broader AoM community in due time, to stimulate a fruitful conversation around the topic.

Session Type: **PDW Workshop**
Program Session: **201** | Submission: **12123** | Sponsor(s): **(ENT, STR, OMT)**
Scheduled: **Friday, Aug 4 2023 3:30PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Women and Under-Represented Minorities in High-Growth Entrepreneurship & Innovation

Organizer: **Ming Zhu Wang**, *U. of Washington*
Organizer: **Amisha Miller**, *NYU Stern*
Presenter: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Presenter: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*
Presenter: **Melody Chang**, *USC Marshall School of Business*
Presenter: **Daniel Walter Elfenbein**, *Washington U. in St. Louis*
Presenter: **Christopher Law**, *Texas A&M U.*
Presenter: **Matt Marx**, *Cornell U.*
Presenter: **Amisha Miller**, *NYU Stern*
Presenter: **Minah Park**, *U. of Wisconsin, Madison*
Presenter: **Susan Perkins**, *NYU Stern School of Business*
Presenter: **Ethan Poskanzer**, *U. of Colorado*
Presenter: **Gauri Subramani**, *Lehigh U.*
Panelist: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*

Questions around the persistent underrepresentation of women and racial minorities in high-growth entrepreneurship and innovation contexts have drawn substantial scholarly interest in the last decade. Much of the focus envelops two inquiries: what are the root causes of these disparities, and how might they be effectively addressed? In this session, we bring together a panel of leading and rising scholars to share their recent work and diverse perspectives on these issues. The presentations will showcase areas of active research and latest empirical methodologies used to explore open research questions in this domain. Roundtable discussions will support the exploration of multiple perspectives, development of new and on-going research among participants, and promote the formation of collaborative ties among scholars at all stages of their careers.

Session Type: **PDW Workshop**
Program Session: **202** | Submission: **10893** | Sponsor(s): **(MC)**
Scheduled: **Friday, Aug 4 2023 3:30PM - 5:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

How to Design a Consultant's Program to Train on Improvisational Skills?

Organizer: **Pierre El Haddad**, *MACH Consultants*
Panelist: **Rana Sawaya**, *U. College of BAhrain*
Panelist: **Marwa Halwani**, *MACH Consultants*
Discussant: **Mireille Daaboul**, -
Discussant: **Gabriel Habib**, *NODE Network of Organization Development Experts*

As crises in the world layer upon each other and become more frequent and brutal, organizations need to adapt to the reality that they should improvise. The objective of this PDW is to inform the design of a training program for companies and organizations who wish to enhance their improvisational capacity.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **203** | Submission: **16700** | Sponsor(s): **(MH)**
Scheduled: **Friday, Aug 4 2023 3:30PM - 4:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

Teaching History and Fiction in a Business School

Organizer: **David Boughey**, *U. of Exeter Business School*
Participant: **Alison Truelove**, *U. of Exeter Business School*

This workshop reviews approaches to integrating business and management history into the curriculum, and presents the case for the inclusion of literary texts as sources. The presenters draw on their experiences of teaching not just conventional business history from the industrial revolution to the near past, but also how the study of business networks and communication practices as far back as the medieval period can usefully inform our understanding of contemporary commercial activity. As business schools increasingly lean towards STEM – shifting away from economics, area studies and the liberal arts – students remain interested in the storytelling that brings organisations to life. The use of case studies taps into this interest and can be augmented by judicious use of historical and literary materials to throw new light on recurring issues that resonate throughout the business world. These sources can also encourage students to appreciate the importance of context, empathy, and critical judgement: all key skills for future responsible leaders. As the UN's Sustainable Development Goals become a core driver in curriculum design, the success of our role as educators depends on a deep understanding of the past in order to better appreciate what is possible in the future. Ultimately, we argue, the liberal analytical tradition has considerable value to current business school programmes, and this workshop seeks to reassure, illustrate possibilities, and promote a creative – and perhaps even disruptive – approach to business education.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **204** | Submission: **14063** | Sponsor(s): **(OB)**
Scheduled: **Friday, Aug 4 2023 3:30PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Getting Your Writing Done: Crafting a Generative Writing Practice

Presenter: **Rena Seltzer**, *Leader Academic*
Panelist: **Modupe Akinola**, *Columbia U.*
Panelist: **Michael Norton**, *Harvard U.*
Panelist: **Adam Galinsky**, *Columbia Business School*
Panelist: **Mabel Abraham**, *Columbia Business School*

Whether you are an assistant professor looking to publish your way to tenure, or a seasoned faculty member who wants to re-invigorate your writing process, this interactive PDW will support you in crafting a more productive writing practice. The workshop will be facilitated by a coach who supports professors at major research universities to accelerate their rate of writing and publishing, along with a panel of successful professors who will share concrete examples of how they craft their writing habits to get more done. Participants will also work cooperatively to plan specific strategies they will use following the conference to become more prolific writers. The program draws on research about the patterns of the most generative academic writers, ideas from positive organizational scholarship, and the experiences of scores of professors who have overcome challenges and achieved their writing goals. The format includes individual presentations, small group discussions, and large group dialogue.

Participation is limited to 75 participants. Please pre-register at this link: https://form.jotform.com/231165171012037

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

Session Type: **PDW Workshop**
Program Session: **205** | Submission: **18459** | Sponsor(s): **(SIM, MSR, MED, IAM, OB)**
Scheduled: **Friday, Aug 4 2023 3:30PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Humanistic Leadership and Management - How to put People Front and Center

Organizer: **Michael Andreas Pirson**, *Fordham U.*
Participant: **Osmar Arandia**, *U. de Monterrey*
Participant: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Participant: **Jyoti Bachani**, *Saint Mary's College of California*
Participant: **Diego Arias Padilla**, *U. of Detroit Mercy, CBA*
Participant: **Sophia Town**, *Fordham U.*
Participant: **Ayse YEMISCIGIL**, *Fordham U.*
Participant: **Giorgia Diletta Nigri**, *Sophia U. Institute*
Participant: **Manuel Guillen**, *U. of Valencia*
Participant: **David Wasieleski**, *Duquesne U.*
Participant: **Elena P. Antonacopoulou**, *Ivey Business School*
Participant: **Luis Portales**, *U. de Monterrey*
Participant: **David Capistran- Wah**, *ITESM, Campus Monterrey*
Participant: **Michael Andreas Pirson**, *Fordham U.*
Participant: **Elizabeth A. Castillo**, *Arizona State U.*
Participant: **Maria Della Lucia**, *U. of Trento*
Participant: **Gerard F. Farias**, *Fairleigh Dickinson U.*
Participant: **Hector Osvaldo Rocha**, *IAE Business School*
Participant: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Participant: **Ricardo Aguado**, *Deusto Business School*
Participant: **Shann Turnbull**, *International Institute for Self-Governance*

In this workshop we collect globally representative voices sharing research, teaching and collaboration opportunities connected with the theme of putting people front and center. We will hear about ongoing research in various areas of humanistic management such as humanistic tourism, love and organizing, wisdom and flourishing, arts and sustainability, and many other areas. We will discuss and share opportunities to transform teaching and learning via the humanistic leadership academy. We will also share various opportunities for collaboration around research, teaching and service in a global context.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **206** | Submission: **14562** | Sponsor(s): **(SIM, ONE)**
Scheduled: **Friday, Aug 4 2023 3:45PM - 5:45PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Social impact of Academia – From the Ivory Tower to beyond the SDGs (Sustainable Development Goals)

Coordinator: **Adrian Zicari**, *ESSEC Business School*
Organizer: **Anne-Claire Pache**, *ESSEC Business School*
Organizer: **Mário Aquino Alves**, *FGV EAESP*
Organizer: **Armand Bam**, *U. of Stellenbosch Business School*
Organizer: **Concepcion Galdon**, *IE U. - IE Business School Madrid, Spain*
Organizer: **Daniel Malan**, *Trinity Business School, Trinity College Dublin*
Organizer: **Aarti Ramaswami**, *ESSEC Business School*

In the midst of this Decade of Action to deliver the Sustainability Development Goals (SDGs), this workshop provides an occasion for reflecting on our collective contribution as scholars, making meaningful connections among: • our research: what we research, its "so what", its impact • our pedagogy: to whom we teach, what we teach, how we teach • our citizenship: how we serve our community, voluntary projects beyond conventional roles We look for an inspiring conversation about what we should do to contribute to society from our current roles of scholars, and in some cases concomitantly, business school leaders. This workshop is the natural continuation of a fruitful conversation began in the Council on Business & Society (CoBS), a global alliance of eight business schools, dedicated to increase the social impact of academia both in research and in pedagogy. This workshop intends to expand this ongoing conversation to the larger community of scholars at the AoM. Session attendees will briefly present their reflections about their research, their pedagogy, and their different engagements in their respective business schools. Then, in roundtable discussions, session participants will discuss their experiences of impact. Organizers will strive to gently challenge, propose, and motivate participants to think out of the box. This PDW will conclude with a graphic representation to illustrate the potential paths for intitiatives in pedagogy, actionable research, and school leadership. The organizers will gladly share contact information among attendees and engage themselves in providing follow up for further discussions.

Attendance is open to all. For better organizing our PDW, we kindly invite you to register in this link https://forms.gle/sjPxyAv7o1AFRvQ2A

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

Session Type: **PDW Workshop**
Program Session: **207** | Submission: **14972** | Sponsor(s): **(CAR, TIM, STR, OMT)**
Scheduled: **Friday, Aug 4 2023 4:00PM - 6:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

From Lab to Business School (2nd Edition): Leveraging STEM in Management

Organizer: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*
Organizer: **Raquel Pruna**, *ESADE Business School*
Organizer: **Angelo Romasanta**, *ESADE Business School*
Panelist: **Elizabeth Pontikes**, *UC Davis*
Panelist: **Luis Diestre**, *IE Business School*
Panelist: **Rembrand Michael Koning**, *Harvard Business School*
Panelist: **Jaideep Anand**, *Ohio State U.*

Scholars from science, technology, engineering and math (STEM) backgrounds are increasingly entering the field of management. However, transitioning to management is challenging as it requires a change in mindset, uses an unfamiliar language and views research impact differently. Additionally, navigating the social dynamics in the management field requires unique skills. Thus, as we attempt to launch the second edition of our professional development workshop (PDW), we aim to build upon the immensely well-received and insightful conversations of our first PDW and delve deeper into how scholars with previous science experience can surmount the challenges in transitioning to management. In this edition, we hope to go beyond discussions on how to survive and turn our focus more explicitly on how to leverage the unique opportunities that a STEM background offers to thrive in management research. With the current crisis surrounding the value and impact of management research, this PDW will also serve as an avenue to discuss the impact of management research in comparison to the tangible outcomes from laboratory work. This PDW will ultimately strive to create a supportive community for management scholars with STEM backgrounds.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **208** | Submission: **13669** | Sponsor(s): **(DEI, RM, OB)**
Scheduled: **Friday, Aug 4 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Understanding the Challenges in Measuring Subtle Bias: Context Conscious DEI Research

Organizer: **Mauricio Mercado**, *Iowa State U.*
Organizer: **LaStarr Hollie**, *UMass Amherst*
Organizer: **Chelsea Lide**, *Stanford Graduate School of Business*
Organizer: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*
Organizer: **DC De La Haye**, *Florida State U.*
Moderator: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Speaker: **C. Malik Boykin**, *Brown U.*
Speaker: **Alison V. Hall**, *U. of Texas At Arlington*
Speaker: **Erika V. Hall**, *Emory U., Gozuieta Bus Sch*
Speaker: **Erika Kirgios**, *U. of Chicago Booth School of business*

The 2022 All-academy theme, putting the worker front and center, highlights the imperative for management scholarship to consider changing sociocultural dynamics and focus on research that adeptly reflects the organizational landscapes we reside in. Whereas management scholarship is increasingly centered on reflecting the growing reality of the workforce, methodological hurdles burden this advancement. A clear example of this is studying intergroup biases in organizations; while scholarship understands the potential costs of bias further explorations of the phenomenon is limited due to the difficulty of measuring biases. In this professional development workshop (PDW) we focus on identifying, defining, and proposing measures to deal with sources of methodological hurdles related to measuring bias. We hope to start the conversation on best-practice study design for intergroup bias research. Moreover, this PDW will serve as a space to generate dialogue on how these methodological decisions affect the interpretation of empirical findings and implications for practice. Workshop attendees will have an opportunity to receive feedback about specific challenges related to current and future research projects from the expert panelists and other participants.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **209** | Submission: **11883** | Sponsor(s): **(MSR)**
Scheduled: **Friday, Aug 4 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Creative-Spiritual Agency and Meaningful Work: An Emerging Theoretical Framework

Presenter: **Jeannel King**, *Saybrook U.*

Organizations tend to view creativity and innovation as performative outcomes, that is, a way of *doing* to further company goals. But employees are human *beings* who make meaning through their creativity and whose actions, decisions, and sense of purpose are guided by deeply held spiritual values. When employees are required - either explicitly or implicitly - to leave these parts of their authentic selves at the door when they go to work, employees feel less fulfilled. Workplace culture and mores may conflict with an employee’s deeply held values, leading the employee to compromise or otherwise betray that which they hold most dear. Creativity becomes a performative tool and strategy for organizationally acceptable innovation rather than a source of curiosity, joy, and experimentation for the creator. Over time and under these conditions, one’s sense of personal agency at work may erode. This lively PDW session introduces an emerging framework for creative-spiritual agency (CSA) as a personal path toward fostering meaning and well-being at work. First, guests will be introduced to CSA as a new cross-disciplinary construct in the organizational change research space. Next, guests will encounter the emerging framework as well as its context, background, and theoretical foundations. From there, guests will be engaged in a spirited discussion of the construct and emerging framework. The group will be encouraged to pressure-test the framework, ask questions, share insights, and offer suggestions for improvement.

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

Session Type: **PDW Workshop**
Program Session: **210** | Submission: **12415** | Sponsor(s): **(ODC, MC, HCM, SIM)**
Scheduled: **Friday, Aug 4 2023 4:00PM - 6:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

Action Research Lab: Foundations for Putting the Worker Front and Center

Moderator: **David Coghlan**, *U. of Dublin, Trinity College*
Presenter: **Danielle Zandee**, *Nyenrode Business U.*
Presenter: **A.B. Rami Shani**, *California Polytechnic State U.*

Action research has a long tradition of involving workers and employees in generating knowledge through collaborative change (e.g., Pasmore & Friedlander, 1982). Accordingly, it offers an invaluable perspective on Putting the Worker Front and Center precisely because it engages organizational members in meaningful action and knowledge generation in a collaborative manner. One of the premises of this PDW is that action research can play an important role in addressing today's pressing issues by developing new knowledge for organizational and societal change. It does so by taking daily work as an important site of knowing. This PDW is directed to doctoral students, faculty and practitioners who undertake action research out of a desire to address 'red and hot' organizational/management challenges. Participants will be invited to focus on their own action research experiences, ambitions and questions, as a starting point of an exploration of action research principles, design choices and potentials for knowledge creation. They will leave with an increased awareness of how to undertake and/or supervise action research as a mode of impactful research while increasing understanding of how to conduct inquiry in a collaborative and egalitarian way

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **211** | Submission: **13055** | Sponsor(s): **(OMT, STR, ENT)**
Scheduled: **Friday, Aug 4 2023 4:00PM - 6:00PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Tradition: Resource or Constraint? Rediscovering the Role of Tradition in Organizations

Organizer: **Innan Sasaki**, *Warwick Business School*
Organizer: **Gino Cattani**, *New York U.*
Organizer: **Simone Ferriani**, *U. of Bologna*
Panelist: **Ann Langley**, *HEC Montreal*
Panelist: **Tina Dacin**, *Queen's U.*
Panelist: **Eero Vaara**, *U. of Oxford*
Panelist: **Sofiane Baba**, *U. of Sherbrooke*
Panelist: **Laura E. Dupin**, *Amsterdam Business School, U. of Amsterdam*

This PDW builds on the recent revival of research on the role of tradition in organizations. The convoluted challenge that organizations, managers, and workers face is how to leverage traditions as a resource while simultaneously pursuing innovation and organizational renewal. Therefore, the PDW addresses the challenges that organizations face in framing tradition as a ‘resource or constraint’. Although existing research has started to address this challenge, there are many unresolved questions such as: To what extent can tradition go hand in hand with innovation? How to accommodate the renewal of a cherished tradition without stifling it? Can traditions from different cultural spheres be combined? What are the ethical considerations in using traditions?, and many more. In the first half of the PDW, we have put together five panelists with diverse backgrounds, gender, nationalities, and research contexts who have conducted theoretical and/or empirical work on how tradition shapes organizational life. After the Q&A session, in the second half of the PDW, we provide each participant 20 mins time to gain high-quality feedback from the mentors and panelists. In this way, the participants will have the opportunity to address their questions about specific issues encountered when writing/publishing their papers, exchange novel theoretical and methodological ideas, and start novel conversations that go beyond the current assumptions in the literature, setting agenda for future research.

The first half of the PDW is open to everyone. Registration is required for the second half. The deadline to register online is June 15, 2023. Extended abstracts are welcome, however, we will prioritize full-paper submissions. Extended abstracts should be at least 5 pages (excluding references) and should describe a) the purpose of the study and the research question, b) the data collection and analysis, c) an executive summary outlining the main empirical findings of the study, and d) proposed theoretical contributions. The deadline for proposal submissions is June 15, 2023. The proposal should be sent to the organizers (innan.sasaki@wbs.ac.uk; gc59@stern.nyu.edu; Simone.Ferriani.2@city.ac.uk).

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

Session Type: **PDW Workshop**
Program Session: **212** | Submission: **14401** | Sponsor(s): **(SAP, OB, ODC, OMT, RM)**
Scheduled: **Friday, Aug 4 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Video Methods in Organizational Studies

Organizer: **Marlys K. Christianson**, *U. of Toronto*
Organizer: **Curtis LeBaron**, *Brigham Young U.*
Facilitator: **Zhike Lei**, *IMD Business School*
Facilitator: **Feng Liu**, *Saint Mary's U., Canada*

Management scholars have increased their use of video as a research tool in organizational studies. It helps them to see, understand, codify, and make sense of the strategizing process. Video methods uncover the micro-interactions of organizational actors and allow insights into actors' implicit practices that emerge in their moment-to-moment exchanges. Consistent with the interests of many divisions of AOM, video makes explicit the links between micro-dynamics and broader organizational outcomes. This PDW affords an opportunity to revisit the recent progress scholars have made using video-based research. The PDW also aims to encourage newcomers to video methods. It will help them understand the benefits and challenges of video methods and how they might use these methods in their research, include them in their teaching, spark debate in their scholarship, and generate further innovation. We aspire to co-create good practices and build a community of engaged scholars.

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

Session Type: **Social Event**
Program Session: **213** | Submission: **20115** | Sponsor(s): **(IM)**
Scheduled: **Friday, Aug 4 2023 4:30PM - 6:30PM ET (UTC-4)** at **Offsite** in **Boston Duck Tour**

International Management Division PDW Social

Organizer: **Klaus Meyer**, *Ivey Business School*
Organizer: **Nandini Lahiri**, *American U.*

All welcome! Boston Duck Boat Tour: Boston's most popular tour is a great way to start off your visit to Boston. You will experience a great overview of the city with a 60-minute land tour before splashing into the Charles River for a 20-minute riverboat ride full of breathtaking views of the Boston and Cambridge skylines. The cost to register is $39.50, capacity is limited to 35 seats. No Refunds for cancellations after 20 July, 2023. The meeting point is the Prudential Centre, 53 Huntington Ave.

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

Session Type: **Meeting**
Program Session: **214** | Submission: **19926** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 4 2023 4:30PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Market Readiness for the Job Seeker

Participant: **Angela K. Miles**, *North Carolina Central U.*

Join your Career Services Committee to review current job market trends and revisit the considerations of being 'interview ready'.

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

Session Type: **Social Event**
Program Session: **215** | Submission: **20028** | Sponsor(s): **(OSCM)**
Scheduled: **Friday, Aug 4 2023 4:30PM - 6:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

OSCM Doctoral Consortium Social

Organizer: **Annachiara Longoni**, *ESADE Business School*
Organizer: **Maricela Arellano Caro**, *HEC Montreal*
Organizer: **Anand Nair**, *Michigan State U.*
Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **216** | Submission: **19940** | Sponsor(s): **(MC)**
Scheduled: **Friday, Aug 4 2023 5:00PM - 6:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

MC Executive Committee #1

Participant: **Shola Ajiboye**, *Case Western Reserve U.*

This the regular MC Executive Committee Meeting

Session Type: **PDW Workshop**
Program Session: **217** | Submission: **12062** | Sponsor(s): **(OMT, ODC)**
Scheduled: **Friday, Aug 4 2023 5:00PM - 6:30PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

OMT New and Returning Member Networking and Research Forum

Organizer: **Shelby Gai**, *Michigan State U.*
Participant: **Lisa Ellen Cohen**, *McGill U.*
Participant: **Abhinav Gupta**, *U. of Washington, Seattle*
Participant: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*
Participant: **Jade Lo**, *Drexel U.*
Participant: **Yuri Mishina**, *Imperial College London*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Adina D. Sterling**, *Columbia Business School*
Participant: **Anastasiya A. Zavyalova**, *Rice U.*

If you are new to the Organization and Management Theory (OMT) division, are interested in joining OMT, or are an established member who has been away for a while, then this forum is for you! This forum was created especially to help members to feel "at home" in the OMT division. We have designed the forum so that you can meet leading scholars in the OMT division, meet other new members of the division, and discuss research with other scholars who share similar interests. The forum will include a welcome and overview of the OMT Division and research discussions moderated by renowned scholars who actively conduct research in a particular area of interest.

Session Type: **Social Event**
Program Session: **218** | Submission: **19891** | Sponsor(s): **(ONE)**
Scheduled: **Friday, Aug 4 2023 5:00PM - 6:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

ONE Welcome Reception

Professional Development Workshop Chair: **Sara B. Soderstrom**, *U. of Michigan*
Division Chair: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Program Chair: **Nardia Haigh**, *U. of Massachusetts*

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

Session Type: **Social Event**
Program Session: **219** | Submission: **21083** | Sponsor(s): **(SAP)**
Scheduled: **Friday, Aug 4 2023 5:00PM - 6:00PM ET (UTC-4)** at **Offsite** in **Rochambeau**

Strategizing Activities & Practices Early-Career Program: Q&A with Davide Nicolini and Social Hour

Organizer: **Jennifer Sloan**, *Alberta School of Business*
Organizer: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*
Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Host: **Davide Nicolini**, *U. of Warwick*

By Invitation Only

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

Session Type: **PDW Workshop**
Program Session: **220** | Submission: **15464** | Sponsor(s): **(STR)**
Scheduled: **Friday, Aug 4 2023 5:00PM - 6:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

How Business Leaders Build Stories to Change Their Organization's Culture Change and Strategy

Participant: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Participant: **Manoel Amorim**, *MXF Investments, LLC*
Participant: **Carlos Julio**, *HMS*

Organizations where culture and strategy align outperform organizations where culture and strategy do not align. But, how do business leaders change their cultures when culture and strategy are not aligned. This session focuses on how business leaders can build stories that change their organization's culture, and the kinds of stories they need to build to accomplish this. It will include eight managers from diverse organizations who have changed their organization's culture to align it with their strategy.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **221** | Submission: **19263** | Sponsor(s): **(STR, TIM)**
Scheduled: **Friday, Aug 4 2023 5:00PM - 6:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Strategic Management of Intellectual Property

Organizer: **Beverly Rich**, *U. of Utah*
Organizer: **Catherine Magelssen**, *London Business School*
Organizer: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Panelist: **Josh Feng**, *U. of Utah, David Eccles School of Business*
Panelist: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Panelist: **Rosemarie Ziedonis**, *Boston U.*

Patents, and intellectual property (IP) more broadly, are not only measures of knowledge and innovation, but also institutional phenomena in their own right. Our aim in this paper development workshop (PDW) is to provoke a discussion of firms' strategic management of IP for cross-disciplinary community building. The panelists in this PDW draw from different backgrounds (e.g. law and business), use a variety of data sources, and employ diverse methodologies. We hope this diversity of observations and perspectives will foster a rich discussion. To achieve our goal, we will structure the conversation around several key topics. First, the PDW will explore how technological development and the rise of large multinational corporations (MNCs) has changed the optimal legal and institutional arrangements for IP portfolios. Second, the PDW will examine how policy coordination (or lack thereof), legal precedent, and regulatory changes across and within different IP regimes affects firms' IP strategies. In discussing these, we will also address foundational issues related to how firms value IP rights, especially in light of differences across and within jurisdictions.

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KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **222** | Submission: **13421** | Sponsor(s): **(CAR, DEI, OB, HR, STR, ENT)**
Scheduled: **Friday, Aug 4 2023 5:30PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Beyond the Usual Suspects: Finding and Building Personally Meaningful Careers at HBCUs

Organizer: **Ravi Ramani**, *Morgan State U.*
Organizer: **Christopher J. Mathis**, *Morgan State U.*
Organizer: **Yolanda Christophe**, *Morgan State U.*
Panelist: **Erica Anthony**, *Morgan State U.*
Panelist: **Valentina Iscaro**, *Alabama A&M U.*
Panelist: **Stephen J Jaros**, *Southern U.*
Panelist: **Angela K. Miles**, *North Carolina Central U.*
Panelist: **Sharon Simmons**, *Jackson State U.*

Almost all business schools (99%, 481/483) in the United States (U.S.) accredited by the Association to Advance Collegiate Schools of Business (AACSB) that award doctoral degrees are classified as primarily white institutions (PWIs). Consequently, most management scholars in the U.S. learn about the three pillars of academic careers (i.e., research, teaching, and service) from a PWI viewpoint. While valuable, this perspective does not adequately represent the varied and very rewarding career paths available to management scholars in minority-focused institutions, such as the over 94 Historically Black Colleges and Universities (HBCUs) in the U.S. Accordingly, the goal of this professional development workshop (PDW) is to shine a light on career opportunities available to management scholars in HBCUs and other minority-focused institutions. Participants will hear from and engage in discussion with a diverse panel of management scholars about building successful and fulfilling academic careers at HBCUs. Topics of discussion include a better understanding of the vision and mission of HBCUs, differences in student populations between PWIs and HBCUs and how they impact teaching, and how HBCUs offer unique possibilities to make societal impacts through community engagement. By highlighting this oft-overlooked scholarly path, our PDW is valuable not only for future management scholars but also for junior faculty and perhaps even seasoned scholars who wish to develop their careers outside the dominant research-intensive (i.e., R1) paradigm promulgated by PWIs.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **223** | Submission: **20053** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 4 2023 5:30PM - 7:30PM ET (UTC-4)** at **Offsite** in **Offsite Venue**

ENT Division Consortia Social

Organizer: **Vishal K. Gupta**, *U. of Alabama*
Coordinator: **Susan L. Young**, *Kennesaw State U.*

Abstract: This Division Consortia Social is a networking event directed at the participants in the Division's Consortia (Doctoral, Early career, Mid-career and Late Career). It gives the opportunity to meet other Division members and senior ENT members and find out more about our division. This event is by invitation only.

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

Session Type: **Meeting**
Program Session: **224** | Submission: **21117** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A and Pre-Function Area**

AOM Annual Meeting Opening Reception

All attendees are welcome to kick-off the 83rd Annual Meeting of the Academy of Management at the inaugural Opening Reception with a carnival theme! The evening begins with presidential remarks from Amy Hillman, key leadership acknowledgements, and a ribbon cutting ceremony. Enjoy appetizers and one free drink ticket on your name badge. There will be specialty drinks in honor of our sponsors, University of New Hampshire and Aarhus University. Explore the Exhibitor Hall and connect with AOM volunteers and leaders including journal editorial teams, DIG leaders, AOM Board members, and AOM Fellows.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **225** | Submission: **20110** | Sponsor(s): **(ENT)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Global Scholar Development Workshop

Organizer: **Yuliya Snihur**, *TBS Education*

Global Scholar Development Workshop is the catalyst for the development of international scholarship. It empowers academics worldwide to better understand, navigate, and connect with the academic community of entrepreneurship scholars. During the workshop we invite journal editors from top journals that publish entrepreneurship-related research such as AMJ, JBV, ETP, SEJ, JMS, and FBR to present their journals and facilitate discussion and collaboration among attendees.

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

Session Type: **Social Event**
Program Session: **226** | Submission: **19914** | Sponsor(s): **(HCM)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 8:00PM ET (UTC-4)** at **Offsite** in **Back Bay Social**

HCM Emerging Scholars Consortium Reception

Program Chair: **Nicholas Edwardson**, *U. of New Mexico*
Professional Development Workshop Chair: **Deirdre McCaughey**, *U. of Calgary*
Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

This session will be held offsite at Back Bay Social, 867 Boylston St, Boston, MA 02116 Please contact HCM Membership Chair, Geoffrey Silvera at gsilvera@uab.edu for more information.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **227** | Submission: **20049** | Sponsor(s): **(MC)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 9:00PM ET (UTC-4)** at **Offsite** in **Atlantic Fish**

MC Executive Committee Dinner

Participant: **Shola Ajiboye**, *Case Western Reserve U.*

MC Executive Committee Dinner

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

Session Type: **Social Event**
Program Session: **228** | Submission: **19859** | Sponsor(s): **(OMT)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

Meet EGOS@OMT

Participant: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Forrest Briscoe**, *Pennsylvania State U.*
Participant: **Wendy K. Smith**, *U. of Delaware*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Paul Tracey**, *U. of Cambridge*
Participant: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Massimo Maoret**, *IESE Business School*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Laure Cabantous**, *Bayes Business School*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Konstantinos Andriopoulos**, *Bayes Business School*

Come join OMT and the European Group for Organization Studies (EGOS) for this social hour. This social activity is a great opportunity to meet and network in a casual setting with friends and scholars from OMT and EGOS and other AoM Divisions. From 6pm to 6.30, EGOS journals – Organization Studies and Organization Theory - will hold their Editorial Board Meetings. From 6.30 onwards, everybody is welcome to join the event!

Session Type: **Social Event**
Program Session: **229** | Submission: **19973** | Sponsor(s): **(SAP)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 9:30PM ET (UTC-4)** at **Offsite** in **Rochambeau**

Strategizing Activities and Practices Interest Group Annual Dinner 2023

The SAP Annual dinner will be held at the Rochambeau restaurant. There is an additional fee of US $60, non-refundable. Deadline to register is 1 August. Space is limited to 54 registrants.

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

Session Type: **Social Event**
Program Session: **231** | Submission: **10357** | Sponsor(s): **(HR)**
Scheduled: **Friday, Aug 4 2023 7:00PM - 9:00PM ET (UTC-4)** at **Offsite** in **Rochambeau**

HR Division Late-Stage Doctoral Consortium Dinner

Organizer: **Tae-Youn Park**, *Sungkyunkwan (SKK) U.*
Organizer: **Brian W. Swider**, *U. of Florida*

This is the start of the HR Division Late-Stage Doctoral Consortium. This icebreaker session is designed for individuals working on their doctoral dissertation who will be participating in the Saturday HR Late-Stage Doctoral Consortium for dissertation-level students. The icebreaker and networking dinner are at 7:00pm (offsite). Pre-registration is required.

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

Session Type: **Social Event**
Program Session: **232** | Submission: **20113** | Sponsor(s): **(IM)**
Scheduled: **Friday, Aug 4 2023 7:00PM - 9:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Belvidere Ballroom**

International Management Division Ph.D. Student Social

Organizer: **Rany Salvoldi**, *Ben Gurion U.*

This is an annual event for doctoral students to connect with each other in a similar research field. Registration is required to attend. Please contact Rany Salvoldi at ranybia@post.bgu.ac.il for details.

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

Session Type: **Meeting**
Program Session: **233** | Submission: **21251** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

AOM Networking Hub-Marriot

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **234** | Submission: **21100** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 12:00AM - 11:59PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

AOM Networking Hub- Sheraton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge when you check in or before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **235** | Submission: **21259** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

AOM Networking Hub- Park Plaza

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **236** | Submission: **21265** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 12:00AM - 11:59PM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

AOM Networking Hub-Hilton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **237** | Submission: **21247** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 12:00AM - 11:59PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

AOM Networking Hub- Westin

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **238** | Submission: **10946** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

HCM Research Incubator: Research in the Rough

Organizer: **Olena Mazurenko**, *Indiana U.*
Organizer: **Trish Reay**, *U. of Alberta*
Organizer: **Charlotte Croft**, *U. of Liverpool Management School*
Organizer: **Dori Amelie Cross**, *U. of Minnesota*
Panelist: **Ariel Avgar**, *ILR at Cornell*
Panelist: **Jane Banaszak-Holl**, *U. of Alabama, Birmingham*
Panelist: **Thomas D'Aunno**, *New York U.*
Panelist: **Eric W. Ford**, *U. of Alabama, Birmingham*
Panelist: **Mattia J. Gilmartin**, *New York U.*
Panelist: **Elizabeth Goodrick**, *Florida Atlantic U.*
Panelist: **Larry R. Hearld**, *U. of Alabama, Birmingham*
Panelist: **Timothy Hoff**, *Northeastern U.*
Panelist: **Timothy Huerta**, *Ohio State U.*
Panelist: **J'Aime Jennings**, *U. of Louisville*
Panelist: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*
Panelist: **Abby Kazley**, *Medical U. of South Carolina*
Panelist: **Nir Menachemi**, *Indiana U.*
Panelist: **Ann Scheck McAlearney**, *Ohio State U.*
Panelist: **Laura McClelland**, *Virginia Commonwealth U.*
Panelist: **Jessica N. Mittler**, *Virginia Commonwealth U.*
Panelist: **Kathleen Montgomery**, *U. of California, Riverside*
Panelist: **Davide Nicolini**, *U. of Warwick*
Panelist: **Amit Nigam**, *City, U. of London*
Panelist: **Eivor Oborn**, *U. of Warwick*
Panelist: **Victoria Parker**, *U. of New Hampshire*
Panelist: **Peter Rivard**, *Suffolk U.*
Panelist: **Patrick Shay**, *Trinity U.*
Panelist: **Sara Singer**, *Stanford U.*
Panelist: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Panelist: **Joshua Ryan Vest**, *Indiana U., Indianapolis*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*
Panelist: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Panelist: **Jami Leanne DelliFraine**, *Medical U. of South Carolina*
Panelist: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Panelist: **Jacky Swan**, *U. of Warwick*

The goal of this professional development workshop is to provide a session in which attendees receive constructive feedback and advice on health care management related research projects that are in progress, but not ready for journal submission. Projects may range from early conceptual stages to later stages (i.e. writing a manuscript). Participants will receive feedback, in a collegial setting, from health care management researchers in the field on key issues attendees are facing in their projects. Participants will be matched with two research mentors based on the nature of their research project and the expertise of our esteemed panel. While this workshop is open to researchers at all stages of their career, priority will be given to early-stage participants (i.e. doctoral students and junior scholars). Each participant will discuss their research projects with each of their assigned mentors, rotating in timed increments. This workshop is highly interactive, and uses experiential learning to make a potential impact on the professional success of participants. This workshop is presently designed as for an in-person conference, but is flexible if needed can be run as a hybrid .

The Health Care Management (HCM) Division invites researchers to participate in a highly interactive, in-person research PDW during the 2023 Academy of Management Annual Meeting. Accepted applicants must have an active AOM membership and be registered for the 2023 annual meeting. The session is designed to provide researchers with all levels of experience (doctoral students, early careerists, senior scholars) with constructive feedback on their in-progress research projects, ranging from early-stage conceptualization to later-stage manuscript preparation. Each participant will discuss, one-on-one, their research projects with each of their 2 mentors, rotating in timed increments. The application form will provide an opportunity to provide a brief synopsis of the project (abstract-length) and specific aspects of their project for which they would like input and discussion. Applicants should not submit full manuscripts or presentations.

All applicants must submit an application by June 15th, 2023. To submit an application, please go to: https://forms.gle/89Mgao8RCfMeivnM9. Applicants will be notified no later than July 15th, 2023, if accepted.

Please direct any questions to Dori at dcross@umn.edu. We look forward to your participation!

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

Session Type: **Social Event**
Program Session: **239** | Submission: **10698** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 5 2023 7:00AM - 8:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Morning Meditation with MSR II

Participant: **Joan F. Marques**, *Woodbury U.*

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

Session Type: **Meeting**
Program Session: **240** | Submission: **21164** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Hynes Coffee Break - Saturday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ENT and RM today!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **241** | Submission: **21154** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

Marriott Coffee Break - Saturday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with DEI, TIM, MSR, MH and STR today!

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

Session Type: **Meeting**
Program Session: **242** | Submission: **21159** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 9:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

Sheraton Coffee Break - Saturday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ODC, MED, CAR and OB today!

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

Session Type: **Meeting**
Program Session: **243** | Submission: **21179** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

Park Plaza Coffee Break - Saturday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with PNP, SIM, CMS, SAP and OMT today.

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

Session Type: **Meeting**
Program Session: **244** | Submission: **21174** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 9:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

Hilton Coffee Break - Saturday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with IM and MC today!

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

Session Type: **Meeting**
Program Session: **245** | Submission: **21169** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 9:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

Westin Coffee Break - Saturday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with MOC and OSCM today!

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

Session Type: **Meeting**
Program Session: **246** | Submission: **21090** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Foyer**

Information Booth

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

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **247** | Submission: **20011** | Sponsor(s): **(TIM)**
Scheduled: **Saturday, Aug 5 2023 7:30AM - 8:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

TIM Breakfast

Division Chair: **Maryann P. Feldman**, *Arizona State U.*
Division Chair-Elect: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Program Chair: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Past Director: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

We welcome new, potential, and existing TIM members to join us for breakfast. Bring questions or ideas along, or just enjoy some time with other TIM members. We will highlight some of the great sessions planned for the conference, and TIM Executive Committee members will be present.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **248** | Submission: **21123** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **105**

Speaker Ready Room (Hynes Convention Center)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **249** | Submission: **21119** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks, technology centers and an opening reception on Friday night. Look for a complimentary drink ticket on your conference name badge paper.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **250** | Submission: **21241** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **First Aid**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **251** | Submission: **21235** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Mamava Pod**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **252** | Submission: **21121** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Rhode Island**

Speaker Ready Room (Marriott)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **253** | Submission: **21122** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boardroom**

Speaker Ready Room (Sheraton)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **254** | Submission: **21126** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Commonwealth**

Speaker Ready Room (Park Plaza)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **255** | Submission: **21120** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Mother's Nursing Room**

Mother's Nursing Room

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **256** | Submission: **21124** | Sponsor(s): **(AAA)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom North West**

Speaker Ready Room (Westin)

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

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **257** | Submission: **12309** | Sponsor(s): **(CM, CAR, HR, MOC, OB, OMT)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 1:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Belvidere Ballroom**

Negotiating an Academic Job: Components, Strategies, and a Simulation ☯

Organizer: **Ming-Hong Tsai**, *Singapore Management U.*
Organizer: **Estelle Archibold**, *Pennsylvania State U.*
Panelist: **Michael Gross**, *Colorado State U.*
Panelist: **Nicholas Hays**, *Michigan State U.*
Panelist: **McKenzie Rees**, *Brigham Young U.*
Panelist: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Panelist: **Dejun Kong**, *U. of Colorado, Boulder*
Panelist: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*

This PDW is open to all Academy members—including junior and senior faculty members, postdoctoral researchers, and PhD students—who would like to learn how to successfully negotiate academic job compensation packages. This session will provide a unique perspective on academic job negotiations by including panel discussions that provide information about how each side tends to view the process. One panel will comprise senior faculty who will offer information from the perspective of deans, department chairs, and other administrative roles often involved in negotiations with job candidates. Another panel will comprise relatively more junior faculty members who will shed light on the negotiation process from the perspective of job candidates based on their recent experiences moving into tenure-track and/or tenured positions. The goals of this PDF are to (1) identify components of contracts that tend to be negotiable for rookies on the job market, (2) identify components of contracts that may become negotiable for more senior hires or experienced faculty taking on a new role or responsibilities, (3) provide suggestions about strategies and tactics that candidates should use or avoid, (4) familiarize participants with the general structure of the negotiation process and how it feels to go through each part. The format will include two panel discussions, Q&A, and an experiential exercise.

Please register here: https://forms.gle/hkivScpoV5ELuJaX8

Session Type: **PDW Workshop**
Program Session: **258** | Submission: **14301** | Sponsor(s): **(CMS, SIM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Advancing Research on Violence and Inequality

Organizer: **Fahreen Alamgir**, *Monash U.*
Participant: **Ajnesh Prasad**, *CMS*
Participant: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Participant: **Kathleen Riach**, *U. of Glasgow*
Participant: **Rashedur Chowdhury**, *U. of Essex*
Discussant: **Raza A Mir**, *William Paterson U.*

This PDW aims to facilitate discussions on how to advance research on violence and its material consequences in the field of management and organization studies within a globalized context that both perpetuates segregation, sanctions, suspension and silencing in societies and thereby hinders the development and freedoms of marginalized people in the workplace and beyond. The question may arise why do we need to discuss violence? There are several reasons why such discussion is vital across geographies. First, the Global South has been experiencing an increasing number of refugees and a challenge to accommodate them by focusing on its management of poverty. Second, in the Global North, we notice how unemployment, discrimination, and psychological disorientation of immigrants and their descendants have become entrenched as structural conditions. Third, we lack theoretical and empirical ways and methods to understand and conceptualize the mechanisms that organize and perpetuate violence in organizations and around organizing. Finally, we need to identify the politico-ontological and epistemic modalities that both threaten and provide possibilities for challenging and dismantling the existence of violence. Through the workshop, we will explore the possibilities of what theory and modalities we can offer in a politically, racially and economically contested global context.

Session Type: **PDW Workshop**
Program Session: **259** | Submission: **11154** | Sponsor(s): **(CTO, TIM, RM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

AI Tools for Academic Research: A Revolutionary Shift or the Beginning of the End?

Organizer: **Steven Randazzo**, *Warwick Business School*
Organizer: **Hila Lifshitz-Assaf**, *Warwick Business School*
Host: **Hila Lifshitz-Assaf**, *Warwick Business School*
Organizer: **Sarah Lebovitz**, *U. of Virginia*
Host: **Sarah Lebovitz**, *U. of Virginia*
Facilitator: **Ram Gopal**, *Warwick Business School*
Facilitator: **Joe Nandhakumar**, *U. of Warwick*
Facilitator: **Noshir Contractor**, *Northwestern U.*
Facilitator: **Steven Lawrence Johnson**, *U. of Virginia*
Facilitator: **Brent Kitchens**, *U. of Virginia - McIntire School of Commerce*
Facilitator: **Emmanouil Gkeredakis**, *IESE Business School*

The artificial intelligence (AI) revolution in academic research has been on the horizon for years. Recent advancements in tools such as the recently released ChatGPT, has spurred both excited experimentation and cautious nail-biting about how AI technology may be transforming social science research in both small and transformative ways (Agrawal, Gans and Goldfarb, 2018; Brynjolfsson and Mitchell, 2017; Hutson, 2022). Of key consideration is the "generative" nature of modern tools, resulting in highly adaptable and robust models that can be seamlessly put to work at multiple steps of the research process. While research practices have benefited from other notable technological advancements, such as video conferencing software for data collection and open source software for data analysis, recent advancements in AI are suggesting a revolutionary shift in how to conduct organizational research and what it means to be a member of the academy. In this PDW, we will first showcase multiple AI tools openly available for researchers to implement in their research practices. Then, we will break into small group conversations, led by experienced scholars, to engage in brainstorming and discussion of these tools and their impact on our profession. This workshop is intended to advance the awareness and understanding of cutting-edge AI research tools and to initiate discussion and debate regarding the limitations and transformative potential of AI in the research process.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **260** | Submission: **12014** | Sponsor(s): **(DEI)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 2:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

DEI Junior Faculty Consortium

Session Chair: **Brent John Lyons**, *Schulich School of Business, York U.*
Session Chair: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Session Chair: **Darryl Rice**, *Miami U.*
Session Chair: **Judith A Clair**, *Boston College*
Panelist: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Panelist: **Eddy S. Ng**, *Queen's U.*
Panelist: **Erica Gabrielle Foldy**, *New York U.*
Panelist: **Jamie Jocelyn Ladge**, *Northeastern U.*
Panelist: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Panelist: **Michelle Hebl**, *Rice U.*
Panelist: **Oscar Holmes**, *Rutgers U.*
Panelist: **Quinetta M. Roberson**, *Michigan State U.*
Panelist: **Ruchi Sinha**, *U. of South Australia*
Panelist: **Shannon G. Taylor**, *U. of Central Florida*
Panelist: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Panelist: **Tina R. Opie**, *Babson College*
Panelist: **Wendy J. Casper**, *U. of Texas At Arlington*

We are planning two professional development events, a consortium for junior faculty and a separate mentor-match for doctoral students. The 2023 junior faculty consortium will include a diverse mix of speaker panels and participative roundtable discussions designed to provide junior faculty with a realistic, open, and honest understanding of the tenure-track process, including: publishing diversity research; tips and takes on having impact in areas such as teaching/mentorship, research, media, and public policy; and navigating work-life balance. Participants will also have the opportunity for more personalized connections and feedback through a mentor-match to be held after the consortium (or at another mutually agreed upon time), in which participants are paired with a more senior scholar based on the participant's research interests. In addition to the junior faculty consortium, we will also run a separate mentor-match for doctoral students, giving students an opportunity to be paired with a more senior scholar based on their research interests.

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

Session Type: **PDW Workshop**
Program Session: **261** | Submission: **15627** | Sponsor(s): **(DEI, HR, IM, SIM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Diversity, Equity, and Inclusion (DEI) in Organizations in South Asia

Organizer: **Samina M. Saifuddin**, *Morgan State U.*
Organizer: **Rana Haq**, *Laurentian U.*
Organizer: **Isis Olimpia Gutierrez Martinez**, *U. de las Américas Puebla*

"Global shifts in the geopolitical, environmental, demographic, and technological landscape are introducing unprecedented levels of uncertainty into labor markets and employment relations" (Academy of Management [AOM], 2022). The unprecedented global shift calls for greater attention to Diversity, Equity, & Inclusion (DEI) research and practices in businesses and organizations. Research on DEI has been conducted primarily on mono-cultural Western-oriented countries (Nishi & ?zbilgin, 2007; Rad, Martingano, & Ginges, 2018). However, legislative frameworks, political, societal, religious, and governance factors result in DEI practices that vary from country to country and differ from the West (?zbilgin & Syed, 2010; Klarsfeld et al., 2022). By understanding the contextual background, leadership, and management styles within which policies are formulated and devised, local and multinational organizations can better structure themselves to effectively implement DEI policies and programs designed to create a diverse, equitable, and inclusive organization for workers and employees. Thus, the PDW aims to focus on the research and practices on DEI policies and outcomes in the non-Western context of South Asia. This PDW is directly related to the AOM 2023 conference theme for this year, Putting Workers Front and Center. Through the PDW, we envision encouraging attendees to engage in DEI research and contribute to the scholarship on the South Asian region, which is otherwise under-researched. This PDW will be of interest to the Diversity, Equity, and Inclusion (DEI), Human Resources (HR), International Management (IM), and Social Issues in Management (SIM) divisions in explicating and bridging the theory-practice gap in DEI policies and practices.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **262** | Submission: **10531** | Sponsor(s): **(DEI, OB, OMT, STR, ENT, SIM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Social Class in Organizations: Bridging Macro and Micro Perspectives

Organizer: **Michelle K. Lee**, *Smith School of Business, Queen's U.*
Organizer: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Organizer: **Jean Joohyun Oh**, *Columbia Business School*
Organizer: **Shawn Xiaoshi Quan**, *U. of Washington*
Panelist: **Ray Fang**, *Boise State U.*
Panelist: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Panelist: **Sean Martin**, *U. of Virginia*
Panelist: **Jirs Meuris**, *U. of Wisconsin-Madison*
Panelist: **L Taylor Phillips**, *NYU Stern*
Panelist: **Lauren A. Rivera**, *Northwestern Kellogg School of Management*
Panelist: **Alicia Sheares**, *UCLA*
Panelist: **Sarah S M Townsend**, *U. of Southern California*
Panelist: **Michael Useem**, *U. of Pennsylvania*
Panelist: **Siyu Yu**, *U. of Michigan*
Panelist: **Le Zhou**, *Texas A&M U.*

The topic of social class has gained increasing attention from scholars across micro and macro management research as a hidden form of diversity that shapes significant inequalities in organizations and labor markets. However, while a community of scholars in organizational behavior studying social class has emerged, the communities in organization theory, strategy, and entrepreneurship remain relatively few and disparate. This PDW brings together a diverse set of scholars studying social class to stimulate cross-disciplinary discussions on the divergent approaches taken and areas for integration going forward. Two panel discussions will synthesize insights from the story behind some of the most impactful research on social class and discuss exciting recent developments and future directions on this topic. Panel discussions will be followed by roundtable sessions in which participants will receive feedback from panelists on their research ideas related to social class. Together with our audience, we aim to leave the workshop having generated impactful research questions that have the potential to stimulate cross-disciplinary scholarship going forward.

If you are interested in the roundtable sessions, we encourage you to sign up in advance here: https://survey.smith.queensu.ca/jfe/form/SV_6FIAU2wF9fmsgDQ. We look forward to seeing you at the PDW!

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

Session Type: **PDW Workshop**
Program Session: **263** | Submission: **15470** | Sponsor(s): **(ENT, IM, STR, TIM, CMS, OMT)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Exceptionalism & outliers: Advancing Theory & Policy From Power Law Distributions of Growth

Session Chair: **Daniel Richard Clark**, *Ivey Business School*
Distinguished Speaker: **Christopher Crawford**, *U. of Tampa*
Panelist: **Robert J. Pidduck**, *Old Dominion U.*
Presenter: **Veronique Ambrosini**, *Monash U.*
Participant: **Christian Lechner**, *LUISS Business School & U.*
Participant: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*
Participant: **Per Davidsson**, *Jönköping International Business School*

In support of forthcoming special issues, the following Professional Development Workshop is being provided. There is a rarified class of so-called “exceptional” or “star” or “outlier” entrepreneurs whose names are synonymous with entrepreneurial success and who have a resonating impact on future entrepreneurs long after their firms are no longer considered “entrepreneurial.” These outlier entrepreneurs stand as icons that inspire and educate the next generation of entrepreneurs; as such, their philosophies and actions are the “canary in the coalmine” for future behaviors. In this SI we seek to explore the theory and policy implications of exceptional growth performance. Be it new ventures, internationalization, financial or organizational growth, productivity, etc.; our goal is to see what we can learn from those that outperform their peers at exceptional levels. While the definition of outperformance will vary based on the distribution curve of the growth phenomena, these are the firms that represent a disproportionate amount of the net growth. The focus of this PDW is to assist authors in identifying topics, boundary conditions, data, and structure papers appropriate for submission.

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

Session Type: **PDW Workshop**
Program Session: **264** | Submission: **12218** | Sponsor(s): **(HR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

HR Division Late-Stage Doctoral Student Consortium

Session Chair: **Tae-Youn Park**, *Sungkyunkwan (SKK) U.*
Organizer: **Brian W. Swider**, *U. of Florida*
Organizer: **Amy Wei Tian**, *Curtin Business School*
Distinguished Speaker: **Chu-Hsiang Chang**, *Michigan State U.*
Panelist: **Saehee Kang**, *Florida State U.*
Panelist: **Yiduo Shao**, *U. of Iowa*
Panelist: **Audrey Holm**, *HEC Paris*
Panelist: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*
Panelist: **Huiyao Liao**, *Chinese U. of Hong Kong*
Panelist: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Panelist: **Zhen Zhang**, *Southern Methodist U.*
Panelist: **Deidra J. Schleicher**, *Iowa State U.*
Panelist: **Howard Klein**, *The Ohio State U. Fisher College of Business*
Panelist: **Geoffrey T. Wood**, *U. of Western Ontario*
Panelist: **Michael Dickmann**, *Cranfield U.*
Panelist: **Chiahuei Wu**, *King's College London*
Panelist: **Dana Joseph**, *U. of Central Florida*
Panelist: **Claudia Buengeler**, *Kiel U.*
Panelist: **Andrew A. Bennett**, *Old Dominion U.*
Panelist: **Shaun Michael Pichler**, *California State U., Fullerton*
Panelist: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Panelist: **Clint Chadwick**, *U. of Kansas*
Panelist: **Catherine Connelly**, *McMaster U.*
Panelist: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Panelist: **Elaine Farndale**, *Penn State U.*
Panelist: **Ingrid Fulmer**, *U. of Illinois at Urbana-Champaign*
Panelist: **Jia Hu**, *Ohio State U.*
Panelist: **Russell Eric Johnson**, *Broad College of Business, Michigan State*
Panelist: **Amit Kramer**, *U. of Illinois Urbana-Champaign*
Panelist: **Shad S. Morris**, *Brigham Young U.*
Panelist: **Soo Min Toh**, *U. of Toronto*
Panelist: **Danielle Van Jaarsveld**, *U. of British Columbia*
Panelist: **Christopher D. Zatzick**, *Simon Fraser U.*
Panelist: **Alicia A. Grandey**, *Pennsylvania State U.*
Panelist: **Michelle K. Duffy**, *U. of Minnesota*
Panelist: **Helen De Cieri**, *Monash U.*
Panelist: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

The HR Division Late-Stage Doctoral Student Consortium will take place at the Academy of Management annual meeting, in-person in Boston, on Saturday, August 5th, 2023. Highlights of this year's Consortium include a free networking and dinner event on Friday, August 4th (separate submission); a keynote address by Chu-Hsiang (Daisy) Chang (Michigan State University); a presentation and panel on navigating the job search process; an assembly with editors of major journals in HR; roundtable sessions with leading scholars and educators in the field on research, teaching, and service; and a research feedback session on dissertation/research project. Ideal candidates are doctoral students who are members of the HR division, have finished all required coursework, and are on track to have their dissertation/thesis proposal approved by their supervising committee before the conference. There is no attendance fee. To participate in this session, the applicants will have to: 1) sign up for this PDW session, 2) sign up for the separate Friday night networking and dinner PDW session (session 10357), and 3) complete a pre-registration form by May 14th, 2023. In the pre-registration form, applicants will be asked to upload a 1-2 page CV with contact information, education, research/teaching interests, publications, and conference presentations for distribution to all participants. The applicant's faculty advisor or doctoral program supervisor will also need to endorse the application. Once selected for the consortium, the participants will be asked to submit their paper/dissertation (maximum of 40 pages) via the pre-registration form or via email to the PDW organizer (Tae-Youn Park; tpark@cornell.edu).

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

Session Type: **PDW Workshop**
Program Session: **265** | Submission: **11387** | Sponsor(s): **(HR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

HR Division Middle-Stage Doctoral Consortium

Session Chair: **Crystal M. Harold**, *Fox School of Business, Temple U.*
Session Chair: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Organizer: **Brian W. McCormick**, *Northern Illinois U.*
Panelist: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Bailey A. Bigelow**, *Louisiana State U.*
Panelist: **Michael Sturman**, *Rutgers U.*
Panelist: **Jaime Leigh Williams**, *Tennessee Tech U.*
Panelist: **Lauren Simon**, *U. of Arkansas*
Panelist: **Lawrence Houston**, *Rutgers U., School of Management and Labor Relations*
Panelist: **John P. Hausknecht**, *Cornell U.*
Panelist: **Valeria Alterman**, *U. of Miami*
Panelist: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Panelist: **Ravi Ramani**, *Morgan State U.*
Panelist: **Peter Bamberger**, *Tel Aviv U.*
Panelist: **Sargam Garg**, *California State U. Sacramento*
Panelist: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Joseph Kim**, *U. of Illinois at Chicago*

This workshop is geared toward HR doctoral students in the middle of their program. The goal of this workshop is to help these students navigate the collection of career issues that begin to emerge when students are about halfway through a doctoral program. In many PhD programs, the middle stage is critical point. Students are expected to begin the transition into independent scholars, start building professional networks, move beyond the structure of courses and exams, and develop skills as an instructor. The workshop topics are designed to help these students develop the knowledge and skills required to be successful at this middle-stage and continue their development into strong researchers and teachers. It is also a way for HR doctoral students to build connections with others and become more involved in the HR Division.

To register, please contact Dr. Crystal Harold (crystal.harold@temple.edu) and provide a copy of your CV, your affiliation, and year in your current program. Attendance is limited to the first 45 registrants.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **266** | Submission: **14701** | Sponsor(s): **(HR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Parliament**

HR Division New Faculty Consortium

Session Chair: **Brian Harney**, *Dublin City U.*
Session Chair: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Panelist: **Corine Boon**, *U. of Amsterdam*
Panelist: **David Collings**, *Trinity College Dublin*
Panelist: **Scott A. Snell**, *U. of Virginia*
Panelist: **Fang Lee Cooke**, *Monash U., Australia*
Panelist: **John Francis McMackin**, *Dublin City U. Business School*
Panelist: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **Pat Downes**, *U. of Kansas*
Panelist: **Liza Castro Christiansen**, *U. of Reading*
Panelist: **Jill Ellingson**, *U. of Kansas*
Panelist: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Panelist: **Frederick Scott Bentley**, *U. of Delaware*
Panelist: **Jeske Van Beurden**, *Tilburg U.*
Panelist: **Huong Nguyen**, *La Trobe U.*
Panelist: **Clarissa Rene Steele**, *Kansas State U.*
Panelist: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*
Panelist: **Saehee Kang**, *Florida State U.*
Panelist: **Lauren Rachel Locklear**, *Texas Tech U.*
Panelist: **Dorothea Roumpi**, *Pennsylvania State U.*
Panelist: **Yseult Freeney**, *Dublin City U.*
Panelist: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Panelist: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana*
Panelist: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Clint Chadwick**, *U. of Kansas*
Panelist: **Kerstin Alfes**, *ESCP Business School*
Panelist: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*
Panelist: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Panelist: **Anthony McDonnell**, *U. College Cork*
Panelist: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

The New Faculty Consortium (NFC) provides a developmental forum for junior faculty to interact with peers and senior colleagues about how to survive and thrive in their academic careers. The consortium is open to all HR Division junior faculty members with less than 4 years of post- PhD experience who have been recently hired to research and/or teach in HR. The consortium includes a combination of panels, facilitated discussions, small roundtable sessions and as well as the opportunity to network with peers and leading global faculty.

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

Session Type: **Meeting**
Program Session: **267** | Submission: **21193** | Sponsor(s): **(MBR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 1**

New Attendee Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*
Organizer: **Julia Vesei**, *Academy of Management*

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

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

Session Type: **Meeting**
Program Session: **268** | Submission: **21198** | Sponsor(s): **(MBR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Career Center Services

Stop by the Career Services Center to sign up for a coaching session or learn more about the job market experience. Staff is on hand to support you through this part of your journey.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **269** | Submission: **11255** | Sponsor(s): **(MED, CMS, ODC, HR, IM, MOC, MSR, OB, SIM, AAM, AFAM, IAM, INDAM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Taking Learning to Work: The Impact of Reflexive Learning in Leadership Development and Education

Organizer: **Elena P. Antonacopoulou**, *Ivey Business School*
Session Chair: **Elena P. Antonacopoulou**, *Ivey Business School*
Distinguished Speaker: **Svetlana Khapova**, *Vrije U. Amsterdam*
Distinguished Speaker: **Henry Mintzberg**, *McGill U. - Desautels Faculty of Management*
Distinguished Speaker: **Mihnea Moldoveanu**, *U. of Toronto, Rotman School of Management*
Panelist: **Christian Moldjord**, *Norwegian Defence U. College/Royal Norwegian Air Force Academy Norway*
Panelist: **Dirk C. Moosmayer**, *Kedge Business School*
Panelist: **Kosheek Sewchurran**, *U. of Cape Town*
Panelist: **Woon Gan Soh**, *Asian Pastoral Institute*
Panelist: **Christina Stokkeland**, *Norwegian Defence U. College/Royal Norwegian Air Force Academy Norway*
Panelist: **Brian Vincent Tjemkes**, *Vrije U. Amsterdam*
Panelist: **Dilek Uslu**, *Vrije U. Amsterdam*
Panelist: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*
Facilitator: **Kanina Blanchard**, *Ivey Business School*
Facilitator: **Regina F. Bento**, *U. of Baltimore*
Facilitator: **Rick Colbourne**, *Sprott School of Business, Carleton U.*
Facilitator: **Gareth Edwards**, -
Facilitator: **Angelika Kokkinaki**, *U. of Nicosia, Cyprus*
Facilitator: **Lara Liboni**, *Ivey Business School*
Facilitator: **Evgenia Lysova**, *Vrije U. Amsterdam*
Facilitator: **Craig Marsh**, *U. of Lincoln*
Facilitator: **Par Martensson**, *Stockholm School of Economics*
Facilitator: **Martha L. Maznevski**, *Ivey Business School*
Facilitator: **Elina Meliou**, *Brunel U. London*
Facilitator: **Lucas Monzani**, *Ivey Business School*
Facilitator: **Sally Newnham**, *Centre for Organizational Reslience, U. of Lincoln*
Facilitator: **Maziar Raz**, *Ivey Business School*
Facilitator: **Clare Rigg**, *U. of Suffolk*
Facilitator: **Sarah Robinson**, *U. of Glasgow*
Facilitator: **Matt Statler**, *New York U.*
Facilitator: **Steven S. Taylor**, *Worcester Polytechnic Institute*
Facilitator: **Tony Wall**, *Liverpool Business School, Liverpool John Moores U.*
Facilitator: **Elco Van Burg**, *Vrije U. Amsterdam, School of Business and Economics*
Facilitator: **Dusya Vera**, *Western U.*

Despite calls to mark this the 'decade of action' and the priority of responsible leadership to take centre stage, business schools are still lagging in demonstrating that the education and learning that they foster does lead to marked improvements in action. The prospect that education itself may be responsible for the limited sense of responsibility is becoming more alarming. This is especially so, given education is heralded as central to social change necessary for sustainable development. If we are to put the worker front and centre and the manager back into management, this is a critical juncture to shift the contribution of business school education towards supporting 'human flourishing'. This PDW provides the space for the Academy membership to galvanize the redesign of the learning and education that business schools provide so that cultivating responsibility is not merely the ability to respond but also the capacity to add value – where values and actions are closely aligned to avert the perennial chasm between what is 'espoused' and what is 'in use'. This marks a new agenda in advancing learning leadership that seeks to understand the human condition and the ways in which learning needs to be supported to bring insight, collaborative inquiry and reflexivity more centrally both in the education and leadership development business schools provide. This allows a fresh understanding of why the diverse definitions and associated concepts of reflection, that are offered in the extant literature on management and leadership learning, call for a fresh positioning of reflexive practice.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **270** | Submission: **10715** | Sponsor(s): **(MED, ENT, HR, ODC)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Practice-Oriented Doctoral Consortium: Putting Practice-Oriented Doctoral Students Front and Center

Distinguished Speaker: **Thomas G. Cummings**, *U. of Southern California*
Distinguished Speaker: **Denise M. Rousseau**, *Carnegie Mellon U.*
Session Chair: **Gerard Beenen**, *California State U., Fullerton*
Session Chair: **Alan B. Eisner**, *Clark U.*
Organizer: **Emmanuel Monod**, *Shanghai SUIBE U.*
Organizer: **Christof Backhaus**, *Edinburgh Napier U.*
Discussant: **Hector Viveros Tapia**, *Macquarie Business School, Macquarie U.*
Discussant: **Emilee Lauran Simmons**, *Leeds Trinity U.*
Discussant: **Jay O'Toole**, *Old Dominion U.*
Discussant: **Marjolijn Van Der Velde**, *Davenport U.*
Discussant: **Ann L. Saurbier**, *West Liberty U.*
Discussant: **Douglas J. Gilbert**, *Walden U.*
Discussant: **Matthew Eriksen**, *Providence College, School of Business*
Discussant: **Tim O. Peterson**, *North Dakota State U.*
Discussant: **John B. Stark**, *California State U., Bakersfield*
Discussant: **Helaine J. Korn**, *City U. of New York, Baruch College*
Discussant: **Fahd Jamil**, *U. of Warwick*
Discussant: **Cheryl Ann Trahms**, *MNSU, Mankato*
Discussant: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Discussant: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Discussant: **Florence Noguera**, *U. Paul Valery, Montpellier*
Discussant: **Luis Antonio Perez-Batres**, *Missouri State U.*
Discussant: **Arun Kumar**, *King's College London*
Discussant: **Robert Harris**, *Lewis U.*
Discussant: **Marie-christine Watel**, *U. Paul Valery - Montpellier*
Participant: **Deeba Hasan**, *Doctoral Scholar*
Presenter: **Yanfei Zhang**, *UCMT,ParisTech Ecole Des Ponts Business School,Hikvison(China)*
Participant: **Yue ZHANG**, *ENPC,UCMT,Shanghai Building Materials Group*
Participant: **Cliff Huo**, *CIDC digital*
Presenter: **Yingyi (Vicky) Xu**, *UCMT, ISTEC and Shanghai Starriver Bilingual School*
Participant: **Tony Huang**, *ENPC,UCMT,AT&S(China)*
Participant: **Soen (Joyan) HAYASHI**, *JOYAN*
Participant: **Lu CHEN**, *moma*
Participant: **Robin Zhang**, *nissan china*
Presenter: **Keyong Monty Guo**, *UCMT-ISTEC Intelligent Manufacturing Doctorate Program*
Presenter: **Soen (Joyan) HAYASHI**, *JOYAN*
Discussant: **Anne Berthinier-Poncet**, *CNAM U. Paris*
Discussant: **Raphael Lissillour**, *IPAG Business School*
Discussant: **Emmanuelle Bernardin**, *Audencia Business School*
Discussant: **Madina Rival**, *LIRSA-Cnam Paris*
Discussant: **Alberto ARBULU**, *Alberto ARBULU*
Discussant: **Florence Rodhain**, *IAE U. of Montpellier 2*

This PDW addresses the 2023 AOM annual meeting theme with a doctoral consortium for practice-oriented doctorate programs such as DBA or executive Ph.D. programs, thus "Putting Practice-Oriented Doctoral Students Front and Center." The focus is on professional development by giving doctoral students tools to improve their dissertation writing and publication skills. This PDW is interactive, inclusive, innovative, energizing, and?relevant to several divisions. It provides value to practice-based doctoral students through feedback on their doctoral projects and to faculty by highlighting the impact of such programs. The takeaway for students will be actionable advice for diagnosing and solving research problems, writing their dissertations, and publishing their work. The "unique value propositions" of this PDW are 1) the inclusion of both academics and practitioners through faculty and practice-oriented doctoral students, 2) the inclusion of practice-oriented doctoral students from the USA, Europe, and China, and 3) a focus on student-driven and practice-driven outcomes. This PDW delivers novelty and originality through personalized one-on-one feedback to practice-oriented doctoral students. The PDW enables exchange between participants through the dissertation topics brought by practice-oriented doctoral students from around the globe, challenging faculty to find ways to simultaneously facilitate dissertation writing and publication as problem-solving in organizations. Finally, the PDW will be of interest to a large audience based on the prior engagement of over 100 AOM members in the 2022 and 2021 AOM meetings for the all-academy practice-based doctoral consortiums that we organized.

all AOM members from all divisions: welcome to our session !

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **271** | Submission: **11398** | Sponsor(s): **(MED, IM, DEI)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Fostering International Education and Research Collaborations with Underrepresented Nations

Organizer: **Charles Wankel**, *St. John's U., New York*
Organizer: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Organizer: **Augustin Suessmair**, *U. of Lueneburg*
Organizer: **Agata Stanusch**, *Canadian U.-Dubai*
Organizer: **Wolfgang Amann**, *HEC Paris*
Presenter: **James Abugre**, *abug*
Presenter: **Ezaz Ahmed**, *Columbia College*
Presenter: **Rima Al Hasan**, *U. of Jordan*
Presenter: **Nadir Ali**, *De Montfort U.*
Presenter: **Wolfgang Amann**, *HEC Paris*
Presenter: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Presenter: **Philip C. Anderson**, *INSEAD*
Presenter: **Meena Andiappan**, *U. of Toronto*
Presenter: **Raquel Antolin-Lopez**, *U. of Almeria*
Presenter: **Oguz N. Baburoglu**, *Sabanci U.*
Presenter: **Vincent Amooti Bagire**, *Makerere U. Business School*
Presenter: **Remy Balarezo**, *U. de Piura*
Presenter: **Rico Baldegger**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*
Presenter: **Tali Hadasa Blank**, *Hadassah Academic College*
Presenter: **Dan Bumblauskas**, *Missouri Western State U.*
Presenter: **Fransoise Chevalier**, *HEC Paris*
Presenter: **Marie-Therese Claes**, *WU Vienna U. of Economics and Business*
Presenter: **Sherzodbek Murodilla Ugli Dadaboyev**, *Tashkent State U. of Economics*
Presenter: **Grace Dagher**, *Lebanese American U.*
Presenter: **Detelin S. Elenkov**, *Saint Joseph's U.*
Presenter: **Bella Galperin**, *U. of Tampa*
Presenter: **Cristina Marie Giannantonio**, *Chapman U.*
Presenter: **Amy Jane Griffiths**, *Chapman U.*
Presenter: **Carolin Haeussler**, *U. of Passau*
Presenter: **Rana Haq**, *Laurentian U.*
Presenter: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Presenter: **Amy Hurley-Hanson**, *Chapman U.*
Presenter: **Jolanta Jaskiene**, *ISM U. of Management and Economics*
Presenter: **Hamid H. Kazeroony**, *NWU S. Africa*
Presenter: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Presenter: **Constantine Kontoghiorghes**, *Cyprus U. of Technology*
Presenter: **Limor Kessler Ladelsky**, *Ramat Gan Academic College; Bar Ilan U.*
Presenter: **Mark M. Lennon**, *Pennsylvania State U.*
Presenter: **David Lewin**, *U. of California, Los Angeles*
Presenter: **Waheeda Lillevik**, *College of New Jersey*
Presenter: **Chris Long**, *St. John's U., New York*
Presenter: **Pia Manalastas**, *De La Salle U., Manila, Philippines*
Presenter: **Marjorie L McInerney**, *Marshall U.*
Presenter: **Lemayon Lemilia Melyoki**, *U. of Dar es Salaam*
Presenter: **Wogene Berhanu Mena**, *WU Vienna U. of Economics and Business*
Presenter: **Czeslaw Mesjasz**, *Cracow U. of Economics*
Presenter: **Nasima Mohamed Hoosen Carrim**, *GDO*
Presenter: **Prof (Dr) Mujtaba M. Momin**, *College of Business Administration Americal U. of the Middle East Kuwait*
Presenter: **Maria Jose Murcia**, *CESIS Austral & IAE Business School*
Presenter: **Nikolina Nikolova**, *U. of National and World Economy*
Presenter: **David Odrakiewicz**, *Global Partnership Management Institute*
Presenter: **Peter Odrakiewicz**, *GSW Milenium U.College and Global Partnership Management Institute*
Presenter: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*
Presenter: **Miguel R. Olivas-Lujan**, *Pennsylvania Western U.*
Presenter: **Hee Jin Park**, *Yonsei U.*
Presenter: **Justo A. Ramírez-Franco**, *U. of Almería*
Presenter: **Anja Pia Schmitz**, *Pforzheim U.*
Presenter: **Sharon Segrest**, *U. of South Florida*
Presenter: **Agata Stanusch**, *Canadian U.-Dubai*
Presenter: **Abraham Stefanidis**, *St. John's U., New York*
Presenter: **Augustin Suessmair**, *U. of Lueneburg*
Presenter: **Pamela Suzanne**, *UdeSA*
Presenter: **Francois Therin**, *Africa Business School*
Presenter: **Leonardo Nelmi Trevisan**, *Pontifícia U. Católica de São Paulo*
Presenter: **Erika Vaiginiene**, *Vilnius U.*
Presenter: **Elza Fátima Rosa Veloso**, *FIA Business School*
Presenter: **Charles Wankel**, *St. John's U., New York*
Presenter: **Caren Weinberg**, *Ruppin Academic Center*
Presenter: **Frank Wijen**, *Erasmus U. Rotterdam*
Presenter: **Fang Zhao**, *RMIT U., Australia*

The Fostering International Education and Research Collaborations with Underrepresented Nations PDW is intended to foster and create new diverse collaborations with colleagues around the world through sharing experiences and best practices of international teaching and research endeavors, with the inclusion of colleagues from institutions in countries of widely differing economic situations. A number of presenters in our session will be pitching collaborative projects directly aligned with the theme of this year's conference, "Putting the Worker Front and Center." Bringing together scholars and academics from nations that have been underrepresented in cross-country partnerships with those from well-funded and experienced institutions will enhance the way our discipline of Management is taught. The workshop will focus on collaborations among teachers, their students, and educational institutions and will work to locate and develop new ways and methods of collaboration among them in a situation of increasing access to information technology in developing nations. It is hoped that these exchanges will lead to future collaborations among the presenters that will be productive and successful both in teaching as well as research endeavors.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **272** | Submission: **12201** | Sponsor(s): **(MED, OB, STR, ENT, DEI, ODC)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

What Do Today's Executives Want to Know From Management Educators?

Presenter: **Konstantin Korotov**, *ESMT Berlin*
Presenter: **Zoltan Antal-Mokos**, *ESMT Berlin*

This PDW offers participants an opportunity to engage directly with executives from leading global companies on exploration of key challenges with which they want to get help from management educators. Forty-five managers with an average of 14 years of experience, who are also Executive MBA students at a leading business school, got together to prepare micro-vignettes with challenges related to expertise of AoM members from disciplines related to OB, STR, EMT, CAR, DEI, ODC, SIM, TIM divisions. These vignettes and related questions are offered for examination during the workshop. Participants will learn firsthand what today's executives want to know from management educators. They will be able to practice their skills of relating to the needs of managers based on their research, teaching, and consulting expertise by reacting to the questions and challenges presented. They will receive immediate feedback from a challenging audience in a safe environment of a PDW. Participant will work in an "unconference" format interacting with several groups of managers. They will get access to a collection of micro-vignettes prepared by executives that can further inspire their teaching, practitioner-oriented writing, or new research.

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

Session Type: **PDW Workshop**
Program Session: **273** | Submission: **16602** | Sponsor(s): **(MED, SIM, OB, TIM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter AB**

The Genie's out of the Bottle: Preventing Cheating, and Exploring the Creative Potential of ChatGPT

Session Chair: **Asha Rao**, *California State U., East Bay*
Panelist: **Lynn Bowes-Sperry**, *California State U., East Bay*
Panelist: **dt ogilvie**, *Rochester Institute of Technology*
Panelist: **Stacie Chappell**, *Vancouver Island U.*

ChatGPT is a variant of the popular GPT (Generative Pre-trained Transformer) language model developed by Open AI. It is designed to generate human-like text based on a given prompt, and has been used in a variety of applications, including chatbots and language translation. ChatGPT is a gamechanger that has the potential to alter the very nature of our work. In this workshop, we put ourselves, the academic workers, front and center to explore how this AI changes our profession, both how we teach and conduct our research. Faculty are both amazed and appalled by the GPT's ability to write sonnets, essays and responses to prompts used in education, as also PDW proposals like this one, all in mere seconds! This PDW will engage faculty in a hand-on exploration of ChatGPT and a discussion of course assessments, surveillance, ethics and creativity in order to develop strategies for faculty to implement in the classroom and outside. We will also discuss possible research projects with this free tool to explore questions raised because of participants experiences in this workshop.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **274** | Submission: **19402** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Presenting in the Rough: Leveraging Insights from Management and the Performing Arts

Organizer: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Organizer: **Dejun Kong**, *U. of Colorado, Boulder*
Participant: **Mabel Abraham**, *Columbia Business School*
Participant: **Christopher Bauman**, *U. of California, Irvine*
Participant: **Ashley E. Martin**, *Stanford Graduate School of Business*
Participant: **Peter Belmi**, *U. of Virginia*
Participant: **Ashleigh Reade**, *Boston U.*

The purpose of this PDW is to bring together a group of scholars and experts from relevant fields who are interested in finding new, innovative, and compelling ways to craft and deliver presentations. This forum offers participants an opportunity to hear from both academics and performing arts practitioners, focusing on practicing and crafting effective presentations. The session will include a panel discussion, integrating insights from academics and learnings from other industries that focus on presentation skills, followed by small group discussions during which participants will have the opportunity to engage with panelists. Panelists will present on topics including how to hone in on what to present, prepare and rehearse, engage a multi-disciplinary audience, and navigate virtual and in-person settings. Separately, there will be several slots available by application to work with the practitioner coaches.

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

Session Type: **PDW Workshop**
Program Session: **275** | Submission: **12343** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Learn Simple Yoga That You Can Do at Work

Organizer: **Tracy F. Chang**, *Rutgers U.*

Learn a series of simple and yet powerful practices that you can do during breaks at work. At the physical level, these practices exercise the muscles, lubricate the joints, activate energy nodules, and improve flexibility. At the mental level, these practices improve focus, memory, peace of mind, and intellectual sharpness. Please arrive at the workshop on time, late comers may be admitted between practices. Comfortable clothing and light stomach condition are recommended.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **276** | Submission: **11474** | Sponsor(s): **(NEU, OB, RM, ENT)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 11:00AM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Brain Imaging for Organizational Research: Hands-on Training for fMRI Studies

Organizer: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Presenter: **Rongjun Yu**, *Hong Kong Baptist U.*
Presenter: **Glenn Fox**, *U. of Southern California*
Presenter: **Shengchuang Feng**, *Nanyang Business School, NTU Singapore*

fMRI Studies Co-Chairs and Organizers: Georgios Christopoulos (NTU); Rongjun Yu, Ph.D. (HKBU); Glenn R. Fox. (USC); Shengchuang Feng (NTU) Proposed primary sponsor: Organizational Neuroscience (NEU) Division Other sponsors: Research Methods (RM); Managerial and Organizational Cognition (MOC); Entrepreneurship (ENT) Abstract Functional Magnetic Resonance Imaging (fMRI) is one of the most widely used methods for cognitive and decision neuroscience, giving us the ability to record brain responses in vivo. Despite that the method is mature enough and has been very widely adopted by many disciplines, its usage in organizational research is limited. Aim of the course is to give the foundations for students to properly theorize, design and analyse their own experiments using functional Magnetic Resonance Imaging (fMRI). Specifically, the PDW will (i) introduce to basic principles of brain function (ii) analytically present basic experimental principles and designs for fMRI (iii) explain how to report and interpret results, avoiding common misinterpretations and (iv) offer a hands-on analysis of a typical experiment. Finally, (v) participants will be invited to discuss their own research questions, designs and experiments; organizers will offer verbal feedback and recommendations to participants. The PDW is interactive and built using andragogical (adult-learning) principles, open to any divisions that want to use fMRI in their research, developmental (as we offer customised advice), flexible (by including sufficient time for discussion), and offers obvious value as it significantly expands the methodological toolboxes of participants.

Please email cgeorgios@ntu.edu.sg with the subject line "AOM 2023 PDW FMRI". When the list of attendees is finalized, we will send you a link with a form to fill in to help us prepare the PDW.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **277** | Submission: **10011** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Publishing in Top International Journals – Why and How?

Organizer: **Monica Sharif**, *California State U., Los Angeles*
Organizer: **Marylene Gagne**, *Curtin Uni*
Panelist: **Tomoki Sekiguchi**, *Kyoto U.*
Panelist: **Mark Learmonth**, *Nottingham Trent U.*
Panelist: **Jonathan Pinto**, *Imperial College London*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*
Panelist: **Claudia Buengeler**, *Kiel U.*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Publications in top-tier journals are an important means by which our work is disseminated to our colleagues, as well as improved through the review process. Such publications are additionally important for career purposes, namely for the tenure and promotion process. While many scholars are familiar with the US-based top-tier journals and consider them as a primary outlet, several international management journals have also developed a reputation of excellence. These journals have thus evolved into outlets equally attractive for rigorous and impactful research. At the same time, international journals differ from US-based journals in subtle but important ways. Awareness of these differences is important for scholars who consider these international journals as a potential conduit for their work. The goal of this PDW is to share information and have a discussion regarding publishing in top international management journals. We bring together a panel of editors/associate editors from six top international journals. Each will introduce their journal's editorial policies, as well as highlight differences between their journals and leading US-based journals. This session will combine individual presentations by panelists, a general Q&A session with the audience, and breakout discussions.

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

Session Type: **PDW Workshop**
Program Session: **278** | Submission: **10041** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 6:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Organizational Behavior Doctoral Consortium

Organizer: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Organizer: **Margaret M. Luciano**, *Penn State U.*
Coordinator: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Coordinator: **Christine Mahoney**, *Trinity Business School, Trinity College Dublin*
Distinguished Speaker: **Celia Moore**, *Imperial College Business School*
Distinguished Speaker: **Anthony Klotz**, *UCL School of Management*
Distinguished Speaker: **Aparna Joshi**, *The Pennsylvania State U.*
Distinguished Speaker: **John Mathieu**, *U. of Connecticut*
Distinguished Speaker: **Matthew A. Cronin**, *George Mason U.*
Distinguished Speaker: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Distinguished Speaker: **Christopher O.L.H. Porter**, *Virginia Polytechnic Institute and State U.*
Distinguished Speaker: **Abbie J. Shipp**, *Texas Christian U.*
Discussant: **Jennifer Carson Marr**, *U. of Maryland*
Discussant: **Yuntao Dong**, *Peking U.*
Discussant: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Discussant: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*
Discussant: **Anna Mayo**, *Carnegie Mellon U.*
Discussant: **Sean Martin**, *U. of Virginia*
Discussant: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Discussant: **Cindy Muir-Zapata**, *U. of Notre Dame*
Discussant: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Discussant: **Deidra J. Schleicher**, *Iowa State U.*
Discussant: **Zhaoli Song**, *National U. of Singapore*
Discussant: **Njoke Thomas**, *Boston College*
Discussant: **Daan Van Knippenberg**, *Rice U.*
Discussant: **Gillian Yeo**, *U. of Western Australia*
Discussant: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Discussant: **Tianna Shari' Barnes**, *Dartmouth College, Tuck School of Business*
Discussant: **Bonnie Cheng**, *HKU Business School, The U. of Hong Kong*
Discussant: **Bori Borbala Csillag**, *Oregon State U.*
Discussant: **Tobias Dennerlein**, *Purdue U.*
Discussant: **Edwyna Theresa Hill**, *U. of South Carolina*
Discussant: **Stephen Humphrey**, *Pennsylvania State U.*
Discussant: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Discussant: **Anna Connors Lennard**, *Oklahoma State U.*
Discussant: **Lauren Rachel Locklear**, *Texas Tech U.*
Discussant: **Hyunsun Park**, *Georgia Tech Scheller College of Business*
Discussant: **Gerben Alexander Van Kleef**, *U. of Amsterdam*
Discussant: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Discussant: **David F. Arena**, *U. of Texas At Arlington*
Discussant: **Sonia Ghumman**, *SHIDLER COLLEGE OF BUSINESS*
Discussant: **Paul Isaac Green**, *U. of Texas at Austin*
Discussant: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Discussant: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Discussant: **Jennifer Nahrgang**, *U. of Iowa*
Discussant: **Eddy S. Ng**, *Queen's U.*
Discussant: **Olivia Amanda O'Neill**, *George Mason U.*
Discussant: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Discussant: **Katina Sawyer**, *U. of Arizona*
Discussant: **Colleen Stuart**, *Johns Hopkins U.*
Discussant: **Alexis Nicole Smith**, *Oklahoma State U.*
Discussant: **Isabel Villamor**, *IESE Business School*
Discussant: **Andrew Yu**, *U. of Melbourne*

The annual Organizational Behavior Doctoral Consortium is designed for late-stage doctoral students who have successfully completed their coursework, fulfilled most of their program's milestones, and are preparing to be on the academic job market. The consortium includes a mix of presentations, discussions, and interactive sessions designed to help doctoral students navigate the job market, build connections with their cohort as well as invited experts, and launch them into their academic careers. The consortium will be held in person on Saturday, August 5, 2023, from 8:00AM-6:00PM local time. The in-person program includes faculty presentations and roundtable sessions on topics such as crafting the right academic job, acing the job talk, succeeding in research and publishing from the perspective of a panel of editors, and starting or participating in effective and inclusive collaborations. We will host a networking reception after the program sessions. More than 50 faculty members have volunteered to speak and/or host roundtable discussions. Students who want to attend must be nominated by their programs and endorsed by their advisors. Selection decisions will be based on students' stage in their programs (e.g., progress on their dissertation, on the academic job market). This session is part of broader OB Division doctoral programming designed to provide attendees with support and advice related to navigating key career transitions, as well as strengthening connections among members within their cohort and other peers in the field. For other OB doctoral student resources, digital content, and off-cycle events, please visit our site here: https://z.umn.edu/OBDocProgramming2023

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **279** | Submission: **10418** | Sponsor(s): **(OB, DEI, HR, MED, MOC, ODC, OMT, PNP, SIM, STR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

Human Sustainability: Tying Together Related Streams of Research and Mapping a Path Forward 📖 ☯ 💬 💻

Organizer: **David T. Wagner**, *U. of Oregon*
Organizer: **Christopher Barnes**, *U. of Washington*
Participant: **Sabine Sonnentag**, *U. of Mannheim*
Participant: **Gretchen Marie Spreitzer**, *U. of Michigan*
Participant: **Klodiana Lanaj**, *U. of Florida*
Participant: **Laura McAndrews Little**, *U. of Georgia*
Participant: **Kira Franziska Schabram**, *U. of Washington*
Participant: **Olivier D. Boncoeur**, *U. of Notre Dame*
Participant: **Mo Wang**, *U. of Florida*
Participant: **Joyce Bono**, *U. of Florida*
Participant: **Spencer Harrison**, *INSEAD*
Participant: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Participant: **Theresa M. Glomb**, *U. of Minnesota*
Participant: **Zhaoli Song**, *National U. of Singapore*
Participant: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **Jessica Beth Rodell**, *U. of Georgia*
Participant: **Charles C. Calderwood**, *Virginia Tech*
Participant: **Devasheesh Bhave**, *Singapore Management U.*
Participant: **Joel Koopman**, *Texas A&M U.*
Participant: **Pok Man Tang**, *U. of Georgia*
Participant: **Sooyeol Kim**, *National U. of Singapore (NUS)*
Participant: **Tori L. Crain**, -
Participant: **Ute Regina Hulsheger**, *Maastricht U.*
Participant: **Mayowa Babalola**, *Royal Melbourne Institute of Technology U.*
Participant: **L Taylor Phillips**, *NYU Stern*
Participant: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Participant: **Lawrence Houston**, *Rutgers U., School of Management and Labor Relations*
Participant: **Patricia Caulfield Dahm**, *U. of Kansas*
Participant: **Katina Sawyer**, *U. of Arizona*
Participant: **Michael Parke**, *The Wharton School, U. of Pennsylvania*

How can work be accomplished while sustaining the human capital that enables it? Researchers across a broad range of subdisciplines within management have answered this question, yielding piecemeal findings (Barnes, Wagner, Schabram, & Boncoeur, in press). What could be accomplished if we as researchers were to organize our research and findings within a cohesive framework? How could our research impact society by "putting the worker front and center" in our design, execution, and dissemination of research? What would happen if scientific evidence within our field were coordinated in such a way that the tradeoffs between various subdisciplines and the relative impact of findings were presented and understood through a consistent and comprehensive lens? This participant-driven workshop addresses such questions by bringing together a vibrant group of scholars and participants and first integrating research streams into a coherent framework, then mapping paths toward more effective and impactful scholarship, teaching, practice, and administration. Workshop participants will engage these questions in a democratic manner, exploring their own streams of research, and identifying ways in which they are already contributing to human sustainability, and how we all can better advance the topic of human sustainability. As a group, we will devise a map forward to help us advance understanding (research), dissemination (teaching), and application (practice) of knowledge related to human sustainability.

Session Type: **PDW Workshop**
Program Session: **280** | Submission: **11664** | Sponsor(s): **(OB, HR, CAR, ODC, CM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (15th Annual)

Organizer: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Organizer: **Lauren Rachel Locklear**, *Texas Tech U.*
Organizer: **Anna Connors Lennard**, *Oklahoma State U.*
Presenter: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Presenter: **Gabrielle Adams**, *U. of Virginia*
Presenter: **Margaret M. Luciano**, *Penn State U.*
Presenter: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Presenter: **Kristie Rogers**, *Marquette U.*
Presenter: **Natalie Liberman**, *Indiana U., Bloomington*
Presenter: **Allison S. Gabriel**, *Purdue U., West Lafayette*

A wonderful aspect of the Academy of Management (AoM) Annual Meeting is the developmental opportunities it provides for doctoral students. For example, the New Doctoral Student Consortium helps new doctoral students begin to feel more comfortable in our field. In addition, the Organizational Behavior (OB) division sponsors a Senior Student Doctoral Consortium to help prepare more advanced doctoral students for the job market. The purpose of the “Halfway There” PDW is to bridge the gap between these consortia by providing information and advice relevant to doctoral students starting the 3rd or 4th year of their programs. “Halfway There” is designed to help these students begin establishing themselves as independent scholars. Student attendees will be exposed to a number of prominent faculty members in this PDW who will provide students with their insights on topics such as (1) launching one’s dissertation (2) crafting a research project, (3) understanding the “job market” process, and (4) accomplishing your career goals.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **281** | Submission: **13810** | Sponsor(s): **(OB, OMT, TIM, RM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Rise and Shine! How to Present Your Academic Research

Presenter: **Christine Moser**, *Vrije U. Amsterdam*
Presenter: **Thorsten Grohsjean**, *Bocconi U.*
Presenter: **Alexandra Gerbasi**, *U. of Exeter Business School*
Presenter: **Dirk Deichmann**, *Erasmus U. Rotterdam*
Presenter: **Markus Perkmann**, *Imperial College London*
Organizer: **Christine Moser**, *Vrije U. Amsterdam*

With this workshop we continue our successful AOM PDW and draw attention to the importance of presenting academic research in the best possible way. In academia, presentations at conferences or during seminars are key to communicating one's work. Conference presentations are a great way to reach a large audience, and seminar presentations are often required when on the job market. Yet, presentation skills receive scant attention during PhD programs and academic careers in general. To address this gap, in this PDW we identify the best (and worst!) ways to present academic research by focusing on the content and design of academic presentations, as well as presenter skills. In addition, we will address the important role of the context, or setting, in which the presentation takes place. The presenters, who have ample experience in presenting their research in different settings and to different audiences (academic and practitioner conferences, workshops, companies, television, YouTube, radio), will shed new light on the art of presenting using illustrative data from a dedicated survey among academics. Workshop participants will gain an understanding of the important components of an academic presentation and will gain hands-on experience in applying their new knowledge. With this PDW, participants will broaden their sight and learn how to develop academic presentations that are tailored to their own discipline, preferred design style, and personal skills.

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

Session Type: **PDW Workshop**
Program Session: **282** | Submission: **10883** | Sponsor(s): **(OMT, ENT, OB, PNP, SIM, STR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 11:00AM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Social Movements, Stakeholders, and Non-Market Strategy

Organizer: **Junhyung Byun**, *IESE Business School*
Organizer: **Desiree F. Pacheco**, *IESE Business School*
Organizer: **Jocelyn M. Leitzinger**, *U. of Illinois at Chicago*
Panelist: **Sara B. Soderstrom**, *U. of Michigan*
Panelist: **Felipe Massa**, *U. of Vermont, Grossman School of Business, US*
Panelist: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Panelist: **Klaus Weber**, *Northwestern U.*
Discussant: **Brayden G. King**, *Northwestern U.*
Discussant: **Robert J. David**, *McGill U.*
Discussant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Discussant: **Ion B. Vasi**, *U. of Iowa*
Discussant: **Rashedur Chowdhury**, *U. of Essex*
Discussant: **Panikos G. Georgallis**, *U. of Amsterdam*
Discussant: **W Chad Carlos**, *BYU Marriott School of Business*
Discussant: **Shon R. Hiatt**, *U. of Southern California*
Discussant: **Daniel Waeger**, *Wilfrid Laurier U.*
Discussant: **Michael L. Barnett**, *Rutgers U.*
Discussant: **Charles Eric Eesley**, *Stanford MS&E*
Discussant: **Abhinav Gupta**, *U. of Washington, Seattle*
Discussant: **Tim Hargrave**, *Central Washington U.*
Discussant: **Jonathan P. Doh**, *Villanova U.*
Discussant: **Forrest Briscoe**, *Pennsylvania State U.*
Discussant: **Jeff York**, *U. of Colorado, Boulder*
Discussant: **Edward Carberry**, *U. of Massachusetts, Boston*
Discussant: **Brandon H. Lee**, *Melbourne Business School*

The relationship between social movements and markets has become increasingly complicated over the past decade. Our rapidly shifting socio-economic and political climate, with a looming recession, ongoing tensions over Russia's invasion of Ukraine, and the protests in Iran, has given rise to new ways of organizing. At the same time, firms have become more politically and socially involved, engaging in activities from CEO activism to more hands-on organizing efforts. Understanding the growing complexities of this relationship will require scholars to broaden their theoretical lenses and explore new contexts. In the first five years of this professional development workshop (PDW), we focused on integrating the various research lenses through which social movements and markets have been traditionally studied. Starting with last year, our new five-year focus is on how well our joint scholarly efforts address the "grand challenges" currently influencing nearly all aspects of organizational life. Continuing in that vein, this year's PDW theme is on bridging the knowledge and engagement gaps necessary for understanding these new social movements and markets dynamics, as well as increasing our impact as scholars. The objective of this year's proposal is to explore the micro foundations of the relationship between social movements and firms and to consider how we can more responsibly engage with the communities we study. We aim to increase the inclusivity of our community by inviting the participation of scholars who have not yet studied social movements and markets, but who would like to contribute to this area in the future.

The PDW will include round table discussions of research proposals addressing "grand challenges" in the areas of Climate Change, Income Inequality, Corporate Wrongdoing, Technology, Deforestation & Biodiversity, Energy, Justice, Diversity, Equity, & Inclusion, Organizational Change & Internal Movements, and Public Health. We encourage participants to submit research proposals (up-to 5 pages) in these areas. Proposals are due on June 30th. Please use this link for submissions: https://forms.gle/7UDcs8aQcgFD8zwa9

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

Session Type: **PDW Workshop**
Program Session: **283** | Submission: **10290** | Sponsor(s): **(OMT, MH, ENT)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Craft & Organizations

Organizer: **Jose Antonio Cerecedo-Lopez**, *U. of Texas At San Antonio*
Organizer: **Jochem Kroezen**, *Rotterdam School of Management, Erasmus U.*
Speaker: **Innan Sasaki**, *Warwick Business School*
Speaker: **Michael G. Pratt**, *Boston College*
Discussant: **Jo-Ellen Pozner**, *Santa Clara U.*
Discussant: **Silviya Svejenova**, *Copenhagen Business School*
Discussant: **Tobias Pret**, *Illinois State U.*

We are witnessing a revival of craft in contemporary society. While craft has been equated by some with a primitive and largely obsolete mode of organizing and working, recent research has shown how craft has surprisingly reappeared to reconfigure entire sectors, with examples ranging from beer brewing (Kroezen & Heugens, 2019) and watch-making (Raffaelli, 2019) to urban services like barbering (Ocejo, 2017) and supermarket work (Endrissat, Islam & Noppeney, 2015). The appeal of craft lies in its perceived potential to create meaningful jobs in contradistinction to the disenchanted work typical of industrialized work environments (Bell, Mangia, Taylor & Toraldo, 2018; Pratt, Pradies, & Lepisto, 2013) putting the craftsperson and their craft front and center. Whilst it thus appears that craft will play an increasingly important role in society across the globe, research on the subject has been historically fragmented and marginalized. The ultimate goal we have for this PDW is to introduce the audience to the topic of craft and organizations in a way that emphasizes both its theoretical and practical significance and provide the audience with an opportunity to discuss pre-submitted extended abstracts with editorial board members of diverse management journals.

This PDW will be divided into halves. In the first half, guest speakers will introduce the topic of craft and organizations. In the second half, participants who submitt abstracts will be grouped at a table with editorial board members of diverse management journals that have affinity with craft-related research. The abstracts of those in each group will have been shared beforehand, and participants will have access and the opportunity to read all abstracts before the PDW. Each participant will have an opportunity to introduce their abstract with the rest of the table and receive developmental feedback from the editorial board member on its table. We want to provide a friendly and developmental environment for everyone interested on this line of research. We invite interested participants that are currently engaged or interested in engaging in craft and organizations research to submit extended abstracts (Max 900 words) for research on craft and organizations, both broadly defined. Submission deadline for extended abstracts is June 12th in order to categorize the themes from the abstracts and assign them to the editorial board members. Please email your abstracts for consideration to jose.cerecedolopez@utsa.edu In addition, the organizers of this PDW are planning a private workshop and meet & greet in partnership with a local craft store in Boston. If you are interested in being a part of this special event please reach out to jose.cerecedolopez@utsa.edu for more information.

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

Session Type: **PDW Workshop**
Program Session: **284** | Submission: **10537** | Sponsor(s): **(OMT, RM, TIM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom A**

Joining Forces: Leveraging Independently Collected Field Data For Comparative Analysis

Organizer: **Matt Beane**, *U. of California, Santa Barbara*
Organizer: **Callen Anthony**, *New York U.*
Panelist: **Beth Bechky**, *UC Davis*
Panelist: **Siobhan O'Mahony**, *Boston U.*
Panelist: **Rebecca Karp**, *Harvard Business School*
Panelist: **Tiona Zuzul**, *Harvard Business School*
Panelist: **Wanda J Orlikowski**, *MIT*
Panelist: **Arvind Karunakaran**, *Stanford U.*
Panelist: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Panelist: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

We tolerate the fact that field researchers often invest years of uncertain effort to collect their data, then produce one - or perhaps two - theoretical contributions as a result. This workshop aims to develop new understanding and connections that allow field researchers to make additional scholarly use of their data through collaborative, comparative analysis across independently collected data. To accomplish this, we will bring together leading scholars with participants in an interactive format to advance perspectives on this growing area of management research. The goals of this professional development workshop are three-fold: (1) provide contemporary perspectives on leveraging independently collected field data for comparative analysis; (2) develop new research at the cutting edge of this practice; and (3) build a community of researchers who are interested in such analysis. Through presentations from a mix of coauthoring junior and senior scholars, interactive panel discussions, and roundtable breakouts where faculty and PhD students can receive feedback on ongoing research projects, we seek to advance this important, underutilized mode of scholarship while simultaneously building community.

Session Type: **PDW Workshop**
Program Session: **285** | Submission: **18388** | Sponsor(s): **(OMT, SIM, DEI, CMS)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 11:00AM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Indigenous Research, Teaching and Collaboration in Management and Organization Studies

Organizer: **Matthew Murphy**, *U. of Victoria*
Panelist: **Francois Bastien**, *U. of Victoria*
Facilitator: **Shelley Price**, *Gustavson School of Business, U. of Victoria*
Facilitator: **Emily Salmon**, *U. of Victoria (PhD Student)*
Organizer: **Juan Francisco Chávez R.**, *Smith School of Business, Queen's U.*
Panelist: **Kiri Dell**, *U. of Auckland*
Facilitator: **Christine Woods**, *U. of Auckland*

Following a surge of new Indigenous-related research over the past decade and widespread efforts within the academe to decolonize and Indigenize research, teaching and the institution of business education more generally, this PDW aims to deepen awareness among non-Indigenous scholars of the ethics, common pitfalls, challenges, and good practices related to Indigenous research, teaching and collaboration. The workshop will also provide opportunities for Indigenous and Indigenous-engaged scholars to share and build on their knowledge, experience and professional networks. Indigenous-related research and teaching within the management academe frequently imposes Western knowledge systems and structures on Indigenous peoples and contexts. Meanwhile, as business schools seek to decolonize and indigenize the academe, they frequently employ performative and tokenistic approaches that fail to create supportive and safe spaces for Indigenous students and scholars to thrive in ways that are inclusive of Indigenous knowledge and practices. Emphasizing Indigenous agency, knowledge, relational practices and strengths, this workshop, guided by Indigenous and Indigenous-engaged scholars, will share ethical foundations, pitfalls, challenges, good practices and opportunities for Indigenous research, teaching and collaboration that is aimed at cultivating an academe that is inclusive of Indigenous students, scholars, and peoples.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **286** | Submission: **10733** | Sponsor(s): **(OMT, STR, ENT, MH)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

How History Affects Management and Organizations

Organizer: **Christopher Marquis**, *Cambridge Judge Business School*
Organizer: **Roy R. Suddaby**, *U. of Victoria*
Organizer: **Kunyuan Qiao**, *Georgetown U.*
Discussant: **Geoffrey Jones**, *Harvard Business School*
Panelist: **Rohin Borpujari**, *London Business School*
Panelist: **Robert A Burgelman**, *Stanford U.*
Panelist: **Andrew Hargadon**, *U. of California, Davis*
Panelist: **Mary Tripsas**, *U. of California, Santa Barbara*
Panelist: **Christopher W. J. Steele**, *U. of Alberta*

Management scholars have been increasingly interested in how history and historical processes affect current organizational behaviors. Recognizing this trend, several leading management journals have recently devoted special issues to urge researchers to pursue more historically oriented work, including the Academy of Management Review, Strategic Management Journal, Journal of International Business Studies, Journal of Management Studies, Organization Studies, Strategic Entrepreneurship Journal, and Family Business Review. Despite the significant advances, scholars have also noted that much work remains to be done to realize the full potential of historical processes in management research and we still have limited and fragmented knowledge on how to leverage history to understand management phenomena. Through a combination of panel presentations by distinguished scholars with significant work on this topic and interactive round table discussions with workshop participants, we seek to bringing together a diverse group of scholars whose work helps delve into this active area of organizational research, identifies important questions and interesting phenomena in this area, and points out future directions. The proposed workshop is built on the success of last year's PDW and will likely grow into a series. It is of interest to researchers working in the areas of organization and management theory, strategic management, entrepreneurship, international management, and management history.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **287** | Submission: **12013** | Sponsor(s): **(OMT, STR, OB, RM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 12:00PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

People and Organizations Hackathon

Organizer: **Enrico Forti**, *Manhattan College*
Organizer: **Ulya Tsolmon**, *Washington U. in St. Louis*
Organizer: **Piyush Gulati**, *INSEAD*
Participant: **Bukky Akinsanmi Oyedeji**, *London Business School*
Participant: **Monika Kackovic**, *U. of Amsterdam*
Participant: **James W. Riley**, *Harvard Business School*
Participant: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Participant: **Julien Clement**, *Stanford U.*
Participant: **Ying-Ying Hsieh**, *Imperial College Business School*
Participant: **Harshvardhan Ketkar**, *Bocconi U.*
Facilitator: **Oliver Baumann**, *U. of Southern Denmark*
Facilitator: **Maciej Workiewicz**, *ESSEC Business School*
Facilitator: **Daphné Baldassari**, *U. of Toronto, Rotman School of Management*
Facilitator: **Kim Claes**, *Sungkyunkwan U.*
Facilitator: **Viktorie Sevcenko**, *INSEAD*

This hackathon aims to foster the development of macro-level research on topics associated with organization design, careers, and work performance. Participants will come together for a focused effort to collaboratively nurture a set of specific research "seeds": a research question looking for a viable empirical strategy; a bleeding edge method looking for possible applications in management research; a dataset that may be of interest for management scholars. Contributors that are experts in their respective fields kickstart the event by providing the seeds. All participants will have the opportunity to brainstorm solutions to common empirical problems and develop new research designs to tackle challenging research questions. The event involves a high level of collaboration and creativity, as participants work quickly and intensively to generate new insights or solutions. Our goal is to offer an interactive and developmental session, fostering research collaborations between scholars at different stages of their careers and from different disciplinary and demographic backgrounds.

Pre-registration is recommended for facilitating interactions during Part 2 (prospective attendees will be kindly asked to fill in a short survey on their research interests, empirical approaches, and motivations), but all AOM attendees are welcome to attend the entire PDW without pre-registration. See https://github.com/enricoforti/orgshackathon for further information and specific instructions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **288** | Submission: **19812** | Sponsor(s): **(OSCM, OB, STR)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Organizational Misconduct: Developing an Operations Management-Based Research Agenda

Organizer: **Rachna Shah**, *U. of Minnesota Twin Cities*
Presenter: **Finn Petersen**, *U. of Minnesota Carlson School of Management*

Organizational misconduct is generally defined as "behavior in or by an organization that a social-control agent judges to transgress a line separating right from wrong; where such a line can separate legal, ethical, and socially responsible behavior from their antitheses" (Greve et al., 2010). Numerous examples of organizational misconduct exist – Ford Pinto’s flawed fuel tank design, British Petroleum’s Deepwater Horizon oil rig explosion, and Bangladesh’s Rana Plaza explosion. These and many other similar tragedies occur because the organization and its management ignore established ethical, moral, and social norms. Research on organizational misconduct is relatively new and is being conducted by researchers in criminology, strategy, finance, and economics. These include concept and construct development type of papers which focus on describing misconduct and differentiating it from mistakes/disaster, and other similar terms (Greve et al. 2010, Tenbrunsel and Smith–Crowe 2008, Vaughan 1999). There are also a handful of empirical papers that examine conditions under which organizations misbehave, e.g., type of firms, and environmental and competitive context of the firm. Although we did not find any papers in operations management journals that invoked the notion of organizational misconduct, the definition and the concept are well-suited to operations management. For instance, delayed product recalls (Ball et al., 2018), spill and pollution accidents due to regulatory violations (Hardcopf et al., 2021, Muthulingam et al. 2022), employee injury due to safety violations (Pagell et al. 2000) lend themselves well to the Greve et al., 2010 definition. We believe that the concept is ripe enough to be examined more broadly, and systematically (Osigweh, 1989). In this PDW, we will 1) present a research framework encompassing existing literature on organizational misconduct, 2) identify the necessary elements of the definition when applied to operations management, 3) outline an operations management-based research agenda related to misconduct The PDW will consist of a short presentation to review the existing literature and the tentative framework. The remaining time will be hands-on interactive exercises where the audience will contribute towards developing the research agenda.

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

Session Type: **Social Event**
Program Session: **289** | Submission: **20073** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

AOM Collections Editorial Board Meeting

Presenter: **Benjamin Martell Galvin**, *BYU*
Presenter: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

By invitation only.

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

Session Type: **PDW Workshop**
Program Session: **290** | Submission: **11956** | Sponsor(s): **(RM, ENT, HR, OB, OMT, STR, TIM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

How to Design, Conduct and Publish High-Quality Replication Studies

Participant: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Participant: **Jose M. Cortina**, *Virginia Commonwealth U.*
Participant: **Tine Koehler**, *U. of Melbourne*
Participant: **Xavier Martin**, *Tilburg U.*
Participant: **Andreas Schwab**, *Iowa State U.*
Participant: **William H. Starbuck**, *U. of Oregon*

This workshop will introduce participants to best practices on how to select studies to replicate, execute their replications, and publish their findings. Replication of prior research is a necessary instrument to establish and refine quantitative management theories. The workshop will also discuss the important role of senior scholars, journal editors, academic departments and associations to create an academic ecosystem that promotes and supports replication research. Beyond presentations and panel discussions, Q&A segments and round-table discussions will offer participants opportunities to receive specific hands-on advice and recommendations. Participation in this workshop will not require prior application.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **291** | Submission: **12975** | Sponsor(s): **(RM, OB, MOC, HR, ENT, STR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Experimenting: Best Practices and Future Directions

Organizer: **Denise Falchetti**, *George Washington U.*
Organizer: **N. Sharon Hill**, *George Washington U.*
Organizer: **Margaret Ormiston**, *George Washington U.*
Moderator: **Lauryn Burnett**, *George Washington U.*
Moderator: **Ursula Martin**, *Doctoral Student at George Washington U. School of Business*
Panelist: **Charles Adam Dorison**, -
Panelist: **Matthew Josefy**, *Indiana U. - Kelley School of Business*
Panelist: **Sirio Lonati**, *NEOMA Business School*
Panelist: **Nathan Philip Podsakoff**, *U. of Arizona*
Panelist: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Panelist: **Isabel Villamor**, *IESE Business School*

Interest in experimenting is fueled by an emphasis on establishing causality, which is desirable for publishing academic research in top journals. A recent methodological revolution in the social and behavioral sciences is not only changing the way in which scholars approach experimental design and data analysis, from pre-registering studies to making data and materials available on public repositories, but also raised new critical issues concerning methodological practices to achieve the rigor required in top journals. The purpose of this PDW is to elucidate best-practice recommendations and future directions for designing and conducting different types of experiments (i.e., online, laboratory, field, and quasi-experiments), with the overall goal of discussing current and future approaches for using experiments to advance theory across management fields including organizational behavior, leadership, human resources, entrepreneurship, organizational theory, and strategy. To this end, the PDW is designed to cover both methodological and statistical issues germane to conducting and publishing rigorous experiments that meet top journals' requirements as well as address emerging research trends for directing future scholarship that bridges micro-, meso-, and macro- fields of management. This PDW will also include a Q&A session to encourage questions and reflections from all participants, and an interactive session with roundtable discussions to offer pre-registered participants opportunities to discuss specific questions with the panelists.

If you are interested in participating in the second part of the session (roundtables) to discuss questions specific to your experimental research, please register here by July 23, 2023, 11 pm EDT time: https://gwu.qualtrics.com/jfe/form/SV_3VnZSmCJ2dgGtIq You will be asked to answer a short questionnaire about your research interests and indicate some issues/questions related to your experimental research that you have encountered in a project and that you want to discuss with the panelists.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **292** | Submission: **14497** | Sponsor(s): **(SAP)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 12:00PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Unconferencing SAP & Beyond: An Open Space for Emerging Topics and Nascent Projects

Organizer: **Leonhard Dobusch**, *U. of Innsbruck*
Organizer: **Seray Ergene**, *U. of Rhode Island*
Organizer: **Madalina Pop**, *Aarhus BSS, Aarhus U.*
Host: **Vern Glaser**, *U. of Alberta*
Host: **Susan Hilbolling**, *Aarhus U., BSS*
Host: **Milena Leybold**, *U. of Innsbruck*
Host: **David Oliver**, *U. Of Sydney*
Host: **Krista Pettit**, *Ivey Business School*
Host: **A. Paul Spee**, *U. of Queensland*

This Professional Development Workshop (PDW) is a forward-looking event that aims to nurture emerging topics in Strategizing Activities and Practices (SAP) scholarship and incubate nascent research projects of SAP scholars, including PhD students, early-career and senior scholars. This PDW provides an open space for discussing nascent topics, dilemmas, development and research as well as teaching ideas, which fall mostly outside the scope of other parts of the conference program. The first part of the PDW follows a Bar Camp format, where participants set the topics for three series of open round-table discussions. The second part of the PDW follows a Demo Day format, where in short, time-boxed presentations, participants can accelerate their early-stage research projects through feedback and reflection from the SAP community. Overall, Unconferencing SAP & Beyond aims for participants to jointly make sense of topical opportunities and challenges for SAP research, to facilitate the onboarding of junior scholars in the community, and to spur new connections and collaborations between participants. Furthermore, the PDW is an innovative format for the AOM meeting, as it allows for nurturing new ideas, topics, and themes on the Division/Interest Group level through serendipity and ‘structured structurelessness’.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **293** | Submission: **13934** | Sponsor(s): **(STR, DEI)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 11:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Board and TMT Diversity: A Paper Development Workshop

Organizer: **Elena Doldor**, *Queen Mary U. of London*
Organizer: **Cathrine Seierstad**, *U. of South-Eastern Norway*
Organizer: **Corinne A. Post**, *Villanova U.*
Organizer: **Ruth Sealy**, *U. of Exeter Business School*

This PDW builds on and expands the PDW On-Boarding Diversity in Corporate Boards Research: A Paper Development Workshop, which ran successfully in 2018 and 2019 but was in hiatus during COVID years. It is designed for researchers in the field of diversity, corporate governance, and upper echelons/top management teams (TMT). The workshop's topic and format align with AOM's 2023 theme, as business elites like boards and TMTs shape worker outcomes and organizational engagement with the post-pandemic world of work. Highly experienced scholars, many with editorial experience, will mentor and provide feedback to more junior scholars on papers close to journal submission (not under review). Consideration will be given to a wide range of topics, including but not limited to studies that: (1) consider wider outcomes of board / TMT diversity beyond firm financial performance, such as sustainability, workplace diversity and inclusion, employee well-being, or pandemic-related changes to employee relations (2) develop novel explanations for how and when board and TMT diversity affects firm outcomes; (3) consider novel conceptualizations of board and TMT diversity; (4) provide international comparisons or new methodological approaches. At AOM, each paper receives detailed oral feedback from two experienced scholars, who will highlight strengths and areas for development, and address related questions. This PDW responds to calls from journal editors and review boards who increasingly highlight the beneficial role of "friendly reviews" in the publishing process and offers a unique opportunity for AOM members to receive high quality in person feedback on their work.

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

Session Type: **PDW Workshop**
Program Session: **294** | Submission: **10844** | Sponsor(s): **(STR, ENT, TIM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Crowdfunding Research: Theoretical, Empirical, and Geographical Perspectives

Organizer: **Riitta Katila**, *Stanford U.*
Organizer: **Anna Lukkarinen**, *Stanford U.*
Panelist: **Gary Dushnitsky**, *London Business School*
Panelist: **Martin Ganco**, *Wisconsin School of Business*
Panelist: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*

The purpose of this PDW is to advance opportunities for integration in crowdfunding research, a field that has grown exponentially over the past decade. Following this growth, the crowdfunding research field finds itself fragmented. As the field transitions from an emergent stage towards maturation, we see a threefold opportunity for integration. First, as scholars have used a multitude of theoretical lenses, there is room for building theoretical coherence. Second, the current empirical setups offer an opportunity for advancing empirical rigor and consensus. Third, the presence of active researcher communities on different continents pinpoints an attractive opportunity for more cross-continental researcher collaboration. This PDW will bring together leading international experts on applicable theoretical lenses and empirical approaches, all united by a strong interest in crowdfunding. The aim is to engage and inspire participants with an interactive session that consists of panelist speeches, a moderated discussion, and revolving roundtables. We trust the PDW will offer participants inspiration and momentum for advancing high-quality theoretical and empirical contributions which together will build an increasingly coherent and consistent crowdfunding research field. This PDW aligns aptly with the AOM 2023 theme of "putting the worker front and center", as the users of crowdfunding are not top executives but rather individuals who roll up their sleeves to work in a variety of roles needed to build and run a new venture.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **295** | Submission: **10369** | Sponsor(s): **(STR, TIM, OMT, ENT)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Strategy and Innovation in the Biopharmaceutical and Healthcare Sectors

Organizer: **Sukhun Kang**, *U. of California Santa Barbara*
Organizer: **Sandip Bisui**, *Purdue U.*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Anita McGahan**, *U. of Toronto*
Panelist: **Thomas M. Klueter**, *IESE Business School*
Panelist: **Umit Ozmel**, *Purdue U., West Lafayette*
Panelist: **Jennifer Kao**, *UCLA Anderson School of Management*
Panelist: **Sungyong Chang**, *London Business School*

While the biopharma and healthcare sectors have received substantial attention from management scholars, the recent event of Covid-19 has highlighted the importance of these sectors in our every day lives. The purpose of this PDW is to foster and deepen scholarly conversations around important strategic themes of the biopharmaceutical and healthcare sectors that are of interest to a broad group of scholars at the academy but also practitioners, and policymakers. Our goal is to discuss cutting edge research ideas in light of recent events, including Covid-19 and innovative advancements. We bring together a group of leading scholars to discuss issues of corporate and business strategies , innovation and entrepreneurship, and how regulations and institutional policies shape strategies. Overall, the goal of this PDW is to provide a lively forum where scholars can develop a shared understanding of research on various topics in the biopharmaceutical and healthcare industries and provide important insights into how next-generation scholars may employ novel theories and methods to develop future research. We also hope to exchange knowledge on novel datasets in these sectors. This two and a half hour PDW will follow a three-part format. In the first part, six leading scholars (Francisco Polidoro, Anita McGahan, Thomas Klueter, Umit Ozmel, Jennifer Kao, and Sungyong Chang) will share insights on each of the key current topics in the biopharmaceutical sectors. The second part will consist of a semi-structured panel discussion among the presenters. The last part will contain two roundtable discussions with each one focused on different topics and methods. Prospective participants will apply to the PDW by submitting a brief description of a research idea to be explored with the discussants and other participants.

Participation is open for the panelist presentation and discussion, but pre-registration is required for the round table discussion. To Participate in the round table discussion, please fill in this form prior to Friday July 7, 2023: https://forms.gle/UWJb224gFt8MqSie8. Acceptance will be notified by Mid July, 2023. If you have any questions, please contact skang@london.edu or Sandip.Bisui@colorado.edu.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **296** | Submission: **21095** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Registration

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

Session Type: **Meeting**
Program Session: **297** | Submission: **21106** | Sponsor(s): **(SVC)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Connecticut**

Reflection Room

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

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **298** | Submission: **12382** | Sponsor(s): **(TIM, STR, OMT, ENT, RM)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 10:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Advances in Patent Research: New Data, Measures, and Methods

Organizer: **Sina Khoshsokhan**, *U. of Colorado, Boulder*
Organizer: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*
Speaker: **Myriam Mariani**, *Department of Management and Technology, Bocconi U.*
Speaker: **Dietmar Harhoff**, *Max Planck Institute for Innovation and Competition*
Speaker: **Reinhilde Veugelers**, *KU Leuven*
Speaker: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Discussant: **John P. Walsh**, *Georgia Institute of Technology*

This workshop focuses on the empirical analysis of patent data, emphasizing the use of patents both as a measure of knowledge and innovation, and as an institutional phenomenon worthy of research in its own right. The goals of the PDW are twofold. First, it will provide an introduction to patent data for management scholars new to the field, including a discussion of data sources, data limitations, and methods for effectively analyzing patent data. Second, it will provide examples of in-depth analyses using patent research. The panelists will engage in discussions with the audience to address the current state of patent research and future directions for research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **299** | Submission: **10483** | Sponsor(s): **(AFAM, AAM, DEI, IAM, IM, ONE, OSCM, SIM, STR)**
Scheduled: **Saturday, Aug 5 2023 8:30AM - 10:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence AB**

Sustainability, Natural Assets, and Regenerative Economy as Drivers of Africa's Economic Development

Organizer: **Moses Acquaah**, *U. of North Carolina, Greensboro*
Organizer: **Joerg S. Hofstetter**, *Kedge Business School*
Organizer: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*
Speaker: **Bruce Lamont**, *Florida State U.*
Speaker: **Annalisa Primi**, *OECD*
Speaker: **Judith Louise Walls**, *HSG U. of St. Gallen*
Session Chair: **Romel S. Mostafa**, *U. of Western Ontario*
Session Chair: **Joseph Sarkis**, *Worcester Polytechnic Institute*
Discussant: **Hannes Mac Nulty**, *Green Growth Knowledge Partnership*
Discussant: **Jean Claud Nkwanyuo Ashukem**, *U. of the Western Cape*
Discussant: **Martin C. Schleper**, *U. of Sussex Business School*

Global actions on environmental preservation have become strong forces limiting the use of ecosystems across the world. However, developing countries continue to rely on the primary sector in their often fragile economies. This conflict is of particular concern for Sub-Saharan African nations, their local companies, and ultimately most of workers. Environmental harm, primarily caused (directly or indirectly) by foreign actors, endangers the lives and future of local workers and local communities who often fight against these practices and the loss of their basics. Various African societies disagree with mainstream Global North dominated approaches that fight global environmental problems by creating economic, and thus social, problems in developing countries. Unfortunately, the literature is scarce on alternative proposals that are based on African experience in dealing with environmental problems. African societies require approaches to transition into a regenerative economy given that they are saddled with economic, technological, and geopolitical development challenges. The PDW draws on a project by the OECD for Brazil that explores the bioeconomy potential to create shared and sustainable value, transfers its results to the African context, and explores how research could enable better policy development. It takes up the discussions facilitated by various academic and governmental organizations on advancing research on the particularities of business organizations in Africa. Participants work with scholars from different disciplines in open roundtables to develop ways to address these challenges. The PDW ends with a future research-oriented discussion with all participants, based on results generated in four parallel roundtable discussions.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **300** | Submission: **10865** | Sponsor(s): **(CAR, OB, DEI)**
Scheduled: **Saturday, Aug 5 2023 8:30AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Careers Division Doctoral Consortium

Organizer: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Organizer: **Noemi Nagy**, *U. of South Florida*
Organizer: **Mel Fugate**, *Mississippi State U.*
Participant: **Svetlana Khapova**, *Vrije U. Amsterdam*
Participant: **Caitlin M. Porter**, *U. of Memphis*
Participant: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Participant: **Jos Akkermans**, *Vrije U. Amsterdam*
Participant: **Richard Cotton**, *U. of Victoria*
Participant: **Ariane Froidevaux**, *U. of Texas At Arlington*
Participant: **Ryan Lee Klinger**, *Old Dominion U.*
Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Participant: **Eric J. Michel**, *Northern Illinois U.*
Participant: **Amanda Jones**, *King's College London*
Participant: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Participant: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Participant: **Alexandra Budjanovcanin**, *King's College London*
Panelist: **Corinne A. Post**, *Villanova U.*
Participant: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Participant: **Ryan Duffy**, *U. of Florida*

Doctoral students are confronted with a plethora of challenges, which can be both daunting and exciting. This consortium is intended to help PhD students navigate various challenges and chart a course for successful academic careers. This year's CAR Doctoral Consortium will provide a forum for early to mid-stage doctoral students to meet, connect, and learn from each other, guest speakers, and a panel of distinguished career scholars. Our aim is to bring together scholars from a broad range of national cultures and institutions that mirror the diversity of the CAR Division's membership. For instance, our speakers represent distinguished junior and senior international faculty who will share insights on the following seven topics: (1) Finding your first academic job; (2) Surviving: Accessing and leveraging formal and informal resources during your doctoral program; (3) Thriving: Recruiting mentors and collaborators for your network; (4) Make it happen: Effectively navigating the dissertation process; (5) Head of the class: Preparing for your first course assignment and teaching role; (6) Balancing act: How to juggle demands of academic life during your doctoral program and beyond; (7) Need field data: Find out how to get it. The PDW will include two additional elements—a session on ethics within the academy and a panel discussion with highly published career scholars along this year's AoM theme of "Putting the Worker Front and Center."

How to Register. You must register for both the Academy of Management Conference and this particular professional development workshop (PDW). If you plan to attend please email your: 1. Name 2. School 3. How many years of your program have you completed? 4. Copy of your CV 5. Please confirm that you are able to attend in person. Please send these details to Alex Newman (a.newman@deakin.edu.au) by July 1. Participants are capped at 40—register now! We hope to see you in Boston (face-to-face) Career Doctoral Consortium Committee Prof. Alex Newman Prof. Noemi Nagy Prof. Mel Fugate

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **301** | Submission: **14190** | Sponsor(s): **(ENT, TIM, SAP, NEU)**
Scheduled: **Saturday, Aug 5 2023 8:30AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

The Next Steps in Growing Entrepreneurial Communities: The 4 P's of Entrepreneurial Ecosystems

Organizer: **Norris F. Krueger**, *QREC/Entrepreneurship Northwest*
Organizer: **Christina Theodoraki**, *Toulouse Business School*
Organizer: **Maribel Guerrero**, *School of Public Affairs, Global Center for Technology Transfer, Arizona State U.*
Discussant: **Donald Siegel**, *Arizona State U.*
Discussant: **Gabi Anja Kaffka**, *EWUU Alliance (T.U. Eindhoven, Wageningen U., Utrecht U./U. Medical Centre)*
Facilitator: **Maksim Belitski**, *U. of Reading*
Facilitator: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*
Facilitator: **Giuliano Sansone**, *U. College Dublin*
Facilitator: **Dianne HB Welsh**, *U. of North Carolina, Greensboro*
Facilitator: **Samantha Steidle**, *Radford U.*
Facilitator: **Sirje Ustav**, *Tallinn U. of Technology*
Facilitator: **Bernd Wurth**, *U. of Strathclyde*
Facilitator: **Ieva Zebryte**, *ISM U. of Management and Economics*
Facilitator: **Natalia A. Vershinina**, *Audencia*
Participant: **Anna Akhmedova**, *U. Internacional de Catalunya*
Participant: **Yvette Baggen**, *Wageningen U.*
Participant: **Rico Baldegger**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*
Participant: **Olesia Bubnovskaia**, *Far Eastern Federal U.*
Participant: **Eric Caeg**, *Retail Academy of the Philippines*
Participant: **Leo Dana**, *Rowe School of Business, Dalhousie U.*
Participant: **Kiri Dell**, *U. of Auckland*
Participant: **Abel Diaz Gonzalez**, *Maastricht U., School of Business & Economics*
Participant: **Colin Donaldson**, *EDEM Business School*
Participant: **Dev K. Dutta**, *U. of New Hampshire*
Participant: **Denise Easton**, *Awareful Systems*
Participant: **Muhammad Fayaz**, *U. degli Studi del Molise*
Participant: **Stéphane Foliard**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Participant: **Regina Frank**, *De Montfort U.*
Participant: **Katie Gailes**, -
Participant: **Leonhard Gebhardt**, *U. of Potsdam*
Participant: **Rebecca Gill**, *Wake Forest U.*
Participant: **Grégory GUENEAU**, *IAE de paris*
Participant: **Julie Heath**, *Indiana Economic Development*
Participant: **Gabriele Ianiro**, *U. of Molise*
Participant: **Shingo Igarashi**, -
Participant: **Aleksandra Janeska-Iliev**, *Ss Cyril and Methodius U.*
Participant: **Samanta Jovanovic**, *Start Alberta / Opportunity Calgary Investment*
Participant: **Dafna Kariv**, *The College of Management, Rishon Lezion*
Participant: **Indu Khurana**, *Hampden-Sydney College*
Participant: **Yosra Mani**, *U. of kairouan, Tunisia*
Participant: **Clara Margaca**, *U. of Salamanca*
Participant: **Bindu Jacob Mathew**, *IIM Indore*
Participant: **Michael D. Meeks**, *Louisiana State U. Shreveport*
Participant: **Joris Meijaard**, *Rotterdam School of Management, Erasmus U.*
Facilitator: **Erik Monsen**, *U. of Vermont*
Participant: **Enkhzaya Nergui**, *Kyushu U.*
Participant: **Moses Lwamba Ngoze**, -
Participant: **Hezron Osano**, *Technical U. of Kenya*
Participant: **Andrew Penaluna**, *U. of Wales Trinity Saint David*
Participant: **Simon Raby**, *Mount Royal U.*
Participant: **Tiago Ratinho**, *IESEG School of Management*
Participant: **Eric Renz-Whitmore**, *Ecosystem Builder Leadership Project*
Participant: **Hind Saleh**, *International U. of Monaco*
Participant: **Philipp Sieger**, *U. of Bern*
Participant: **Ben Spigel**, *Babson College*
Participant: **Erik Stam**, *Utrecht U.*
Participant: **Caio Stettiner**, *Fatec Sebrae*
Participant: **Ethne Swartz**, *Montclair State U.*
Participant: **Somayeh Taghvaee**, *ISM International School of Management*
Participant: **Ayman Tarabishy**, *George Washington U.*
Participant: **David Urbano**, *U. Autonoma De Barcelona*
Participant: **Allan Oswaldo Villegas-Mateos**, *HEC Paris*
Participant: **Charlie Wall-Andrews**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Participant: **Changfeng Wang**, *Zhejiang Normal U.*
Participant: **Ping Wang**, *U. of Queensland Business School*
Participant: **Yuxi Zhao**, *Concordia U.*

The Academy of Management asks us in 2023 to put the individual front and center. The bottom line for entrepreneurial ecosystems is to help entrepreneurs and help those who help entrepreneurs. Building that more entrepreneurial world requires connecting and leveraging a diverse array of experts (and newcomers) from multiple disciplines (even beyond b-schools), multiple countries, and from scholarly, practical, and policy perspectives. You cannot do great ecosystems research from an armchair; you need to be immersed in all stakeholders, especially entrepreneurial champions from practice and from policy. Such "Meetings of the Minds" grew out of the Kauffman Foundation's ESHIP initiative to nurture grassroots efforts that support healthy entrepreneurial ecosystems. These conclaves have happened at the last 4 AoMs, at ICSB, and at practitioner events. Why not bring together top entrepreneurial champions (drawing on Boston's fascinating ecosystem), top policy experts like Victor Hwang, experts from OECD and UN, even the very best global educator experts like Andy Penaluna? Bring them together with a diverse roster of top scholars (stars and rising stars). Isn't again time to "Assemble the Avengers"? Bring together all the right people to co-create the right research questions? To again have intense, joyous conversations about this? Key Themes: In soliciting participants, we gathered their top interests and identified four central themes, Publishing, Policy, Performance/Metrics, and People. For example: * Publishing: Help colleagues take advantage of the many special issues in 2023-24 * Policy: Help develop policy insights/tools to grow entrepreneurs and their champions * Performance/Metrics: Can we build predictive metrics? Can we banish vanity metrics? * People: Developing human capital; new roles for entrepreneurial training.

We are not asking for pre-registration but PLEASE sign up here if you have not already: https://docs.google.com/forms/d/164DOxw186AcUTCclJzq-eHLaL6q8w2tXsTLVjRDzXCM/edit All are welcome [subject to the Bob Sutton Rule ;)] Thanks, Norris, Christina & Maribel.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **302** | Submission: **10642** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 5 2023 8:30AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

OB Division Junior Faculty Workshop

Organizer: **Sreedhari Desai**, *U. of North Carolina*
Organizer: **Cecily Cooper**, *U. of Miami*
Facilitator: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Benjamin G. Perkins**, *U. of Arizona*
Panelist: **Hajo Adam**, *Rice U.*
Panelist: **Peter Belmi**, *U. of Virginia*
Panelist: **Jia Hu**, *Ohio State U.*
Panelist: **Jessica Alynn Kennedy**, *Vanderbilt U.*
Panelist: **Anat Rafaeli**, *Technion Israel Institute of Technology*
Panelist: **Sunita Sah**, *Sunita Sah*
Panelist: **Alexis Nicole Smith**, *Oklahoma State U.*
Panelist: **Isaac Smith**, *Brigham Young U.*
Panelist: **Gretchen Marie Spreitzer**, *U. of Michigan*
Panelist: **Batia Mishan Wiesenfeld**, *New York U.*
Panelist: **Kai Chi Yam**, *National U. of Singapore*

The Organizational Behavior (OB) Junior Faculty Workshop is held annually and is designed for faculty members who consider themselves junior (e.g., are untenured). The goal of the workshop is to provide a forum for junior faculty members to cultivate meaningful relationships with each other and with senior Faculty Fellows as well as to receive useful insight into career-related issues facing junior scholars. Participants must attend in person. The program will begin with Faculty Fellows sitting on two different topic panels. In the following segment, Fellows will sit at tables and have more focused discussions with smaller groups of Junior Faculty participants around specific topics. These tables will rotate after 30 minutes so that each participant will join two different topic tables. The goal of the panels and topics tables is for junior faculty participants to learn from senior faculty members how to manage their careers in terms of research, teaching, and service but with a particular emphasis on research issues such as being a productive scholar and getting known in the field. Fifty junior faculty members may participate; pre- registration through the PDW registration system is required. We are requesting the workshop be held on Saturday morning.

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

Session Type: **PDW Workshop**
Program Session: **303** | Submission: **15670** | Sponsor(s): **(SIM)**
Scheduled: **Saturday, Aug 5 2023 8:30AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

SIM Research Development Workshop

Coordinator: **Mark P. Sharfman**, *U. of Oklahoma*
Organizer: **Jegoo Lee**, *U. of Rhode Island*

This workshop brings together researchers to aid colleagues in their efforts to publish Social Issues in Management (SIM) topics in high- quality management journals such as AMJ, AMR, SMJ, B&S, BEQ, etc. The workshop will assemble a team of scholars who successfully have published research on ethics, corporate responsibility, stakeholders, or related work in high quality management journals. The organizers will pair these experienced scholars with SIM members who would like to explore how their manuscripts-in-progress might be refined to achieve publication in their target journal(s).

See listserv posts for information about how to apply or contact the session organizers. https://sim.aom.org/sim/discussion/sim-mansucript- development-workshop-call-for-participants? ReturnUrl=%2fcommunities%2fcommunity- home%2fdigestviewer%3fcommunitykey%3d63f3d465-5e1e-4f49-b60e-d0272edf240b

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **304** | Submission: **14236** | Sponsor(s): **(SIM, MED, ONE)**
Scheduled: **Saturday, Aug 5 2023 8:30AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Integrating SDGs Into Management Courses, Curricula and Programs

Presenter: **Neil M. Boyd**, *Bucknell U.*
Presenter: **Eric C. Martin**, *Bucknell U.*
Presenter: **Melissa L. Intindola**, *Bucknell U.*
Presenter: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Presenter: **Angelo Spörk**, *WU Vienna U. of Economics and Business*

Management education that is focused on the United Nations Sustainable Development Goals (SDGs) has certainly increased in the past decade, and recent AACSB standards toward social impact will likely accelerate this trend. minute PDW offers an opportunity to learn about designing courses, curricula and programs with SDG content, and provides a platform for transforming your pedagogy to align with social and environmental goals. The session will begin with a brief presentation by scholars who have significant experience in implementing SDGs into their classes, and will then turn to a guided open dialogue with audience participants on the current state and future direction of SDG integration in management education. We will also discuss some techniques and structures for doing so that have proven effective. Our multidisciplinary and international team of organizers and facilitators will cover a broad diversity of SDG related and perspectives. We encourage attendees to participate and share what is happening at their universities so we can all benefit in learning how to integrate the SDGs into management courses, curricula and programs

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **305** | Submission: **11405** | Sponsor(s): **(AAM, IM, OMT, RM)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Accessing and Publishing with Chinese Data: Researching Chinese Organizations in Uncertain Times

Organizer: **Winslow Ariel Robertson**, *IESE Business School*
Organizer: **Chenjian Zhang**, *U. of Bath*
Organizer: **Wenjie Liu**, *City U. of Hong Kong*

This PDW aims to introduce practical resolutions to the challenges of Chinese data access and publishing in management journals with China as the research context. Up to date, no dedicated PDW exists to address the issues of Chinese data access in a context of research uncertainty in China. We propose this PDW to start a conversation among scholars to discuss how research uncertainty around traveling and working in China impacts scholarly work and output and propose potential solutions to these challenges. This PDW will connect participants to an interdisciplinary group of scholars with a common interest in the Chinese context, and the PDW will consist of three parts: (1) an overview of the issues faced by scholars; (2) two panel discussions with leading scholars on overcoming data access challenges, analyzing their data, and publishing their findings; and (3) individual roundtable/breakout sessions tailored for interactive discussion between speakers, facilitators, and participants.

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

Session Type: **PDW Workshop**
Program Session: **306** | Submission: **13504** | Sponsor(s): **(ENT, TIM)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

From Symbols to Rules: New Perspectives on Language in Entrepreneurship and Innovation Research

Organizer: **Donato Cutolo**, *IE Business School*
Organizer: **Simone Ferriani**, *U. of Bologna*
Organizer: **Gino Cattani**, *New York U.*
Organizer: **Denise Falchetti**, *George Washington U.*
Panelist: **Pedro Aceves**, *Johns Hopkins U.*
Panelist: **Ryan Boyd**, *Stony Brook U.-State U. of New York*
Panelist: **Donal Crilly**, *London Business School*
Panelist: **Wei Guo**, *China Europe International Business School (CEIBS)*
Panelist: **Semi Min**, *New York U.*
Panelist: **Tieying Yu**, *Boston College*

This PDW discusses the opportunities and challenges of shifting the focus from the symbolic nature of language to its structural properties, drawing more heavily (and rigorously) on linguistics to advance our understanding of how language can help entrepreneurs rally key audiences' support around their novel ideas, products, or projects. The PDW also explores how scholars can leverage the increasing availability of text data and advances in methods to capture variations in linguistic styles, structures, and meanings. In the first half of the PDW, we have put together six panelists with diverse backgrounds, gender, nationalities, and research focus who have conducted theoretical and/or empirical work on how language can shape understanding and perception, thereby influencing entrepreneurial success. After the Q&A session, in the second half of the PDW, we provide registered participants with the opportunity to gain high-quality feedback from the organizers and panelists. In this way, the participants will have the opportunity to address their questions about specific issues encountered when writing/publishing their papers, exchange novel theoretical and methodological ideas, and start novel conversations that go beyond the current assumptions in the literature.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **307** | Submission: **15500** | Sponsor(s): **(MC)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

The Role Of Consulting In Revealing The Human Potential Of Employees In A Change Process

Session Chair: **Melissa Sanchez**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Panelist: **Sophie Claire Le Lédan**, *U. of Lyon, IAE Lyon , MAGELLAN, ISEOR, FRANCE*
Panelist: **Thibaut .. Duboisy**, *CORHIS & U. Paul Valery, Montpellier*
Panelist: **Rida Elias**, *American U. of Beirut*
Panelist: **FADI MAHMOUD**, *Med Surg Solutions*
Panelist: **Therese F. Yaeger**, *Benedictine U.*
Panelist: **Peter Sorensen**, *Benedictine U.*

Nowadays, many CEOs, managers, consultants and researchers agree with the idea that teams in companies have a huge human potential that can be mobilized in a change process. However, CEOs and managers can be braked by change resistances and a lack of energy. They could also have the prejudice that poorly qualified employees would not involve in a change process. The objective of this PDW session is to explore the role of an external actor, the consultant, in revealing the human potential of employees in a change process, regarding those difficulties. In a first phase session, the PDW will focus on the need to involve employees in a change processes and difficulties CEOs and managers have to deal with. In a second phase, we will identify the impacts of a consultant intervention to go through those limits. In a third phase, we will propose methods and tools to enhance the consultant and CEOs/managers cooperation in order to reveal the human potential of employees.

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

Session Type: **PDW Workshop**
Program Session: **308** | Submission: **16207** | Sponsor(s): **(MC, ODC)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 10:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Transfer of Agency – From the Consultant to the Client

Organizer: **Philip N. Brown**, *Six Points Consulting*
Organizer: **Tonya L. Henderson**, *Software Engineering Services*

Organization Development (OD) methodologies interact boldly and frequently within the space jointly occupied by academia and management consulting systems and practices. However, a schism exists between the employment of expert consulting (outsourcing for technical skills and specific advice) and process consulting (where facilitators frame organizational problem-solving). In fact, both tend to present applications which work through and solve the issues defined before, during, and after a consultation intervention; but miss the opportunity to strengthen the client's skills, knowledge, and capacity. We submit that this transfer of agency is central to putting the worker front and center. Process consultation leverages theoretical concepts from bodies of research ranging from complexity theory to positive psychology to facilitate problem-solving and impart process-oriented skills into the workers who comprise the client system. Groups of stakeholders typically participate in forums where the consultant shapes the process and helps contain anxiety for the team as they develop organic solutions (both technical and social) that they, the workers, must implement after the fact. Organization Development practitioners typically apply intervention techniques in organizations where participants learn them by engaging in the processes without a consistently overt educational focus. Here we propose a brief exploration of ways to make the instructional component of process consultation interventions more deliberate, better transferring agency, particularly with remote work or using hybrid modes of engagement.

Session Type: **PDW Workshop**
Program Session: **309** | Submission: **12548** | Sponsor(s): **(MH, CMS, OMT)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

The Critical Biography Methodology in Management History Scholarship

Organizer: **David Jacobs**, *American U., Kogod School of Business*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Participant: **Ellen Shaffner**, *Mount Saint Vincent U.*
Participant: **Garance Christine Marechal**, *U. of Liverpool Management School*
Participant: **Todd Bridgman**, *Victoria U. of Wellington*

We propose to explore the potential contribution of a "critical biography" methodology to management history scholarship. Critical biography situates a thinker or practitioner in a social and historical context, examining identity, roles, values, and contributions. In order to avoid homogenizing disparate perspectives, critical biography distinguishes between "humanist-participatory" and "functional elite" paradigms. Our fundamental concern is identifying the elements of practice and theory that reinforce invidious hierarchies and perpetuate the most exploitative and socially irresponsible forms.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **310** | Submission: **12009** | Sponsor(s): **(MSR, DEI)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Faith-Based ERGs as an Expression of DEI: Connecting Practice with Research and Teaching

Participant: **Denise Daniels**, *Wheaton College*
Participant: **Helen Chung**, *Seattle Pacific U.*
Participant: **Annie Kato**, *Seattle Pacific U.*
Participant: **Paul Lambert**, *Brigham Young U.*

In this Professional Development Workshop, we invite participants to explore the connection between faith-based employee resource groups (ERGs) and DEI strategy and practice, and how such efforts impact business outcomes. In a three-part session we will discuss the need for and challenges associated with faith-based ERGs in organizations; engage with a panel of employees from diverse faith traditions who are participants in their organizations' faith-based ERGs; and work collaboratively to generate ideas for future research and teaching.

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

Session Type: **PDW Workshop**
Program Session: **311** | Submission: **16262** | Sponsor(s): **(OMT, AAM)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 4:00PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

OMT Global Consortium: Doing Organizational Research Around the World

Organizer: **Srividya Jandhyala**, *ESSEC Business School*
Organizer: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Panelist: **Daniel Blake**, *IE Business School*
Panelist: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Panelist: **Caroline Fry**, *Massachusetts Institute of Technology*
Panelist: **Ileana Stigliani**, *Imperial College Business School*
Panelist: **Leena Kinger Hans**, *Indian School of Business*
Panelist: **Niron Hashai**, *Arison School of Business, The Interdisciplinary Center (IDC), Israel*
Panelist: **Yujin Jeong**, *American U., Kogod School of Business*
Panelist: **Reddi R. Kotha**, *Singapore Management U.*
Panelist: **Pablo Martin De Holan**, *HEC Paris*
Panelist: **Anca Metiu**, *ESSEC Business School*
Panelist: **Sun Hyun Park**, *Seoul National U.*
Panelist: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Panelist: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Panelist: **Markus David Taussig**, *Rutgers Business School*
Panelist: **Yanbo Wang**, *HKU*
Panelist: **Lori Qingyuan Yue**, *Columbia Business School*

The OMT Global Consortium is a forum for organizational scholars from around the world to obtain advice, tools, and networks to conduct research across different institutional, cultural, and geographic settings. It includes panel discussions, feedback sessions, and facilitated conversations on topics such as: (1) developing organizational scholarship using global settings, (2) mentoring for research based in international contexts, and (3) strategies for overcoming challenges and exploiting opportunities for high quality organizational research using diverse settings. We particularly welcome scholars who would like to expand their research to underrepresented regions of the world as well as those who may be less familiar with international and/or American research traditions. In the spirit of global collaboration, the PDW is also supported by the Asia Academy of Management.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **312** | Submission: **16788** | Sponsor(s): **(ONE, OMT, SIM, TIM)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 12:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

New Conceptual Tools for a Net-Zero World: Systems, Scale and Temporality

Organizer: **Aoife Marie Brophy**, *U. of Oxford*
Organizer: **Jonathan Feddersen**, *Copenhagen Business School*
Organizer: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Organizer: **Majken Schultz**, *Copenhagen Business School*
Panelist: **Pratima Bansal**, *Ivey Business School*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Facilitator: **Anna Kim**, *McGill U.*
Facilitator: **Miriam Feuls**, *Copenhagen Business School*
Facilitator: **Sylvia Grewatsch**, *Brock U.*
Facilitator: **Johannes Meuer**, *KLU Hamburg*
Facilitator: **Sunny Mosangzi Xu**, *Copenhagen Business School*
Facilitator: **Philipp Trotter**, *U. of Oxford*

'Net zero' as a concept refers to a state in the future at which the world will have met a balance between the sources and sinks of greenhouse gas emissions. The Paris Agreement signed in 2015 is a legally binding international treaty on climate change and requires states to achieve net zero in the second half of this century to limit global heating. In the last few years, organizations across sectors and industries have been setting net-zero targets as the urgency of making progress towards the global goal has been rising. However, there are serious concerns that there is an insurmountable gap between targets and action. Organizational and management scholars have much to contribute in closing this gap, but doing so will require new conceptual approaches. The proposed PDW focuses on three key conceptual problems: (1) Socio-ecological systems: How can organizations focus on net-zero while simultaneously recognising other systemic problems including biodiversity loss and social injustice? (2) Scale and scaling of innovation: How can organizations scale innovations through standardization while simultaneously adapting them to local contexts? (3) Time and temporality: How can organizations and managers focus on the distant future, for example through setting targets for 2030 and beyond, without delaying action in the present? In a first, public part, this PDW will address these questions through short presentations by our panelists. In a second part, requiring prior submission of a proposal/abstract, roundtables will provide participants with an opportunity to discuss their research in light of these questions.

Registration is required for part 2 of the workshop. To register, participants must submit: - An abstract (max. 200 words) for a paper or research idea related to net-zero and organizations - A short description of the stage of your paper/research idea and an indication of the type of advice you are looking for Please submit your abstract using the following link: https://docs.google.com/forms/d/e/1FAIpQLSf06uxeObwHreKypHX3G4m6Y-XLgQVXvbx78L0lSBIuYyIYZQ/viewform by June 23rd. Please note that you need to be registered for the AoM conference in order to participate in this PDW. We will notify participants about the acceptance of their submissions by early July 2023. If you have any questions, please contact Aoife Brophy, Aoife.brophy@sbs.ox.ac.uk or Jonathan Feddersen, jfe.ioa@cbs.dk

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

Session Type: **PDW Workshop**
Program Session: **313** | Submission: **13086** | Sponsor(s): **(PNP)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

PNP Division 2023 Doctoral Student Professional Development Consortium

Organizer: **Kate Albrecht**, *U. of Illinois at Chicago*
Organizer: **Obed Pasha**, *U. of North Carolina, Chapel Hill*

The Public and Nonprofit Division Doctoral Student Professional Development Consortium is an intensive workshop that seeks to provide doctoral students in public and nonprofit administration with guidance on the job market, the publication process, presentation skills, and dissertation research. Doctoral students at any stage are welcome to apply to the consortium, and the consortium is especially beneficial for students who are in the dissertation proposal development stage or later. The Consortium will give participants the opportunity to a) get tips on finding an academic job, b) present their research or a proposal to get feedback from accomplished scholars, and c) network among peers, future colleagues, and potential employers. Participants must apply to participate in this PDW. Please direct questions to the PNP Doctoral Consortium Co-Chairs, Obed Pasha (pasha@unc.edu) or Kate Albrecht (kalbrech@uic.edu).

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **314** | Submission: **15933** | Sponsor(s): **(PNP, STR)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Strategy for Nonprofits

Participant: **Jennifer Kuan**, *California State U., Monterey Bay*
Participant: **Aseem Kaul**, *U. of Minnesota*
Participant: **Lyda S. Bigelow**, *U. of Utah*
Participant: **Emily Nwakpuda**, *The U. of Texas at Arlington*
Participant: **Jasjit Singh**, *INSEAD*

Objective: Scholarship involving nonprofit organizations has been gathering steam in management journals for several years now. This PDW follows up on last year's PDW, which drew a diverse and enthusiastic crowd. Our goal is to help scholars develop ideas on using nonprofits in their management research. Relevance: While specialized journals have long published research on nonprofits, nonprofits are appearing more frequently in management and strategy journals for several reasons. First, nonprofits are increasingly recognized as interacting with for-profits as competitors, complementors, and customers. Second, heterogeneous types of nonprofits are thus getting their analytical due, including member nonprofits that promote cooperative strategies. Third, nonprofits and social enterprises can be focal organizations in addressing social and environmental grand challenges, including those involving new technologies and innovation. Audience Engagement: We will present diverse perspectives on nonprofit scholarship in management journals and then conduct breakout groups to bring participants together to share and develop research ideas. Included among the organizers are scholars who have successfully published nonprofit research in top management and strategy journals, including those who serve in editorial positions. Thus, we hope this workshop will provide a high-quality experience for participants from across the Academy's divisions. We propose a short format for the workshop, with the first half involving presentations by organizers and the second half involving roundtables.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **315** | Submission: **20072** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

AMR OUTGOING Editors Business Meeting

Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

By Invitation Only

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **316** | Submission: **12347** | Sponsor(s): **(RM, CMS, CTO, ENT, MH, OMT, SAP, TIM)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Ask the Experts: Qualitative Research

Organizer: **Sanjay Jain**, *California State U., Northridge*
Organizer: **Raza A Mir**, *William Paterson U.*
Organizer: **Thomas Greckhamer**, *Louisiana State U.*
Distinguished Speaker: **Dennis A. Gioia**, *Pennsylvania State U.*
Discussant: **Santi Furnari**, *City, U. of London*
Panelist: **Joelle Evans**, *Bayes Business School*
Panelist: **Anna Kim**, *McGill U.*
Panelist: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Panelist: **Rene Wiedner**, *Warwick Business School*

In this workshop, we will use the metaphor of cooking to describe the act of qualitative research. The metaphor is apt on several counts. First, like the labor of cooking, qualitative research is often "feminized" in the management academy. Unlike the more valorized research methods that use quantitative data, qualitative methods are often consigned to the periphery of academic research (though this is rapidly changing!). Second, quite like cooking, qualitative research requires a lot of thought, initial preparation, improvisation, and waiting for diverse elements to mix. Also, just like a meal, the acceptance and appreciation of qualitative research often depends on the style in which it is presented. In the proposed session, we will have six participants, discussing various types and aspects of qualitative research. The methodologies they will cover include ethnography, grounded theory, process analysis, case studies and qualitative comparative analysis. Moreover, they will provide insights on pre-fieldwork aspects of the qualitative research process including philosophical conundrums associated with inquiry (“Preparing the ingredients"), as well as the actual act of fieldwork (“Lighting the fire"). Time will also be set aside to discuss the act of data analysis, and making sense of qualitative data (“Simmer and stew"), as well as the publication of papers based on qualitative research ("Setting the table"). The workshop also attempts to relate to the theme of the 2023 meetings, by discussing how qualitative research can be deployed to improve the lives of workers.

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

Session Type: **PDW Workshop**
Program Session: **317** | Submission: **11637** | Sponsor(s): **(RM, OB, STR)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Hands-On Introduction to Open Science Practices in Empirical and Experimental Management Research

Organizer: **Gernot Pruschak**, *Bern U. of Applied Sciences*
Presenter: **Nicolas Bastardoz**, *KU Leuven*
Presenter: **Jermain Christopher Kaminski**, *Maastricht U., School of Business & Economics*
Presenter: **Stefan Rose**, *Bern U. of Applied Sciences*

Emergences and detections of questionable research practices and misconduct cases have shattered public trust in business research. Open science practices help in restoring this trust by ensuring transparency and replicability. To foster open science practices in management re-search, this PDW offers hands-on introductions and applications of registered reports, study pre-registration and open research data sharing. The PDW comprises short input lectures for each of the open science practices. After each input lecture, we hand out an exercise to participants in which they apply the respective open science practice. We divide participants in small groups for solving the exercises. Every group has at least one assigned coach who guides the process, provides support, and answers questions. However, simply demonstrating and learning open sci-ence practices does not automatically lead to them being embraced in everyday research. The PDW therefore also includes a presentation by two journal editors discussing the “does and don’ts” of submitting open science papers to increase acceptance chances. The PDW concludes with a general discussion in which participants can ask questions about and share their thoughts on open science practices in management research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **318** | Submission: **12362** | Sponsor(s): **(STR, TIM)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Novel Methods and Data in Studying Industry Emergence and Evolution

Organizer: **Mahka Moeen**, *U. of Wisconsin*
Organizer: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Participant: **Prithwiraj Choudhury**, *Harvard U.*
Participant: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Participant: **John Paul MacDuffie**, *U. of Pennsylvania*
Participant: **Elizabeth Pontikes**, *UC Davis*
Participant: **Martin Ruef**, *Duke U.*
Participant: **Henry Sauermann**, *ESMT European School of Management and Technology*

This PDW aims to advance the potential use of novel methods and data-generating processes to guide inference when studying strategic management questions pertaining to industry emergence and evolution. These approaches include machine learning, emerging market data analytics, computational text analysis, forecasting tournaments, historical approaches, and surveys. The panelists open the conversation about how each approach can be utilized to tackle questions related to industry studies that remain unanswered due to data scarcity or methodological obstacles. Further, the PDW will encourage the participants to share and gain feedback from the panelists and their peers on methodological challenges encountered in their research process and on possible data collection strategies that may be used to advance their theoretical interests.

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

Session Type: **PDW Workshop**
Program Session: **319** | Submission: **10278** | Sponsor(s): **(TIM)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

TIM Doctoral Consortium 2023

Organizer: **Susan L. Cohen**, *U. of Georgia*
Participant: **Arzi Adbi**, *National U. of Singapore (NUS)*
Participant: **Anil R. Doshi**, *UCL School of Management*
Participant: **Wei Guo**, *China Europe International Business School (CEIBS)*
Participant: **Sina Khoshsokhan**, *U. of Colorado, Boulder*
Participant: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Participant: **Alex Michael Murray**, *U. of Oregon*
Participant: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*
Participant: **Laurina Zhang**, *Boston U. Questrom School of Business*
Participant: **Chiara Spina**, *INSEAD*
Organizer: **Nilanjana Dutt**, *Bocconi U.*

The TIM doctoral consortium seeks to mentor Ph.D. candidates interested in conducting leading-edge research and teaching in topics related to technology and innovation management. The consortium will be led by a panel of faculty members with proven research and teaching records who will address key issues in academic life such as finishing your dissertation, creating a research program, publishing in top journals, and navigating the academic job market. We will solicit applications from PhD candidates from across the globe who are researching topics related to technology and innovation management. Acceptance and pre- registration are required.

Participation the consortium is limited to admitted applicants ONLY. To qualify, applicants must be at least entering their first post-PhD role (assistant professor or postdoc), and ideally have at least one full year of experience as an assistant professor (or post-doc) in an academic institution. They must have no more than six years of experience by AOM. To apply, participants will have to complete an online registration (Google Form) and email their curriculum vitae to colleen.cunningham@eccles.utah.edu and mroche@hbs.edu using the header TIM Junior Faculty Consortium 2023. Our deadline is June 30, 2023. However, we encourage participants to apply early. We will take applications on a rolling basis until enrollment is full. Please note that we require participants to attend the entire Consortium. Accepted participants will be required to submit a write-up regarding their research trajectory with tenure requirements at their respective universities for the Research Trajectory Exercise by July 10, 2023.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **320** | Submission: **11823** | Sponsor(s): **(TIM, CTO, STR)**
Scheduled: **Saturday, Aug 5 2023 9:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Interdisciplinary Conversations on Platforms: Strategic Roles of Digital Resources

Organizer: **Kimmo Karhu**, *Aalto U., Department of Industrial Engineering and Management*
Organizer: **Mikko Heiskala**, *Aalto U., Department of Industrial Engineering and Management*
Organizer: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*
Organizer: **Christina Kyprianou**, *IE U.*
Facilitator: **Andrey Indukaev**, *Aalto U. School of Science*
Discussant: **Carliss Baldwin**, *Harvard Business School*
Discussant: **Annabelle Gawer**, *U. of Surrey*
Presenter: **Ola Henfridsson**, *U. of Miami*
Presenter: **Martin Kenney**, *U. of California, Davis*
Presenter: **Christian Peukert**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Discussant: **Christopher L. Tucci**, *Imperial College Business School*
Discussant: **Marshall Van Alstyne**, *Boston U.*
Discussant: **Geoffrey Parker**, *Dartmouth College*

This PDW aims to facilitate interdisciplinary conversations on platforms by bringing together experts from innovation, economics, strategy, information systems, and entrepreneurship. As the second PDW in the series, this year's event spotlights how digital resources bring strategic value to platforms. For instance, we envision discussions addressing digital boundary resources as the user interface for governing supply-side side production; how interoperability of digital infrastructures reshapes platform competition; and how data, artificial intelligence (AI), and machine learning (ML) not only help build data network effects, but also foster innovation in platforms. Conversations around these topics will be facilitated through a combination of chats with neighbors (within the audience), followed by a townhall conversation led by the discussants with the whole audience.

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

Session Type: **PDW Workshop**
Program Session: **321** | Submission: **14578** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 9:15AM - 10:15AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

Networks Front and Center: Commencing a Community Studying Contemporary Health Service Delivery

Organizer: **Thomas D'Aunno**, *New York U.*
Organizer: **Larry R. Hearld**, *U. of Alabama, Birmingham*
Organizer: **Kimberley Roussin Isett**, *Biden School, U. of Delaware*
Organizer: **Amanda Brewster**, *U. of California, Berkeley*
Organizer: **Genevra F. Murray**, *New York U.*
Organizer: **Daan Westra**, *Maastricht U.*
Organizer: **Robin Peeters**, *Maastricht U.*

High value health services are typically delivered through various types of inter-organizational networks, rather than by a single professional or within a single organization. Consequently, the healthcare management field has a strong tradition of studying inter-organizational networks, as well as related concepts such as coordination and collaboration across organizational boundaries. Despite the practical relevance however, the healthcare network field lacks a coherent research community. As a result, research around inter-organizational healthcare networks is highly fragmented and only sparsely connected to related healthcare management topics, limiting its scientific advancements and real-world policy impact alike. Therefore, the main aim of this PDW is to foster a research community around inter-organizational networks in health care and in doing so, ignite the first community of practice within the HCM division. More specifically, this PDW seeks to establish a common vocabulary around inter-organizational networks in health care, formulate the most pertinent research questions in the field, address the methodological challenges associated with studying healthcare networks, and identify ways in which the community can be leveraged going forward. The PDW consists of two main parts: 1.) two rounds of roundtable dialogues (i.e. around network vocabulary, research questions, methods, and community activities), following a collective knowledge-production approach and facilitated by leading scholars in the healthcare network field and 2.) a moderated plenary discussion, with all attendees, of the main roundtable takeaways, charting the course for the research community.

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

Session Type: **PDW Workshop**
Program Session: **322** | Submission: **17832** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 9:15AM - 10:45AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

HCM Teaching Incubator: Becoming More Effective Instructors

Organizer: **Patrick Shay**, *Trinity U.*
Organizer: **Peter F. Martelli**, *Suffolk U.*
Moderator: **Seongwon Choi**, *California State U., Los Angeles*
Moderator: **Bjorn Erik Mork**, *BI Norwegian Business School*
Facilitator: **Kevin David Frick**, *Johns Hopkins Carey Business School*
Facilitator: **Leonard H. Friedman**, *George Washington U.*
Facilitator: **Wiljeana Jackson Glover**, *Babson College*
Facilitator: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Facilitator: **Victoria Parker**, *U. of New Hampshire*
Facilitator: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*
Facilitator: **Peter Rivard**, *Suffolk U.*
Facilitator: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Facilitator: **Nitish Patidar**, *Quinnipiac U.*
Facilitator: **Laura McClelland**, *Virginia Commonwealth U.*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*

The purpose of this PDW is to provide a forum and foster a community in which health care management scholars can discuss pertinent issues about teaching, from common questions and challenges that educators confront to helpful practices, tips, and ideas to becoming more effective instructors. The PDW will be conducted as a series of discussions, with participants receiving advice and helpful guidance on challenges and issues confronted in a range of educational settings. Each discussion will focus on a specific theme and include assigned "teaching mentors" who can provide expert guidance and feedback on topics relating to a variety of themes.

Session Type: **PDW Workshop**
Program Session: **323** | Submission: **14082** | Sponsor(s): **(CAR, HR, OB, DEI)**
Scheduled: **Saturday, Aug 5 2023 9:30AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Transitioning From a Faculty to an Administrator Role

Organizer: **I. M. Jawahar**, *Illinois State U.*
Panelist: **Steve H. Barr**, *North Carolina State U.*
Panelist: **Bert Schreurs**, *Vrije U. Brussel*
Panelist: **Julia Richardson**, *Curtin U.*
Panelist: **Gillian Warner-Søderholm**, *USN School of Business, U. of South-Eastern Norway*

The purpose of this Professional Development Workshop (PDW) is to help faculty moving into administrative roles, such as a department chair or head of school, program director, an associate dean. Faculty members selected or asked to serve in administrative roles have very little formal training or background and often struggle through the assignment. In this PDW, we will discuss key issues that confront administrators and provide participants with the opportunity to share experiences with - and learn from - other experienced administrators.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **324** | Submission: **10377** | Sponsor(s): **(HR, OB, OMT)**
Scheduled: **Saturday, Aug 5 2023 9:30AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Do We Know It All? New Perspectives On Studying Knowledge Behaviors In Organizations

Organizer: **Anne Burmeister**, *U. of Cologne*
Organizer: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Organizer: **Ulrike Fasbender**, *U. of Hohenheim*
Presenter: **Tatiana Andreeva**, *Maynooth U.*
Presenter: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana*
Presenter: **Karin Sanders**, *UNSW Business School, Australia*
Presenter: **Matthias Spitzmueller**, *Smith School of Business, Queen's U.*

The management of knowledge behaviors that enable (or inhibit) the movement of knowledge between different actors within organizations is pivotal for the exploitation and development of organizational knowledge assets. An important role of human resource management (HRM) is to create conditions that facilitate positive (e.g., knowledge sharing, seeking) and discourage negative (e.g., knowledge hiding, manipulation) knowledge behaviors. Whereas HRM scholars have made much progress to understand the antecedents, benefits, and challenges of knowledge behaviors within organizations, studies so far have mainly relied on a narrow set of contexts, theories, practices, and methods. As a result, research on the management of knowledge behaviors is in desperate need of innovation. This PDW aims at bringing topic experts and interested scholars together to develop an innovative future research agenda that challenges and advances our understanding of the contextual, theoretical, practical, and methodological landscapes of managing knowledge behaviors in organizations. Through introductions to the field, elevator pitches of topic experts, and roundtable breakouts moderated by topic experts, participants will gain new perspectives into knowledge behaviors in organizations and develop actionable strategies to advance their own research. The PDW will be open for all participants.

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

Session Type: **PDW Workshop**
Program Session: **325** | Submission: **16164** | Sponsor(s): **(HR, ODC, ENT, CMS, OB, STR)**
Scheduled: **Saturday, Aug 5 2023 9:30AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Worker-Owned Firms: Studying Businesses that Really Do Put Workers Front and Center

Organizer: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*
Moderator: **Adria Scharf**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Daphne Berry**, *U. of Hartford*
Presenter: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Presenter: **Edward Carberry**, *U. of Massachusetts, Boston*
Presenter: **Jung Ook Kim**, *Chatham U.*
Presenter: **Robynn Joyce Afi Cox**, -
Presenter: **Adriana Clomax**, *U. of Southern California*
Presenter: **Ian MacFarlane**, *EA Engineering, Science, and Technology, Inc., PBC*

Management research has devoted significant attention to workers as wage employees. It has paid far less attention to workers as shareholders. This PDW will examine companies that really do put workers front and center, by making them owners. The PDW will introduce and explore “employee ownership” as a human resource strategy and a tool of organizational development of change. Combining worker voices, practitioner perspectives, and descriptions of innovative new research, the PDW will share a baseline level of knowledge about employee ownership, examine how it benefits workers, and provide attendees the opportunity to dialogue with one or more leaders of employee-owned companies. Finally, the PDW will introduce cutting-edge worker-centered research on employee ownership and its organizational effects, and share links to public datasets available for future research on the subject.

Find information relevant to this PDW at https://cleo.rutgers.edu/.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **326** | Submission: **12197** | Sponsor(s): **(MED, DEI)**
Scheduled: **Saturday, Aug 5 2023 9:30AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon AB**

Challenges and Opportunities of Teaching DEI in 2023

Organizer: **Joy E. Beatty**, *Eastern Michigan U.*
Organizer: **Alison M. Dachner**, *John Carroll U.*
Moderator: **Alison M. Dachner**, *John Carroll U.*
Participant: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Ruth Bernstein**, *Pepperdine U.*
Participant: **Susan S. Case**, *Case Western Reserve U.*
Participant: **Lindsay Dhanani**, *Rutgers U., School of Management and Labor Relations*
Participant: **Richa Saxena**, *Institute of Management Technology Ghaziabad, India*

The aim of this session is to discuss current issues, challenges, and recent changes in teaching DEI. We will incorporate research on what inclusive instructors do to enhance student learning experiences (Addey, T.M., et al., 2021; Oleson, K. 2021) and facilitate dialogue on promoting inclusive classroom dynamics and managing the tensions in the DEI space in higher education. Our panel and roundtable format includes brief comments from the experts, and discussion questions will be managed in smaller groups at roundtables to ensure whole audience collaborative participation. We intend that participants will leave this session with ideas about the what and why of inclusive college teaching, ways to increase equity in the college student experience, and ideas for enhancing their effectiveness in teaching DEI and integrating DEI in college classes within the current environment.

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **327** | Submission: **10702** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 5 2023 9:30AM - 11:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

MSR Plenary

Participant: **Joan F. Marques**, *Woodbury U.*

A thought-provoking and appealing session to unite all MSR members and friends in a mindful and constructive way.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **328** | Submission: **20075** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 9:30AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

AMR Incoming Editors Business Meeting

Presenter: **Kris Byron**, *Georgia State U.*

By invitation only.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **329** | Submission: **10163** | Sponsor(s): **(SIM, ONE, CMS, OMT)**
Scheduled: **Saturday, Aug 5 2023 9:30AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Making the Paradigm Shift Happen: Following the Lead of Business Associations

Panelist: **Sandra A. Waddock**, *Boston College*
Panelist: **Nicholas Poggioli**, *Appalachian State U.*
Panelist: **Irene Henriques**, *York U.*
Panelist: **Steffen Boehm**, *U. of Exeter Business School*
Panelist: **Martina K. Linnenluecke**, *U. of Technology, Sydney*

Abstract: How can business schools catch up to companies on transforming business and economies towards a flourishing world for all? We convene a discussion of this question in the context of an increasing gap between how business schools research and teach and how companies practice business. Business schools lag practice, remaining focused on frameworks like triple bottom line and corporate sustainable development that have largely disappeared from practice. Meanwhile, companies and business associations push forward with frontier methodologies for empirically linking practices to environmental impacts and with collaborative strategies for transforming industry-wide production and consumption systems. The World Economic Forum, Ellen McArthur Foundation, and the World Business Council for Sustainable Development describe and organize for fundamental transformations in business practice that scholars arguably need to catch up with. As the business transition accelerates, business schools need to transition our own research and teaching systems to match what’s happening in practice. We convene an interactive PDW using a design-based approach to catalyze research and increase collaboration and ideas on ways management research can achieve change and social impact. Provocations include: Sandra Waddock (Boston College) framing the discussion as above, Nicholas Poggioli (Appalachian State U) discussing structural changes needed, Irene Henriques (York U) on measuring social impact, Steffan Boehm (Exeter U) outlining circular economy, and Martina Linnenluecke (Macquarie U) speaking to sustainable finance. The PDW will develop specific actions management scholars can take to keep business schools important and relevant during a time of rapid, systemic change in business practice.

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

Session Type: **Meeting**
Program Session: **330** | Submission: **21187** | Sponsor(s): **(EXH)**
Scheduled: **Saturday, Aug 5 2023 9:45AM - 11:15AM ET (UTC-4)** at **Boston Hynes Convention Center** in **101**

Innovations in Management Teaching: A Workshop

Presenter: **Ashley DePace**, -
Presenter: **Samantha Lewis**, *Pearson*
Presenter: **Simon Jacobs**, -

Management instructors from all backgrounds and teaching experiences are invited to join Pearson's Business Product Management team for this collaborative, hands-on workshop.

Get a glimpse into the latest innovations from Pearson across the Management curriculum and connect with your peers and Pearson's product management team to share teaching strategies, best practices, and shared challenges, while helping to inform the next generation of digital learning experiences.

Focus areas include:
Teaching employability skills and career readiness.
Teaching with simulations and experiential learning.
Innovative pedagogy for student engagement.

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

Session Type: **PDW Workshop**
Program Session: **331** | Submission: **19471** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 5 2023 9:45AM - 11:45AM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Teaching in the Rough

Organizer: **Lillien M. Ellis**, *U. of Virginia Darden School of Business*
Organizer: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Organizer: **Elizabeth Sheprow**, *Harvard Business School*
Facilitator: **Robert Edward Freeman**, *U. of Virginia*
Facilitator: **Nathan Pettit**, *New York U.*
Facilitator: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Facilitator: **Jennifer L. Eury**, *Pennsylvania State U.*
Facilitator: **Kumaran Rajaram**, *Nanyang Technological U.*
Facilitator: **Kathy Lund Dean**, *Gustavus Adolphus College*
Facilitator: **Tyler Burch**, *Idaho State U.*

Cognition is a central concern in organizations, and courses in management (e.g., entrepreneurship, strategy, and organizational behavior) repeatedly deal with topics that involve understanding the cognition of individuals and groups. A challenge for instructors is to find exercises, activities, and methods for teaching in ways that students can better appreciate the challenges of cognition "in the rough" (i.e., situated, in real-time, influenced by organizational politics and time constraints, and emotions among other contextual influences). The purpose of this PDW is to bring together expert instructors to share classroom-tested experiential exercises, activities, and lesson plans for teaching about cognition in the rough. The PDW will proceed in a "round-robin" workshop format, whereby participants will have the opportunity to rotate to three different breakout rooms in which expert instructors provide interactive, 20-minute explanations/demonstrations of their exercise/activity/lesson. Thus, participants will have the opportunity to take home three unique activities or instructional ideas that they can use in their own classes.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **332** | Submission: **12414** | Sponsor(s): **(OSCM)**
Scheduled: **Saturday, Aug 5 2023 9:45AM - 11:15AM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

The Journey from Submission to Acceptance at the Journal of Operations Management

Organizer: **Tyson Browning**, *Texas Christian U.*
Organizer: **James Abbey**, *Texas A&M U., College Station*
Presenter: **Suzanne De Treville**, *U. of Lausanne*
Presenter: **Tyson Browning**, *Texas Christian U.*
Presenter: **James Abbey**, *Texas A&M U., College Station*

This PDW will present and discuss the expectations regarding rigor and relevance, theoretical contributions, methodological scope and rigor, and developmental reviews (on the part of reviewers) for publishing in one of the top empirical journals in the OSCM field. JOM's co-EICs will discuss ongoing efforts to expand the areas of contribution to management research, and they and several department editors (DEs) will provide informative details about the review process. A key part of the PDW will take the audience through the progression of an example paper from its initial submission to its final acceptance, detailing the concerns along the way and how these were addressed, highlighting what it takes to publish a manuscript in the journal.

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

Session Type: **PDW Workshop**
Program Session: **333** | Submission: **11982** | Sponsor(s): **(CTO, RM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Towards A Craft Of Computational Theory Construction

Organizer: **Malmi Amadoru**, *HEC Montreal*
Organizer: **Aron Lindberg**, *Stevens Institute of Technology*
Organizer: **Semi Min**, *New York U.*
Organizer: **Shaila Miranda**, *U. of Oklahoma*
Presenter: **Nicholas Berente**, *U. of Notre Dame*
Presenter: **Katja Dlouhy**, *U. of Mannheim*
Panelist: **Marina Fiedler**, *U. of Passau*
Presenter: **Douglas Hannah**, *Boston U.*
Panelist: **Natalia Levina**, *New York U.*
Panelist: **Brian T. Pentland**, *Michigan State U.*
Presenter: **Hani Safadi**, *U. of Georgia*
Panelist: **Stefan Seidel**, *U. of Cologne*
Panelist: **Emmanuelle Vaast**, *McGill U.*

Computational methods that allow to identify patterns in social systems, such as social network analysis, sequence analysis, text analysis, and agent-based simulations, are now increasingly used in organizational and information systems research. Some scholars leverage these methods for the explicit purpose of constructing theory by combining them with manual approaches known from grounded theory and case study research methods. Organizational and information systems scholars use various terms to refer to this genre of research including “computational grounded theory,” “interpretive data science,” and “computationally intensive theory construction.” There are multiple perspectives guiding the understanding, and methodological applications of this emerging genre of research which we call computational theory construction (CTC) research. This PDW is a follow-up workshop to the previous AOM PDWs on “Computational Methods for Theory Building: Practices & Struggles” in 2022 and “The Rise of Computational Methods for Theory Development,” in 2021 which focused on helping participants and providing a collaborative forum to help establish legitimacy for this new genre of research. In this follow-up workshop, we aim to (a) clarify what computational theory construction (CTC) research is and what it is not, (b) provide guidance on conducting CTC research, (c) discuss the need for a cumulative CTC research tradition, and (d) provide a forum to discuss the next steps in developing this new methodological stream.

Part I of the PDW – the keynotes and panel discussion are open to all AOM registrants. Part II – roundtable discussions are only for participants who would like to receive feedback on their ongoing or planned projects and have been accepted to attend the roundtables. For those who are interested in participating in roundtables, please submit a short vignette on or before July 21st (max 2 pages in PDF format to ctcpdw21@gmail.com). The organizers will send out the notification of acceptance at end of July. Your vignette should cover the following aspects. • Brief introduction of the research project • How have you combined computational and manual analysis techniques in your research? • What struggles you have faced in understanding, using, or considering using computational methods in your theory development work? Those who have not conducted any such research, but are planning to do so, can submit short descriptions of your intended work, also focusing on your planned combination of manual and computational techniques or related questions. We look forward to seeing you and engaging in fruitful discussions during the PDW!

Session Type: **PDW Workshop**
Program Session: **334** | Submission: **12570** | Sponsor(s): **(DEI)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Emerging LGBTQ+ Voices in the Academy: Community and Research

Organizer: **Gerardo Okhuysen**, *U. of California, Irvine*
Presenter: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*
Moderator: **Michel Anteby**, *Boston U. Questrom School of Business*
Presenter: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*
Presenter: **Mario Campana**, *U. of Bath*
Presenter: **Haitao Yu**, *IESEG School of Management*
Presenter: **Oscar Holmes**, *Rutgers U.*
Moderator: **Shaun Michael Pichler**, *California State U., Fullerton*
Presenter: **Rebecca Ponce de Leon**, *Columbia Business School*
Presenter: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Presenter: **Chris Zhang**, *York U.*

Members of non-dominant groups such as women, people of color, or sexual and gender minorities have sometimes faced difficulties and barriers navigating the Academy of Management (AoM). In this Professional Development Workshop (PDW) we aim to offer support to members of the LGBTQ+ community and its allies in navigating AoM in two respects: the development of a support network, and the development of LGBTQ+ focused research. The session is organized around two panels, with one focused on “Being Queer at the Academy” and another on “Doing LGBTQ+ Focused Research.” This PDW is being organized to take advantage of the breadth of the LGBTQ community within the Academy. Senior scholars from this community will act as facilitators to the panels, while junior scholars will serve as panelists. The goal is to give voice to junior faculty, those who are relative newcomers to the Academy, to highlight their concerns and interests. Senior scholars, on the other hand, will guide the conversation to uncover and develop strategies to successfully navigate the Academy.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **335** | Submission: **18293** | Sponsor(s): **(DEI, ODC, SIM, AFAM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Integrating Marginalized People into the Worker-Centered Workplace: The Transformative Role of DEI

Participant: **Mzamo P. Mangaliso**, *UMass Amherst*
Participant: **Robin Mark Back**, *U. of Central Florida*
Participant: **Sylvia Van De Bunt**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **Miles Kevin Davis**, *Linfield College*
Participant: **Howard Jean-Denis**, *Pepperdine U.*
Participant: **Ben A. Kahn**, *Massachusetts College of Liberal Arts*
Participant: **Sanaz Kateb**, *Vrije U. Amsterdam*
Participant: **Bradford J Knipes**, *Westfield State U.*
Participant: **Zengie Mangaliso**, *Westfield State U.*
Participant: **Leah Ndanga**, *West Chester U. of Pennsylvania*
Participant: **Hellicy C. Ngambi**, *U. of Kabwe*
Participant: **Nancy L. Ovitsky**, *Massachusetts College of Liberal Arts*
Participant: **Alfons Trompenaars**, *Vrije U. Amsterdam*

To bring workers front and center, the focus of this PDW is on empowerment in the workplace. Using case studies, empirical studies, and demonstration models, we will show how certain organizations have been successful in bringing historically neglected workers into the mainstream of organizational thought and to prominence in their enterprises. We include the application of RARE leadership among the Fungwe people of Zambia; the promotion of historically disadvantaged workers into management ranks in South African farms; young entrepreneurs being assisted to make breakthroughs in Sierra Leone and Morocco; and servant leadership promoted by the Servant-Leadership Research center at VU Amsterdam. In 'We Shall Overcome' refugee students awaiting their status in an asylum center are facilitated to reconnect with the academic world, practicing diversity, inclusion and dignity in the classroom. "Worker-centric workplaces" demand appreciating and leveraging workers' diversity with equity. A growing number of scholars and consultants call for organizations to embrace diversity for organizational commitment and performance. Along with the desirability of greater organizational diversity has come a reaction against it, and prejudice against workers from diverse backgrounds. The growth of remote digital workspaces has worsened the digital divide. COVID-19 has fostered homophilic networks on various social media platforms. These factors obstruct the welcoming, and inclusive workplace that diversity, equity, and inclusion promises to deliver. This session will call for research and practice to move quickly to advance sincere understanding and identification with workers, and to bring them 'front-and-center' in organizational discourse and human experience.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **336** | Submission: **19854** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

ENT Mid-Career Consortium

Organizer: **Philipp Sieger**, *U. of Bern*
Organizer: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*

The Mid-Career Consortium (MCC) is designed to meet the needs of those scholars who are midway through their academic careers (e.g., post- tenure). More specifically, the objective of the MCC is to help individuals who have achieved tenure, or significant career advancement, to develop a strategy and give guidance for the next stages of their careers. To achieve this, leading entrepreneurship scholars will provide practical advice and mentorship in various regards (e.g., research, teaching, outreach, networks, etc.). The MCC adopts a highly interactive and personalized approach (e.g., through small group discussions, personalized Q&A, etc.). For instance, the attendees will gather at roundtables with senior scholars, based on their main interests, and will engage in intensive discussions to receive otherwise hard-to-obtain feedback and input. Potential topics include, but are not limited to, career opportunities and directions, maximizing research output, branching out to other scholarship and education options, or service and engagement opportunities. To register for the consortium, please send an email to philipp.sieger@unibe.ch where you ideally also indicate the main questions you would like to discuss.

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

Session Type: **PDW Workshop**
Program Session: **337** | Submission: **18018** | Sponsor(s): **(IAM, AAM, AFAM, IM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

Digitalization and Technology in International Business. How Are They Affecting Emerging Markets?

Session Chair: **Gaston Fornes**, *U. of Bristol*
Session Chair: **Maria Altamira**, *UBI Business School*
Participant: **Alvaro Mendez**, *ESIC Business & Marketing School*

In this PDW, the authors propose to analyse: (i) the potential gap in the adoption and implementation of new technologies between emerging vs developed countries, companies and workers, and the further consequences in international business (Lippoldt, 2022), (ii) following this idea, the effect of new technologies becoming mainstream, following the path of Artificial Intelligence (AI), in the world economy and in the possibilities for the international expansion for companies from emerging countries (Alan, Noemi, Yelnur, Rudolf, & Nikolay, 2022; Bughin, Seong, Manyika, Chui, & Joshi, 2018); and finally (iii) the impact of the disputes between China and the United States over the dominance of new technologies on knowledge flows and their influence on global growth (The Economist reporters, 2022; Weinland, 2022). The objective of the PDW is to analyse the issues presented from the different perspectives of this emerging research field, while at the same time blazing trails for continuing the development of a strong, self-sustaining body of literature on digitalization, technology, and international business with a focus on emerging markets.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **338** | Submission: **10036** | Sponsor(s): **(IM, STR, SIM, ONE)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Multinationals' Solutions to Grand Challenges

Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Jonathan P. Doh**, *Villanova U.*
Panelist: **Xufei Ma**, *Chinese U. of Hong Kong*
Panelist: **Grazia D. Santangelo**, *Copenhagen Business School*
Panelist: **Laszlo Tihanyi**, *Rice U.*
Organizer: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

The symposium analyzes multinationals' solutions to Grand Challenges. Grand Challenges are complex problems with no easy solutions, which transcend national borders and affect future generations. Multinationals are in a unique position to help with Grand Challenges as global firms with multiple operations dispersed worldwide whose managers have to think in global terms. Additionally, cross-sector collaborations among multinationals, governments, transnational organizations, and not-for-profit organizations can also contribute. In this symposium, the panelists will provide some suggestions and explore with the audience how multinationals can help address Grand Challenges.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **339** | Submission: **17976** | Sponsor(s): **(INDAM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

The Role of India in the Economic Development of the MENA Region

Panelist: **Vijay Edward Pereira**, *NEOMA Business School*
Panelist: **Arup Varma**, *Loyola U. Chicago*
Presenter: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*
Participant: **Shlomo Yedidia Tarba**, *U. of Birmingham, UK*
Presenter: **Amir Shoham**, *Fox School of Business, Temple U.*
Presenter: **Abdul-Nasser El-Kassar**, *Lebanese American U.*
Presenter: **Abhishek Behl**, *Management Development Institute Gurgaon*
Presenter: **Daicy Vaz**, *NEOMA Business School*

The role of India in the economic development of the region i.e., the countries surrounding its borders has been significant since its independence since 1947. The MENA region comprising of approximately 21 countries has been dependent on India for its economic development (Santos-Paulino & Wan, (Eds.) (2010). Aspects here include the large diaspora and expats from India working in the MENA region, who have spent many years of their lives in the economic development of the region. Other aspects also include foreign direct investment (FDI), exports and imports (to & from the two regions i.e., India and MENA) (Saidi et al., 2020), knowledge sharing (Nair, Demirbag & Mellahi, 2016), academic involvement, technology sharing, collaboration between the two governments (Ortega-Ruiz, Mena-Nieto & García-Ramos, 2020) etc., to name a few. However not much work has been captured to portray the role of India in the economic development of the MENA region. This PDW will throw light on how India has traditionally and economically helped develop the MENA region.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **340** | Submission: **18431** | Sponsor(s): **(INDAM, TIM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Dark Side in Inter-Organizational Relationships in High-End Nanotechnology & Disruptive Technologies

Panelist: **Surender Munjal**, *U. of Leeds*
Panelist: **Swetketu Patnaik**, *Anglia Ruskin U.*
Panelist: **Shubhabrata Basu**, *IIM Indore*
Panelist: **Ashish Malik**, *Newcastle U. Business School*
Discussant: **Paresha N. Sinha**, *U. of Waikato*
Discussant: **Nandakumar Mankavil Kovil Veettil**, *Indian Institute of Management, Kozhikode*

Managing the dark side is considered an essential and integral part of the successful functioning of inter-organizational relationships that range from routine business-to-business (B2B) relationships to specialized projects, especially those that are focused on new research and development (R&D) for creating disruptive technologies such as nanotechnology and artificial intelligence, among others. The evolving body of research has explored several reasons why a dark side often arises in an inter-organizational relationship and governance mechanisms through which the dark side can be managed. However, scholarly attention on high-end technology projects especially in an emerging market context such as India, where major foreign multinational enterprises focus for exploiting the pool of talent and to tap opportunities offered by the growing economy are sparse. Managing dynamics of the dark side in high-end technology projects in emerging markets is difficult due to dynamics of R&D in technology projects and weaknesses in the institutional environment in emerging markets. This PDW aims to deliberate upon the causes and governance mechanisms of the dark side in these contexts and propose a rich agenda for future research.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **341** | Submission: **13013** | Sponsor(s): **(MED, CAR, CM, HCM, HR, OB, OSCM, STR)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

5th Annual Teaching Bootcamp: A MED Interactive Workshop

Presenter: **Claudia J. Ferrante**, *U.S. Air Force Academy*
Presenter: **Beverly J. DeMarr**, *Ferris State U.*
Presenter: **Alex Bolinger**, *Idaho State U.*
Presenter: **Brett Paul Matherne**, *Georgia State U.*
Presenter: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Presenter: **Vicki L. Taylor**, *Shippensburg U.*
Presenter: **Preeti Wadhwa**, *Cal Poly Pomona*
Presenter: **Yang Xu**, *U.S. Coast Guard Academy*

As workers in higher education, faculty need to continually adapt their teaching methods in response to ever-evolving demands from students, administration and other higher education stakeholders. For example, students expect more leniency and understanding from their instructors, administration expect faculty to take on heavier workloads without a corresponding increase in resources, and future employers and government officials want to be more involved in the work of higher education. This 5th Annual Teaching Bootcamp at AOM addresses these challenges and provides the opportunity to obtain tools and resources to help you effectively and efficiently meet and manage these demands. This lively, interactive session features a variety of topics related to teaching across all management disciplines and presented by experienced instructors in a roundtable format. In alignment with the conference theme of "Putting the Worker Front and Center," this PDW focuses on what we can do to assist faculty in completing their work as it relates to teaching. We will provide teaching resources to help faculty effectively manage their classes in today's environment supporting the AOM vision to "inspire and enable a better world through our scholarship and teaching…" We anticipate an interactive and informative session, so come join the fun as we explore the basics from experiential learning to increasing engagement in today's environment.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **342** | Submission: **16808** | Sponsor(s): **(MOC, OB)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Research Impact: What It Is, Why It Matters, and How You Can Increase Your Impact Potential

Moderator: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Panelist: **Berrin Erdogan**, *Portland State U.*
Panelist: **Alicia A. Grandey**, *Pennsylvania State U.*
Panelist: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*
Panelist: **Jenny M. Hoobler**, *NOVA School of Business and Economics*

We, management and organizational scholars, traditionally, have thought of research impact as that classic academic impact via number of publications, the level of citations, our influence on the thinking and theorizing of our academic peers and the literature. However, we are now increasingly being tasked with demonstrating the impact of our research on the professional and the practice community. This poses an interesting challenge for us, scholars, as well as the schools and universities we work for, to adapt or retrofit the idea of research impact into the way we operate. Whereas research is one of the core activities of academic institutions, and only recently, the very same institutions have been incorporating the word "impact" into their mission statements or extensively discussing as part of their research strategy. However, questions remain around what we should understand by impactful research. More importantly, the management and organizational scholars have been mostly absent from these conversations. Meaningful discussions are needed that pay attention to sensemaking (i.e., exploring the current elements, themes, and meanings constituting different elements of impactful research) and sensebreaking (i.e., discussing, disrupting, critiquing, and refreshing what impactful research can mean to scholars). Several important questions arise as we try to adapt to new pressures juggling multiple responsibilities in this rapidly changing world. A panel of four scholars who have meaningful experience in producing impactful research is brought together. Each panelist will bring a new perspective to our discussion evident in their (cultural) background, areas of areas, previous and current experience in editorial roles (i.e., editor-in-chief and associate editors) as well as their active role in ESG-related topics. The final part of this PDW is devoted to the panelists working together with participants to discuss and find ways to increase their potential for impactful research.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **343** | Submission: **19798** | Sponsor(s): **(ODC, OB, STR)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Purpose as a Catalyst: Driving Clarity, Confidence and Commitment to Influence Innovation Capacity

Participant: **Patty Ann Lindstrom**, *Living the Brand® Academy & Innovation Foundry, CVDL Benedictine U.*
Participant: **Michael Manning**, *Benedictine U.*

Leaders today are faced with the challenge of motivating and orchestrating the efforts of the members of their organization to achieve the organization's strategic objectives. By understanding the rationale for the work organization members are asked to perform, costs can be reduced, focus can be enhanced, and work can take on further meaning by tying its value to a broader context. Purpose, mission, and vision statements contain these definitions leaders wish to propagate, both internally and externally. The purpose of this workshop is to engage in a highly interactive program that examines the research underlying the history of purpose in the workplace, its influence on individuals and teams and how it can increase an organization's ability to affect change and influence innovative environments. These exercises assist in fostering cultures which allow employees to feel more connected to their work (meaning in their work), their organization and society, and thus less likely to check out of their current work situation. A recently developed model and set of tools will be used as a framework to lead activities.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **344** | Submission: **10615** | Sponsor(s): **(OMT, ENT, STR, SAP, TIM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 1:00PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Cultural Entrepreneurship Paper Development Workshop

Organizer: **Jean-François Soublière**, *HEC Montreal*
Organizer: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*
Distinguished Speaker: **Greg Fisher**, *Indiana U.*
Distinguished Speaker: **Davide Ravasi**, *UCL School of Management*
Distinguished Speaker: **Eric Y.-F. Zhao**, *U. of Oxford*
Panelist: **Jean Siobhan Clarke**, *EMLYON Business School*
Panelist: **Joel Gehman**, *George Washington U.*
Panelist: **Nina Granqvist**, *Aalto U.*
Panelist: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Panelist: **Emily Cox-Pahnke**, *U. of Washington*
Panelist: **Elizabeth Pontikes**, *UC Davis*
Panelist: **Henri Schildt**, *Aalto U. School of Business*
Panelist: **Klaus Weber**, *Northwestern U.*
Panelist: **Charlene E. Zietsma**, *U. of Michigan*

Cultural entrepreneurship research, i.e., work on the cultural and institutional dynamics of entrepreneurship, innovation, and change, has grown in recent years. This growth has been generative, inviting and benefiting from the contributions of scholars from diverse backgrounds, traditions, and perspectives. Building on this momentum, this PDW seeks to encourage the many early-career scholars and other researchers new to the cultural entrepreneurship community, and help them develop and ultimately publish their work. The first part of the workshop, open to all, will feature brief presentations addressing the opportunities and challenges of publishing cultural entrepreneurship related studies. The second part of the workshop, by invitation only, will feature roundtable discussions to provide tailored feedback on the research projects of selected participants. Ultimately, we aim to equip participants with practical knowledge on publishing cultural entrepreneurship related work, and offer them targeted, actionable feedback on their own research project to invigorate and advance ongoing scholarship in this area.

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

Session Type: **PDW Workshop**
Program Session: **345** | Submission: **10735** | Sponsor(s): **(OMT, RM, SAP, TIM, CTO)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 3:00PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

Demystifying Ethnography: Observations, Field Note Writing, and Expert Tales

Organizer: **Damla Diriker**, *Vrije U. Amsterdam*
Organizer: **Lorna Anne Downie**, *Vrije U. Amsterdam*
Organizer: **Abhishek Gupte**, *NYU Stern School of Business*
Organizer: **Karthik Rapaka**, *Erasmus U. Rotterdam*
Presenter: **Beth Bechky**, *UC Davis*
Presenter: **Anne-Laure Fayard**, *NOVA School of Business and Economics*
Presenter: **Ruthanne Huising**, *EMLYON Business School*
Presenter: **Hila Lifshitz-Assaf**, *Warwick Business School*
Presenter: **Melissa Mazmanian**, *U. of California, Irvine*
Facilitator: **Vanessa Conzon**, *Boston College*
Facilitator: **Audrey Holm**, *HEC Paris*
Facilitator: **Pulum (Eunice) Kim**, *Boston U. Questrom School of Business*
Facilitator: **Madeleine Stefanie Rauch**, *Stanford U.*
Facilitator: **Deborah Anderson**, *Alberta School of Business*
Facilitator: **Celeste Diaz Ferraro**, *U. of Texas At San Antonio*
Facilitator: **Leanne Mara Hedberg**, *MacEwan U., Edmonton, Alberta*
Facilitator: **Asma Zafar**, *Brock U.*
Presenter: **Callen Anthony**, *New York U.*
Presenter: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Presenter: **Marlys K. Christianson**, *U. of Toronto*
Presenter: **Mark de Rond**, *U. of Cambridge*
Presenter: **Samer Faraj**, *McGill U.*
Presenter: **Alan D. Meyer**, *U. of Oregon*
Presenter: **Davide Nicolini**, *U. of Warwick*
Presenter: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*
Presenter: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Presenter: **John Van Maanen**, *jvm@mit.edu*
Presenter: **Michael Smets**, *U. of Oxford*
Presenter: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Presenter: **Tiona Zuzul**, *Harvard Business School*

Ethnographic research provides a way to align our theories of organizations with the activities and practices that actually take place in a variety of empirical settings. This PDW will be organized into two parts. Part (A) will provide a hands-on and interactive learning opportunity around the mechanics of conducting an ethnography, focusing on observations and field notes. Part B will give participants an opportunity to hear from accomplished researchers in round table discussions organized around two thematic topics, ethnography for the future of work, and research in extreme contexts and behind the scenes. Part A is by invitation only.

Part A: Mechanics of Conducting Ethnography In the first part of this PDW, we will provide selected participants with exposure and experiential training in carrying out field observations and learning how to document these observations in ways that facilitate rigorous analysis. This workshop aims to help researchers interested in ethnographic methods learn a crucial aspect of data collection that is often considered a virtuoso skill that scholars develop on their own. By doing so, we hope that scholars can yield more valuable insights into organizational practices. Participants for this part of the PDW will be pre-selected through an application process, with a maximum capacity of 50 individuals. Interested candidates will be asked to submit brief applications indicating their research interests, motivation for conducting ethnographic research, and prior experience with conducting field observations. Once confirmed, selected participants will be put in groups of 5-6 members and will be provided with options for different observation sites in and around the designated conference venue. After conducting a short observation, participants will expand their field notes and discuss them in the larger group - all guided by expert faculty members.

Part B: Thematic Round Table Discussions with Expert Ethnographers In the second part of this PDW, participants will get an opportunity to participate in two roundtable discussions on thematic topics, the future of work, and extreme contexts and behind the scenes of highly cited ethnographies. Senior faculty members/expert ethnographers are assigned tables, and participants can join the discussions. This part of the PDW would be open to the public and start with a panel discussion among selected faculty members.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **346** | Submission: **11332** | Sponsor(s): **(ONE, MED)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester / Newbury**

Shifting Towards SDGs within PBs Integration: The Case for Academic Private Sector Partnerships

Session Chair: **Jorge Alexis Arevalo**, *William Paterson U.*
Presenter: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*
Presenter: **Keary Shandler**, *Murdoch U. Dubai*
Facilitator: **Fara Azmat**, *Deakin U.*
Facilitator: **David Collste**, *Stockholm U.*
Presenter: **Christian Hauser**, *Swiss Institute for Entrepreneurship*

This 2023 Professional Development Workshop (PDW) provides a discussion platform which aims to explore, examine, and collectively extend an integration model for Sustainable Development Goals (SDGs) within Planetary Boundaries (PBs), for management educators. Based on a global inquiry among sustainability business consultants, academic partnerships for sustainability, and faculty engaged in sustainability teaching and research; we identify five common issue areas - integration resistance, strategy and orientation, change of mindsets, research limitations, and lack of measurement in programs, in integrating SDGS within PBs. Whether new to SDGs, PBs (or SDGs within PBs) integration, or currently advancing in these domains, all participants are invited to join this conversation as we identify and discuss pathways to transition into more effective conceptualization and contextualization of SDGs within PBs. The workshop promises to be informative, interactive, and full of networking possibilities for those interested in developing and enhancing their teaching, research, and academic private sector partnership capabilities.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **347** | Submission: **11953** | Sponsor(s): **(RM, OB, OMT, HR, STR)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

What Does it Mean to Test Theory?

Participant: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Participant: **Xavier Martin**, *Tilburg U.*
Participant: **William S Schulze**, *U. of Utah*
Participant: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*

Organizational/management scholars have recently lamented the concern that management researchers have increasingly emphasized novel theoretical contributions at the expense of validating existing theories. Journal of Management Scientific Reports (JOMSR) was launched to directly address this imbalance by having the following mission “to move management science forward by publishing research aimed at theory testing and refinement.” The aim of this PDW is for the editorial team of JOMSR to provide guidelines for authors on the different types of empirical papers that would be consistent with this mission, including designing studies to test theoretical models or assumptions, studies that test competing theories or constructs, and designing reproducibility and replication studies. Time will be provided for audience questions to generate a thought-provoking discussion on what it means to test theory in the social sciences. Following the panel presentations and discussion, authors who pre-submit a short proposal describing a study that fits the mission of JOMSR, will be provided with feedback from one of the editorial team members. Specific advice for publishing in JOMSR will be provided, however, the general content of this PDW is relevant to designing rigorous empirical studies testing theory to publish in any journal. Pre-registration is not required to attend this session. Those interested in receiving feedback on a specific proposal will need to submit their proposal (no more than 5-pages double-spaced) by June 15, 2023, to Bill Schulze (bill.schulze@eccles.utah.edu).

Attendees may choose to pre-submit a short proposal describing a study that fits the mission of JOMSR to receive feedback from one of the editorial team members during the second half of this session. Those interested in receiving feedback on a specific proposal will need to submit their proposal (no more than 5-pages double-spaced) by June 15, 2023, to Bill Schulze (bill.schulze@eccles.utah.edu). Pre-registration, is not required, nor is a short proposal, to attend this session.

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

Session Type: **PDW Workshop**
Program Session: **348** | Submission: **18813** | Sponsor(s): **(RM, OMT, OB, STR, ENT)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Ballroom A**

Who are you? And More Nuanced Methods of Eliciting Identity in Qualitative Organizational Research

Organizer: **James Hughey**, *U. of Utah, David Eccles School of Business*
Organizer: **Devin Rapp**, *U. of Utah, David Eccles School of Business*
Organizer: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Participant: **Davide Ravasi**, *UCL School of Management*
Participant: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*
Participant: **Chad Benjamin Murphy**, *Oregon State U.*
Participant: **Tiona Zuzul**, *Harvard Business School*

Research on identity and identification has exploded in the organizational sciences in recent years, evolving to the point where it is now considered a root construct of organizational study. Explorations of identity in organizational scholarship span across a myriad of levels—from the personal, to the occupational/professional, to the organizational, and on up to market/industry levels. The use of qualitative methods has been particularly generative for the development and expansion of identity-related theories. In these efforts, a diversity of qualitative methods have been employed to elicit identity and identifications. Such methods encompass the analysis of discourse, archival records, historical narratives and artifacts, and ethnographic observation. In this professional development workshop, we profess two principal purposes: 1) to survey a variety of qualitative methods for eliciting identity and identification in organizational studies, and 2) to suggest additional and/or supplemental methods of qualitative inquiry that may contribute to identity and identification scholarship in the organizational sciences. To do so, we will engage a panel of scholars who have effectively employed a wide variety of approaches to study identity and identification. We aim not only to review current approaches, but to inspire future qualitative work and identity scholars for generations to come.

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

Session Type: **PDW Workshop**
Program Session: **349** | Submission: **17557** | Sponsor(s): **(STR, ENT, TIM, RM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Studying Technology Without Patent Data? A PDW on the Promise & Perils of the BuiltWith Database

Organizer: **Bryan Kaiser Stroube**, *London Business School*
Organizer: **Gary Dushnitsky**, *London Business School*
Presenter: **Maria Roche**, *Harvard Business School*
Presenter: **Rembrand Michael Koning**, *Harvard Business School*
Presenter: **Natalie Jane Burford**, *INSEAD*

The purpose of this PDW is to inform scholars who seek to advance our understanding of strategy, technology management and entrepreneurship. To that end, the PDW will introduce a novel technology profiling database - the BuiltWith database - which forms the basis of exciting new research, including works recently published in Management Science and the Strategic Management Journal (Burford, Shipilov and Furr, 2022; Koning, Hasan and Chatterji, 2022). Specifically, the BuiltWith database tracks technology adoption and usage for internet-based companies and thus sheds light on the critical technology, strategy and organizational choices of both large and small firms. The PDW will bring together scholars who have successfully utilized the database and are familiar with its advantages and shortcomings. Our key motivation with this PDW is to help set viable foundations for academic work using these data. By analogy, the introduction of the NBER Patent Database (Hall, Jaffe and Trajtenberg, 2001) led to volumes of works in economics, entrepreneurship and strategy. It marked a significant period of knowledge creation. At the same time, subsequent work revealed the opportunity for greater coordination or “standards of use and interpretation” to avoid the shortcomings and mis-interpretation of these data (Alcácer and Gittelman, 2006). Accordingly, our PDW will equip participants with technical insight on how to manipulate and augment the database and the key fields therein. The PDW will be structured as follows. First, it will open with brief presentations summarizing recent works using the database to inform contemporary research questions. Each presenter will also underscore key limitations, or ‘red flags,’ that scholars should heed if we are to facilitate careful interpretation of the results. The goal is to avoid misuse of the data and further facilitate the construction of a cumulative body of knowledge. Second, we will proceed with input from attendees who will have the opportunity to share their research projects as well as questions about the data. Finally, we will convene roundtable discussions to explore these issues in detail and identify fertile groups to advance future work.

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

Session Type: **PDW Workshop**
Program Session: **350** | Submission: **18221** | Sponsor(s): **(TIM, HR, MC, DEI, AAM)**
Scheduled: **Saturday, Aug 5 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Accelerating and Democratizing Artificial Intelligence Upskilling for Workforce Digital Inclusion

Speaker: **Shameem Farouk**, *INSEAD*

Many organizations globally are implementing Artificial Intelligence (AI) and Machine Learning (ML) algorithms as part of their digitalization efforts; however, recent reports have indicated that many data science projects have failed to deliver business impact (Joshi et al., 2021; Bean & Davenport, 2019). Additionally, a lack of data science talent and skills in existing employees have been cited as a top barrier to AI adoption (Kazakova et al., 2020). This Professional Development Workshop (PDW) aims to share AI and ML workforce upskilling strategies, which a financial services firm in Asia had implemented that had resulted in Return on Investment (ROI) in training of over 300% in its first year of implementation, and which saw more female staff attaining certifications in ML compared to its male staff, which is a reverse of the typical gender gap trend in technology. Additionally, new learning tools developed by the firm has enabled its non-technical workforce to learn and apply ML algorithms within five days of training. This PDW will be an interactive session where participants will be able to experience the learning tools and discuss upskilling needs and challenges in their respective contexts. Participants will also be invited to be part of a post-workshop Learning Guild to enable continuous collaboration and professional exchange support. Anyone who is interested in approaches that can increase strategic alignment of AI and ML upskilling programs to business needs and in creating digital inclusion for their respective context is highly encouraged to join.

If you would like to try the tool that will be introduced in the session, please bring a laptop with Microsoft Excel loaded and you will need Administrative rights to your laptop to install the tool.

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

Session Type: **PDW Workshop**
Program Session: **351** | Submission: **11235** | Sponsor(s): **(AFAM, ENT)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 12:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Entrepreneurial Ventures in Multiethnic Environments: The Case of Sub-Saharan Africa

Organizer: **Constant D. Beugre**, *Delaware State U.*
Organizer: **Jean Dibondo Kabongo**, *U. of South Florida, Sarasota-Manatee*
Presenter: **James Calvin**, *Johns Hopkins U.*
Presenter: **Sarah Kimakwa**, *California State U., Chico*
Presenter: **Moses Acquaah**, *U. of North Carolina, Greensboro*

Most sub-Sharan African countries are plagued by issues of tribal identity and tribal affiliation that are so pervasive that people identify themselves first as members of certain ethnic groups before considering themselves as citizens of their respective countries. However, in this PDW, we contend that entrepreneurship could be a tool to foster diversity, equity and inclusion because entrepreneurs are very interactive people who heavily depend on other people, resources and opportunities in their respective context (Audretsch, Dohse, & Niebhur, 2010, p. 56). Hence, entrepreneurship can reduce fractionalization and push governments to improve institutions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **352** | Submission: **17474** | Sponsor(s): **(CMS)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 12:00PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Performativity, Academic Activism, and Critical Management Education

Coordinator: **Jennifer Manning**, *Technological U. Dublin*
Coordinator: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Coordinator: **Alexandra Bristow**, *The Open U. Business School*
Coordinator: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Coordinator: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*

The purpose of this professional development workshop (PDW) is to provide space to discuss the ways in which Critical Management Studies (CMS) academics can integrate a critical pedagogy into their teaching and explore how we can embody the values of CMS in different aspects of academic life. A critical pedagogy means understanding management education as political, ethical and even radical. It engages students to critically and reflexively take seriously the history of exploitation and oppression reproduced by different forms of political economy and mainstream management education, including, for example, neoliberalism, White heteropatriarchy, colonialism and environmental destruction. In this PDW we seek to explore the ways critical management pedagogy can engage students' critical and social consciousness, encouraging them to create alternative versions of what is possible, while also unpacking the 'activist turn' in CMS by questioning what a performative CMS should mean in the context of a critical management education. The PDW is organised into three parts: first, brief thematic presentations by the workshop organisers; followed by small groups work with targeted thematic questions; and closing with a plenary debrief feeding back the key points of the working groups, drawing conclusions with an action plan. The PDW aims to offer productive insights into debating critical management education and what it means to be a CMS academic embodying the values of collegiality, empathy, activism, and criticality in different aspects of our academic lives.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **353** | Submission: **12576** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter AB**

Developing a Research Dissemination Strategy: Reaching a Wide Range of Stakeholders

Facilitator: **Daniel M. Walker**, *Ohio State U.*
Facilitator: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*
Facilitator: **Olena Mazurenko**, *Indiana U.*
Facilitator: **Leeann Comfort**, *Agency for Healthcare Research and Quality*
Panelist: **Timothy Huerta**, *Ohio State U.*
Panelist: **Sara Singer**, *Stanford U.*
Panelist: **Sunita Sah**, *Sunita Sah*

Disseminating research findings to key stakeholders is critical to translating health care management (HCM) research into practice and amplifying a study's impact. Moreover, many funders, including the National Institutes of Health, require a research dissemination plan. This professional development workshop (PDW) aims to guide participants through developing a research dissemination strategy that can effectively communicate findings to appropriate stakeholders beyond academic audiences. This session will introduce the Agency for Healthcare Research and Quality (AHRQ) Dissemination model to identify and target relevant stakeholders. Specific tools and resources will be provided that can assist in the dissemination process. The PDW will also include a panel of brief presentations from HCM scholars who have successfully developed a dissemination strategy to communicate research findings to organizational leaders, community partners, policymakers, and the general public. Panelists will describe the process of identifying stakeholders and using different media outlets (e.g., webinars, social media, community advisory boards, and mass media publications) to engage these audiences. Finally, attendees will discuss their real-world dissemination challenges with panelists. Scholars of all career stages are welcome to attend this interactive PDW, which is designed to increase participant's professional success and influence in healthcare management-related fields. The PDW is designed as a hybrid session. Still, delivery is flexible, and the organizers will work with AOM HCM leadership to modify as needed.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **354** | Submission: **10894** | Sponsor(s): **(MED, HR, OB)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

The Power of Play: the Overlooked Potential of Play for Management Learning and Development

Coordinator: **Tina Miedtank**, *Nijmegen School of Management*
Coordinator: **Tina Davidson**, *Erasmus U. Rotterdam*
Coordinator: **Tracy F. Chang**, *Rutgers U.*
Panelist: **Carolin Ossenkop**, *Nijmegen School of Management, Radboud U. Nijmegen*
Panelist: **Aurora Díaz Soloaga**, *Almaty Management U.*
Panelist: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*
Panelist: **Marina Anna Schmitz**, *IEDC-Bled School of Management*

Scholars and practitioners agree that effective leadership in today's complex and ambiguous business environment requires more than learning about and mastering particular sets of leadership behaviors. Rather, effective leadership is rooted in being able to lead from one's true self, as well as being able to effectively apply such complex and multi-faceted self-understandings adaptively to changing demands and circumstances. A critical question scholars have coined is: To what extent are traditional leadership development approaches–generally based on logic and rationality–conducive to effective leadership development in today's workplace? Our proposed PDW aims to heed calls for frame-breaking, non-traditional approaches to leadership development by exploring play as an innovative tool for developing leaders. Specifically, this PDW involves discussions and experiences that showcase how different forms of play (i.e., improvisational theater, LEGO, yoga play, and equine-assisted experiential learning) can contribute to learning and development processes because of the way in which play provides a safe space in which we can explore how things work, who we can be, how best to (re)act to new situations and adapt to and integrate changes. Our proposed PDW consists of two parts. First, PDW panelists discuss the usefulness and potential of play for innovative business education and development programs. During the second part–which takes a roundtable set-up–participants can experience, explore, and discuss two of the four play-based interventions which panelists have designed with the intention to viscerally make sense of the potential of play for their research and teaching.

This is a link to register for this PDW #10894 The power of play: https://docs.google.com/forms/d/e/1FAIpQLSdLRIUGhIxDZxSpbJNryzsoo0Exvzj-9gd5RAKY692P4D3AGg/viewform?usp=sf_link

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

Session Type: **PDW Workshop**
Program Session: **355** | Submission: **12508** | Sponsor(s): **(OB, HR, CAR)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

Global Research Collaboration PDW

Organizer: **Constanze Eib**, *Uppsala U.*
Organizer: **Yuka Fujimoto**, *Sunway Business School*
Organizer: **Robert Litchfield**, *Washington and Jefferson College*
Organizer: **Hongxia Peng**, *Rouen U.*
Panelist: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Panelist: **Andreas Wilhelm Richter**, *U. of Cambridge*
Panelist: **Tomoki Sekiguchi**, *Kyoto U.*

Numerous societal grand challenges (George et al., 2016), such as climate change, sustainable development, eradication of poverty, decent working conditions, and economic growth, require global collaboration. To meet these challenges, management scholars may increasingly require not just content knowledge but also skill in collaborating with one another across national and cultural boundaries. The 'Global Research Collaboration PDW' centers around questions related to how to initiate, organize, coordinate, and maintain a global research collaboration, as well as how to overcome obstacles and manage different institutional and cultural logics in the global context. By recognizing research collaborations as an explicit area where scholars may develop and exercise skills, this workshop will foster reflection and practice exchange amongst researchers. This workshop will encourage global and/or early career management scholars interested in global collaboration projects to learn from established researchers and ask questions about global collaboration projects. We will accomplish these goals through a hybrid workshop with two interlocking features. First, a selected group of experienced scholars share their global research collaboration experiences. Second, PDW attendees will engage in roundtable discussions to help identify success factors for global collaboration and discuss practices to facilitate and improve existing and future projects.

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

Session Type: **PDW Workshop**
Program Session: **356** | Submission: **13172** | Sponsor(s): **(OB, RM)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Hatching New Ideas Through Conversation: A Research Incubator on Positive Relationships at Work

Organizer: **Melissa Chamberlin**, *Iowa State U.*
Organizer: **Lyndon Earl Garrett**, *Boston College*
Organizer: **Beth Schinoff**, *Boston College*

The development of positive relationships at work is important to both employees and organizations. Individuals who maintain positive work relationships tend to experience more positive emotions and have higher job and life satisfaction. Within academia, the study of positive relationships at work is rapidly growing, incorporating new methodologies, theories, and approaches that build upon existing knowledge. The purpose of our proposed PDW is to facilitate the continued growth of positive relationships at work scholarship by offering participants the opportunity to share and incubate research ideas. In preparation, participants will submit a brief synopsis describing a current project or idea (our PDW is open to work at any stage; i.e., theory development, data collection, analysis) and how it fits under the broad theoretical umbrella of positive relationships at work. Based on their synopses, individuals with similar interests will be organized into small groups. During the session, participants will have the opportunity to receive feedback on their projects from knowledgeable peers and experts. In addition to helping individuals develop their own unique research ideas, we also intend our PDW to be a forum for continuing to build and grow a community of scholars passionate about positive relationships at work.

To participate in this session, please e-mail a brief description of your project (limit of 1,000 words) to Melissa Chamberlin (mc6@iastate.edu) by JUNE 30, 2023. Your description should include the following: primary research questions or hypotheses, how your research broadly connects to the theoretical umbrella of relationships at work, methodology, current stage of the project/idea, and what you hope to gain from the session.

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

Session Type: **PDW Workshop**
Program Session: **357** | Submission: **11521** | Sponsor(s): **(OMT, OB, CTO, STR, TIM, ENT, MOC)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

At the Frontiers of Social Network Research in Organizations: Developing Ideas and Papers.

Organizer: **Stefano Tasselli**, *U. of Exeter Business School*
Organizer: **Cecile Emery**, *U. of Exeter Business School*
Organizer: **Daniel S. Halgin**, *U. of Kentucky*
Organizer: **Andrew Parker**, *Durham U. Business School*
Participant: **Alexandra Gerbasi**, *U. of Exeter Business School*
Participant: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Participant: **Ajay Mehra**, *U. of Kentucky*
Participant: **Eric Quintane**, *ESMT Berlin*
Participant: **Leroy White**, *Warwick Business School*
Participant: **Songqi Liu**, *National Science Foundation*
Participant: **Le Zhou**, *Texas A&M U.*

This workshop aims to provide participants (in particular junior faculty and PhD students) with an understanding of how to publish organizational network studies in management journals. The study of networks within and between organizations is a growing field of research with its own unique opportunities and challenges. It is unusual in that it has theoretical relevance at the individual, team, organizational, and industry level; and can be integrated with a broad range of management theories. Therefore, it has broad applicability across the members of many of the academies divisions and interest groups. The opportunity to apply an organizational network framework across a broad range of topics also provides challenges. For example, understanding what research questions are relevant for a broad management audience is not always obvious. Network analysis has seen new statistical methods that provide opportunities and challenges, such as how to convey these new models to a wider management audience. This workshop sees the unique opportunity to bring together a number leading academics from the LINKS Center for Social Network Analysis of the University of Kentucky, the University of Exeter Centre for Social Networks, and other leading universities, who have published in a wide range of top management journals. The format of the workshop includes a panel session and small roundtable discussions where individual papers from participants (submitted prior to the workshop) will be discussed.

Session Type: **PDW Workshop**
Program Session: **358** | Submission: **11147** | Sponsor(s): **(ONE)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 12:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Step ONE: Starting Your Sustainability PhD Journey with ONE

Organizer: **Anja Grüll**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Organizer: **Sara Graves**, *Simon Fraser U.*
Organizer: **Lucrezia Nava**, *Bayes Business School (formerly Cass), City, U. of London*
Organizer: **Ash Ganzoury**, -
Speaker: **Kevin Chuah**, *Northeastern U.*
Panelist: **Junghoon Park**, *Loyola Marymount U.*
Organizer: **Svetlana Ivanova**, *Vienna U. of Economics and Business*
Speaker: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Step ONE is a moderated PDW to support early-stage sustainability PhD students to begin and bolster their journey with the Organizations and the Natural Environment (ONE) Division. It complements and is a precursor to the ONE Doctoral Consortium, which is targeted at later- stage students. It is especially challenging for early-stage PhD students to not only get involved with academic communities, but also to stay involved, while sustaining their own resilience and well- being. Thus, as a group of five doctoral researchers and early-career scholars, we wish to create a vibrant and inclusive space to welcome these individuals, as they navigate their first moments with AOM in the ONE Division. Building on the success of its previous two editions during AOM 2021 and AOM 2022, we aim to help (1) cultivate a sense of confidence and community, particularly through shared insights and advice; (2) guide early-stage PhD students in navigating, participating in, and thriving at AOM and in the ONE Division; and (3) develop their interests in ONE-related topics, while helping them articulate their interests and impact in sustainability, as well as to identify potential theoretical lenses, collaborators, and pathways that might amplify that purpose. With Sukhbir Sandhu (ONE Chair), Junhoon Park (PhD Sustainability Community) and Kevin Chuah (recipient of the 2022 Best Thesis Award) as invited speakers, we offer opportunities for participants to find and build their home, within an inclusive, open-minded, and openhearted global academic community.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **359** | Submission: **15872** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 5 2023 10:30AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Corporate Strategy: Creating and Capturing Value with Strategic Interdependencies

Organizer: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Participant: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Participant: **Valerie Isakova**, *U. of Illinois at Urbana-Champaign*
Participant: **Michael J. Leiblein**, *Ohio State U.*
Participant: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Participant: **Lalit Manral**, *U. of Central Oklahoma*
Participant: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*
Participant: **Arkadiy V. Sakhartov**, *U. of Illinois at Urbana-Champaign*

Corporate strategy is one of the central areas of strategic management, and there is a strong demand for emerging research insights on corporate strategy among strategy scholars. The objective of the present professional development workshop is to discuss novel directions of corporate strategy research as well as demonstrate a scope of emerging and under-researched questions that make for a great number of research opportunities in this area. Specifically, the workshop focuses on the following three novel research directions, which are of great interest to strategy researchers: (1) allocation of resources across businesses in a dynamic perspective; (2) demand/revenue-side synergies and integration of corporate strategy and competitive strategy; and (3) strategic interdependencies across distinct corporate strategic moves. The workshop's attendees will have an opportunity to discuss the above topics with top scholars in an interactive way, get a better understanding of novel directions, and upgrade their research agenda.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **360** | Submission: **15585** | Sponsor(s): **(HCM, STR)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Artificial Intelligence in Health Care: Setting a Research Agenda for Management Scholars

Organizer: **Abi Sriharan**, *Schulich School of Business, York U.*
Organizer: **Jane Banaszak-Holl**, *U. of Alabama, Birmingham*
Panelist: **Cheryl Mitchell**, *Gustavson School of Business, U. of Victoria*
Panelist: **Attila J. Hertelendy**, *Florida International U.*
Moderator: **Tracy Hopkins Porter**, *Cleveland State U.*

There is increased enthusiasm for the potential of artificial intelligence (AI), machine learning, and related technologies in the health-care sector. These new and emerging technologies present opportunities to improve clinical care delivery, business processes, and patient experience, yet these technologies have been criticized as cost-cutting measures that can negatively impact care delivery by reducing staffing and replacing professionals. Both proponents and critics recognize that these emerging technologies will fundamentally change the tasks and roles of health-care professionals and managers. This professional development workshop (PDW) aims to bring scholars together to discuss the benefits and drawbacks of implementing AI and related technologies in health care and to further develop the research agenda for leading AI-related digital transformation in the health-care sector. This PDW will begin with a brief overview of emerging research on AI innovation and implementation in health care. This will be followed by a presentation of selected case studies of AI implementation and leadership experiences. After a Q and A session with the panelists, participants will move to breakout sessions, where they will discuss AI implementation, opportunities, and challenges and develop research agendas for collaborative research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **361** | Submission: **19927** | Sponsor(s): **(MBR)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 12:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Career Services Committee Presents

Facilitator: **Angela K. Miles**, *North Carolina Central U.*

Description forthcoming

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **362** | Submission: **16552** | Sponsor(s): **(MC, ODC)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 12:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Building an AI-First Organization that Prioritizes Organizational Health

Presenter: **Claudy Jules**, *McKinsey & Company*
Presenter: **Nicolette Rainone**, *McKinsey & Company*

Artificial intelligence (AI) is the capability of machines to perform cognitive tasks typically associated with humans. The business and social value of this technology have become increasingly apparent. To capture this value, companies will need to adopt an AI-first mindset that amplifies the performance of individuals and teams. AI-first organizations reinvent the company's future based on AI instead of using AI solely as an optimization tool. Although most organizations are transitioning to being AI-first, companies often face substantial barriers to adopting AI, which affect how the organization operates. To build a successful AI-first organization, companies must prioritize the organization's health and put people front and center. AI-first organizations prioritizing organizational health enable people to focus on uniquely human capabilities, such as judgment and empathy. Furthermore, these organizations overcome the barriers mentioned above by taking a human-centered approach to strategy and decision-making, organizational and work design, talent, and risk mitigation and learning.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **363** | Submission: **17016** | Sponsor(s): **(MC, ODC)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 1:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Consulting Practices Involving the Workers on Developing Socio-Economic Performance

Organizer: **Maite Rateau**, *ISEOR*
Discussant: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Discussant: **María Angeles Rastrollo-Horrillo**, *U. of Málaga*
Panelist: **Bryan McCusker**, *Management Consultant*
Panelist: **Kortney Peagram**, *Elmhurst U.*

Everyone in the world can say that “we need each one to create value in this world”, and most of people agree with this idea. However, the organizations, through the management level, are facing difficulties to make people work together and work with them on enhancing the performance. Even if consultants are used to work with managers, directors and CEOs, there is a need to support them into making work people together on performance: indicators, meaning, and levers of action... This PDW purpose is to present and discuss about how consultants in their practices, tools and methodologies are involving workers into the process of developing performance they are leading and how to steer the socio-economic performance. Presenters are consultant-researchers in such organizations and can share the lessons and knowledge from their interventions.

Session Type: **PDW Workshop**
Program Session: **364** | Submission: **13200** | Sponsor(s): **(MSR, DEI, ONE)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 1:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Holding Space—Facing Our Fears: Generative Mindfulness, Dialogue, and Inclusion for a Healthy World

Facilitator: **Kathryn Goldman Schuyler**, *Alliant Intl U. / Coherent Change*
Facilitator: **Lemuel Watson**, *Antioch U. Graduate School of Leadership and Change*

Bringing together dialogue and generative mindfulness with a sense of underlying love can support all of us who wish to create inclusive workplaces in service to a healthy world. Few of us feel strong enough to sit quietly, sensing the presence of fear or anger, and just let it be as it is—yet this is a core skill for leaders today. A short workshop cannot change lifelong habits; however, it can offer insight into how such practice yields a path. You may leave with fresh insights into yourself and how your awareness practice can support you in times of crisis. How often have you reflected on how tough it is to hold space for dialogue among people who need to talk, yet have deep differences? When difficult moments happen at work, despite our practice, meditation, or spiritual path, it can be hard to be present. It is challenging to allow space for what we and others are feeling and experiencing in the moment, let alone being patient enough to understand the context, audience, and "temperature." Yet we need to listen and react in ways that build respect, acknowledgment, and integrity during such moments of conflict and crisis. This PDW will support us in moving beyond the surface learning of "skills" into the realm where we sit with ourselves and face the people we are with, openly, in the moment, in service of collaboratively remembering our deepest intentions for our organizations, society, and the Earth.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **365** | Submission: **16745** | Sponsor(s): **(NEU, RM, OB)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 2:00PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Analysis of Heart Rate Responses for Management Research

Organizer: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Presenter: **Sebastiano Massaro**, *Surrey Business School*
Presenter: **Alvin Lee**, *Nanyang Business School*

Heart rate (HR) responses have been associated with numerous variables, constructs and factors of central interest to organizational and management research. Key examples include emotions, fatigue, stress, decision-making, sleep quality, as well as more generic outcomes, such as health and well-being. Moreover, recent technological developments have allowed for measuring some aspects of heart-rate fluctuations using wearable devices. However, the design of HR-based experiments and/or field studies, data collection, and data analysis require careful planning, dedicated statistical tools, and cautious interpretation. The aim of the present Professional Development Workshop (PDW) is to introduce HR measurements and analyses (especially Heart Rate Variability (HRV))to the uninitiated management researcher who might wish to know more about and employ this versatile methodology. The PDW will: (i) quickly introduce the physiology of HR and its association with human brain function and behavior; (ii) review previous exemplary studies using HRV associated with typical managerial concepts; (iii) discuss principles of lab-based HR experiments; (iv) explain the basic principles of analysis and interpretation of actual HR data; and, (v) invite participants (in groups) to discuss their own research questions and designs. This PDW builds on theory, moves to real applications, and ends up with hands-on involvement to motivate participants to use HRV methods in their future research.

Please email cgeorgios@ntu.edu.sg with the subject line "AOM 2023 PDW HRV". When the list of attendees is finalized, we will send you a link with a form to fill in to help us prepare the PDW.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **366** | Submission: **20076** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

AMD Incoming Editors Business Meeting

Presenter: **C. Chet Miller**, *U. of Houston*

By invitation only.

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

Session Type: **Social Event**
Program Session: **367** | Submission: **20077** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

AMLE Incoming Editors Business Meeting

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

By invitation only

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

Session Type: **Meeting**
Program Session: **368** | Submission: **21202** | Sponsor(s): **(TLC)**
Scheduled: **Saturday, Aug 5 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

TLC Pre-Conference Meeting (Invite Only)

This is an invite only session for the TLC Committee

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

Session Type: **PDW Workshop**
Program Session: **369** | Submission: **19258** | Sponsor(s): **(MH, MSR, OMT)**
Scheduled: **Saturday, Aug 5 2023 11:15AM - 12:15PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

A "Friendly" Source for Archival Research

Participant: **Jay J. Janney**, *U. of Dayton*
Participant: **Terry Lee Amburgey**, *U. of Toronto*
Participant: **Della Stanley-Green**, *U. of Dayton*

Historically the Religious Society of Friends created and maintained incredible archived records on the formation of organizations, memberships, birth/death/marriage records, etc. In this PDW we discuss the richness of this potential data, where to access it freely, as well generating research ideas and domains based on the data. We will provide all attenders with information on accessing these sources, including those which have been digitized and which are still only available in a print format (as of December 2022). We shall also share examples of datasets created from these archives, specifically those affiliated with Indiana Yearly Meeting.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **370** | Submission: **21185** | Sponsor(s): **(EXH)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 11:15AM ET (UTC-4)** at **Boston Hynes Convention Center** in **101**

From Coping to Flourishing in Academia: A Critical Perspective on Recognition and Rewards

Organizer: **Svetlana Khapova**, *Vrije U. Amsterdam*
Speaker: **Dilek Uslu**, *Vrije U. Amsterdam*
Speaker: **Wenjing Cai**, *Vrije U. Amsterdam*

A neoliberalisation of academia has been redefining academic work. Increasingly academic work has become market-driven and focused on performance, excellence, competition, project-based working, entrepreneurialism, and cost reductions. Not surprisingly, therefore, there is an increase in signals pointing out that contemporary academia is not a happy place to work. Recent research shows that in many countries, academia is over-competitive and makes academic jobs precarious. Consequently, a growing number of academics report mental and physical health issues. Endless competition and job uncertainty, and a need for performance to meet the publication requirements create much stress, damage health, and undermine academic well-being. In addition, feelings of being an imposter and burnout have been identified as common experiences in academia. Many scholars raise questions about whether this “new” neoliberal academia does not begin to kill the very nature of what academic work is: sense, imagination, and thought. Internationally, science foundations and, alike, have begun to search for avenues to change the recently emerged principles of academic work. One example is the nationwide initiative in the Netherlands, referred to as “Recognition and Rewards”. It already gained a nationwide debate and actions by universities to create a better balance between teaching and research duties, greater recognition of team performance, and eliminating simplistic research assessment criteria, such as journal rankings. This session aims to share recent research findings about academics’ perception of rewards and recognition systems in the Netherlands and China and to engage participants in a discussion of how together we can create a better academic work environment where academics flourish.

Session Type: **PDW Workshop**
Program Session: **371** | Submission: **10523** | Sponsor(s): **(HCM, OB, HR, MED, OMT)**
Scheduled: **Saturday, Aug 5 2023 11:30AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Flipping the Formula: Writing for Mainstream Audiences

Organizer: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*
Organizer: **Yuna Lee**, *Columbia U.*
Panelist: **Timothy Hoff**, *Northeastern U.*
Panelist: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Panelist: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Panelist: **Amanda Brewster**, *U. of California, Berkeley*
Panelist: **Alden Lai**, *New York U.*

Scholars often find it difficult to make their research applicable for audiences outside of academia (Brazzell, 2021). Regardless of how valuable, influential, or even transformative the scholarship is, researchers often are challenged to clearly articulate their ideas in a manner that launches their work from the pages of an academic journal to outlets with more generalized readership or mainstream audiences (e.g. Harvard Business Review, The New York Times, The Conversation, The New Yorker, etc.). Yet, as recent events such as the Covid-19 pandemic has shown, sharing research insights with the public can be a critical public service, offering important knowledge about crucial topics ranging from public health to labor and workforce challenges. In some cases, for instance with pre-tenure faculty who have a laser-like focus on publishing in top-tier academic journals, individuals are hesitant to allocate the time it takes to disseminate their work for fear that it may not benefit their tenure candidacy. However, far more commonly, faculty may not know how to write and communicate in the ways that mainstream media sources require because it is truly a different genre than the academic writing that was ingrained in all of us during our doctoral training (Weldon, 2022). Still, developing this skill has become more relevant as institutions are encouraging faculty to broadly share their work due to reputational boosts and potential financial implications for both the institution and scholar (Weldon, 2022) as well as broader impacts to society. Likewise, learning how to write for mainstream audiences can yield rich professional opportunities, invitations for speaking engagements, enhanced expert reputation, it can connect research to policy makers and executives, and even attract more readership to academic publications (Taylor and Francis, n.d.). In this PDW, participants will first engage in a writing workshop that explicitly shows how to convert an academic abstract to a plain language summary that may be used in the development of a pitch or could be further expanded into a commentary or op ed piece for mainstream audiences. After the writing tutorial segment, a panel of HCMD leaders will share insights on their own experiences in deciding to write for mainstream publishing outlets as well as the rewards and challenges they experienced in the process. Participants will have the opportunity to ask questions of those who have successfully written in this genre, to engage in rich discussions about successful approaches to writing for popular media type sources, to share insights on pursuing or accepting such opportunities, and to gain better understanding and appreciation of what the transition from academic writing to mainstream writing realistically looks like. Thus, attendees at all stages of development would find relevant insights in the writing workshop and moderated discussion.

We invite attendees to bring an abstract from a paper that they have written (published or unpublished) for the writing workshop segment of the PDW. However, while bringing an abstract is strongly recommended, it is not required for attendance. We look forward to seeing you there.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **372** | Submission: **16285** | Sponsor(s): **(OMT, RM, STR, OB, TIM, HR, CTO, CAR)**
Scheduled: **Saturday, Aug 5 2023 11:30AM - 2:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Teaching Social Networks

Organizer: **Demetrius Lewis**, *U. of California, Riverside*
Organizer: **Blaine Landis**, *U. College London*
Presenter: **Weihua An**, *Emory U.*
Presenter: **Travis Grosser**, *U. of Connecticut*
Presenter: **Matt Cummins**, *ESSEC Business School*

The purpose of this PDW is to create an ongoing forum for Academy members interested in teaching social networks to undergraduate, MBA, and executive audiences to share and learn practical insights on how to prepare and deliver individual sessions or entire courses on the topic. The PDW will be organized into three modules – substantive topics, an open innovation session, and an introduction to network analysis – that are designed to assist participants in transforming research on social networks into effective educational experiences. The substantive topics module will focus on how experienced faculty have leveraged network concepts to develop and deliver thematic courses. The open innovation module will focus on the issues, challenges, and questions that the participants have experienced or anticipate with teaching social network modules or courses. Last, the network analysis module will include a hands-on, interactive learning session with case studies and R code provided.

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

Session Type: **PDW Workshop**
Program Session: **373** | Submission: **12610** | Sponsor(s): **(OSCM)**
Scheduled: **Saturday, Aug 5 2023 11:30AM - 1:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence AB**

Putting the Worker First: A Conversation Around DEI

Panelist: **Priyank Arora**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Vikram Bhakoo**, *U. of Melbourne*
Panelist: **Barbara B. Flynn**, *Indiana U.*
Panelist: **Sriram Narayanan**, *Michigan State U.*
Panelist: **Wendy Tate**, *U. of Tennessee*
Panelist: **Katie S. Wowak**, *U. of Notre Dame*

This session focuses on how faculty can strive to create a better world together through diversity, equity, and inclusion (DEI) research. The intent is to hold a positive, candid conversation about DEI research topics and trends to foster a more diverse, equitable, and inclusive environment for all workers (i.e., factory workers, managers, executives, students, faculty, etc.). The session will be partitioned into two segments. During the first portion of the session, a panel of distinguished faculty members will share their insights on DEI research trends and opportunities. The objective of this portion of the session is to craft a broad DEI research agenda. For the second portion of the session, participants will join breakout groups for more in-depth discussions around various DEI research topics, trends, and opportunities. The objective of this portion of the session is to populate the broad DEI research agenda generated from the first portion of the session with specific research questions scholars should investigate. This session is sponsored by the Operations and Supply Chain Management Division, but participants from all areas are welcome.

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **374** | Submission: **21070** | Sponsor(s): **(SIM)**
Scheduled: **Saturday, Aug 5 2023 11:30AM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

Speed Networking with the SIM Division

Organizer: **Sarah Stephen**, *U. of Liverpool Management School*
Organizer: **Pushpika Vishwanathan**, *U. of Amsterdam*

Networking can be daunting. It may feel tempting to avoid a room filled with strangers in favor of seeking out more comfortable conversations with those you know. But wait! – What if that room is filled with established and future SIM thought-leaders, who are passionate about the same kinds of scholarly topics, research methods, teaching innovations, and impact that you are? How about a space dedicated to warm introductions, energetic idea-sharing, and the spirit of community? What if you could plan on lively facilitated opportunities to meet extraordinary global colleagues, discuss existing research, and consider developing new projects? Spoiler alert: you can!! SIM Speed Networking is exactly that space with exactly those people and exactly these opportunities! This annual event in collaboration with the SIM Division's Research Committee aims to facilitate connections among scholars interested in topical issues linking business and society, professional development, and impactful research incubation. All are welcome. Sign up for this PDW by filling out the following form and selecting a networking slot with your preferred senior faculty member: https://form.jotform.com/220888033625054. Slots will be allocated on a first come, first serve basis.

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

Session Type: **PDW Workshop**
Program Session: **375** | Submission: **11782** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 5 2023 11:30AM - 1:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

STR Junior Faculty Paper Development Workshop

Panelist: **Stefano Brusoni**, *ETH Zürich*
Panelist: **Guoli Chen**, *INSEAD*
Panelist: **J.P. Eggers**, *New York U.*
Panelist: **Gokhan Ertug**, *Singapore Management U.*
Panelist: **Javier Gimeno**, *INSEAD*
Panelist: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*
Panelist: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Panelist: **Karin Hoisl**, *U. of Mannheim*
Panelist: **Nan Jia**, *U. of Southern California*
Panelist: **Riitta Katila**, *Stanford U.*
Panelist: **Hong Luo**, *HBS*
Panelist: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Panelist: **Tomasz Obloj**, *Indiana U. - Kelley School of Business*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Michelle Rogan**, *Imperial College Business School*
Panelist: **Anne L.J. Ter Wal**, *Imperial College Business School*
Panelist: **Dan Jun Wang**, *Columbia Business School*
Panelist: **Heli Wang**, *Singapore Management U.*
Panelist: **Lori Qingyuan Yue**, *Columbia Business School*
Organizer: **Dongil Daniel Keum**, *Columbia Business School*
Organizer: **Elie J. Sung**, *HEC Paris*
Organizer: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Organizer: **Pavel Ivanov Zhelyazkov**, *Hong Kong U. of Science and Technology*

Now in its twelfth year, the Junior Faculty Paper Development Workshop aims to provide junior scholars with the opportunity to receive developmental feedback on their current research projects. The workshop features a panel of distinguished scholars with expertise in a diverse range of topics and methods. It targets junior faculty who are struggling with one of their papers, as for instance the paper has been rejected or has received contradictory reviews. Junior scholars will meet with senior mentors to discuss their paper and get advice on how to advance it.

If you hold a faculty position as an Assistant Professor or comparable rank and your research focuses on STR-related topics, we encourage you to apply to the JFPDW. Applications should include (1) your curriculum vitae (including name, email address, title, and institutional affiliation), (2) the paper you want to receive feedback on (a new working paper or even a paper that's been through the review process already), and (3) an indication of three faculty mentors who are of most interest to you. We will do our best to facilitate matches, but this will depend a little on demand. Please submit your application online by June 1st to STR.PaperDevelopmentWorkshop@gmail.com. If you have any questions, please get in touch with one of the organizers: Elie Sung (sung@hec.fr), Pavel Zhelyazkov (pzhelyazkov@ust.hk), Aline Gatignon (galine@wharton.upenn.edu), or Daniel Keum (dk2721@columbia.edu).

Session Type: **PDW Workshop**
Program Session: **376** | Submission: **13282** | Sponsor(s): **(DEI, IM, RM)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

DEI's Global Ambassadors Broadening the AOM Experience for Emerging International Members

Organizer: **Raymond Trau**, *Macquarie U.*
Organizer: **Anna Katherine Ward**, *Virginia Tech*
Panelist: **Fida Afiouni**, *American U. of Beirut*
Panelist: **Nasima Mohamed Hoosen Carrim**, *GDO*
Panelist: **Tania Casado**, *U. of Sao Paulo*
Panelist: **Marta M Elvira**, *IESE Business School*
Facilitator: **Shehla Riza Arifeen**, *Lahore School Of Economics*
Facilitator: **Farzana Ashraf**, *Macquarie Business School, Macquarie U.*
Facilitator: **Elena Doldor**, *Queen Mary U. of London*
Facilitator: **Bernadeta Gostautaite**, *ISM U. of Management and Economics*
Facilitator: **Huong Le**, *Central Queensland U.*
Facilitator: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Facilitator: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*

Our broad goal is to connect and support emerging international members from emerging economies, the global South, and other geographies where our AOM/DEI membership is under-represented. The DEI's Global Ambassadors will partner with AOM-partner organizations to identify and invite Management scholars around the world to take part in our PDW. Participants will request and be matched with mentors who will help them feel more supported at future AOM conferences and more confident in their future AOM paper development efforts. Four panelists with connections to/in underrepresented/emerging economies will present ideas, and Global Ambassadors will facilitate a roundtable discussion on overcoming outsider status at AOM and developing high-quality conference submissions. In alignment with AOM's four driving goals, our PDW aims to (1) connect and support members of the global management/organization community who might otherwise be overlooked at AOM, (2) enhance the diversity of the membership to which AOM provides indispensable value, (3) advance knowledge relevant to an even more diverse set of stakeholders/institutions around the world, and (4) enhance AOM's standing as a globally-led association. Key take-aways to participants of the PDW include stronger (1) connection to and belonging within the DEI community, and (2) honing of paper development skills, making future AOM attendance more likely. PDW participants will also be invited to a Welcome Coffee on the morning of this PDW to network with mentors and panelists.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **377** | Submission: **18677** | Sponsor(s): **(DEI, SIM, ODC)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Diversity and Inclusion in the Curriculum: What Can Teachers Teach?

Coordinator: **Millicent F. Nelson**, *Middle Tennessee State U.*
Facilitator: **Jennifer M. Collins**, *Florida A&M U.*
Facilitator: **Matrecia James**, *St. Bonaventure U.*
Facilitator: **Angela K. Miles**, *North Carolina Central U.*

Some of the dialogue and actions taken recently in the United States have many teachers in higher education baffled on what they can and cannot teach/discuss in the classroom. In some states, topics such as Diversity, Equity, Inclusion (DEI) and Critical Race Theory (CRT) have come under attack. Critics of these topics state that these issues make students feel ashamed or take personal responsibility or feel guilt or some other psychological distress. Proponents for these topics, especially for Critical Race Theory, state that it helps students to understand how racism has shaped U.S. laws and continue to impact the lives of those in minority groups. Both sides have relevancy that needs to be considered as we navigate business and management education. Politics and political agendas have escalated this issues in ways that have implications for what can be taught in the classroom and provided sanctions for those who violate those directives. Historically, professors have had academic freedom that shielded them from retribution for their choices in and out of the classroom. Professors were seen as owners of the curriculum, and they had the autonomy of designing courses according to their own understanding of their philosophy of knowledge. In this workshop, we will deal objectively with these topics and provide guidance for instructors on how to navigate teaching relevant concepts without providing harm to our shareholders. This PDW will explore strategies/techniques for optimizing the discussion and instruction of DEI, CRT, etc. in a manner that is acceptable to all sides.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **378** | Submission: **13530** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Pursuing a Relevant Research Agenda Appropriate for an Entrepreneurship Scholar-Practitioner

Session Chair: **Kenneth A. Grant**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Participant: **John Martin Mueller**, *None*
Participant: **Lincoln Brown**, *Southwestern Oklahoma State U.*
Participant: **Thomas J. Mierzwa**, *U. of Maryland*
Participant: **Andrea Lane**, *Edinburgh Business School, Heriot Watt U.*

This Professional Development Workshop will help entrepreneurship scholars and industry practitioners determine research agendas appropriate for Scholar Practitioners, particularly those with significant industry experience who are at early stages of their academic careers. It supports the overall theme of this year's conference, "Putting the Worker Front and Center" by considering how Scholar-Practitioners can draw on their prior work experience to bring this key perspective to their teaching and research. Participants will hear from journal editors and successful authors, on how prior practical experience could be leveraged into a research agenda that results in publishable research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **379** | Submission: **12272** | Sponsor(s): **(ENT, OB, HR)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Mental Health, Well-Being, and Entrepreneurship: Putting "Entrepreneurial Workers" Front and Center

Organizer: **Isabella Hatak**, *U. of St. Gallen*
Organizer: **Jeffrey M. Pollack**, *NC State U.*
Organizer: **Ute Stephan**, *King's College London*
Organizer: **Johan Wiklund**, *Syracuse U.*
Participant: **Jared Shaw Allen**, *Texas Tech U.*
Participant: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Participant: **Johanna Anzengruber**, *Upper Austria U. of A.S*
Participant: **Rene Bakker**, *Erasmus U. Rotterdam*
Participant: **James Bort**, *U. of Missouri, Columbia*
Participant: **Joel B. Carnevale**, *Syracuse U.*
Participant: **Dimo P. Dimov**, *U. of Bath*
Participant: **Andreana Drencheva**, *King's College London*
Participant: **Constanze Eib**, *Uppsala U.*
Participant: **Elizabeth Embry**, *U. of Kansas*
Participant: **Markus Andreas Fitza**, *Frankfurt School of Finance & Management*
Participant: **Juanita Kimiyo Forrester**, *Mercer U.*
Participant: **Rebecca Franklin**, *New Mexico State U.*
Participant: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*
Participant: **Daniela Alejandra Gimenez Jimenez**, *TU Dortmund U.*
Participant: **J. Jeffrey Gish**, *U. of Central Florida*
Participant: **Sheila Hanson**, *U. of North Dakota*
Participant: **Jolanda Hessels**, *Erasmus U. Rotterdam*
Participant: **Ilke Inceoglu**, *U. of Exeter*
Participant: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Participant: **Prof. Dafna Kariv**, *Reichman U. (IDC)*
Participant: **Jan Keim**, *Bern U. of Applied Sciences*
Participant: **Sonia-Cristina Codreanu**, *King's College London*
Participant: **Janika Kölblin**, *Meredith College*
Participant: **Sandrine LE PONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Participant: **Michael Lerman**, *Iowa State U.*
Participant: **Daniel Lerner**, *IE Business School*
Participant: **Carina Lomberg**, *Technical U. of Denmark*
Participant: **Jenna McChesney**, *Meredith College*
Participant: **Mona Mensmann**, *U. of Cologne*
Participant: **Tim Michaelis**, *Northern Illinois U.*
Participant: **Jinia Mukerjee**, *Montpellier Business School*
Participant: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Participant: **Martin Obschonka**, *U. of Amsterdam*
Participant: **Frédéric Ooms**, *HEC Liege*
Participant: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*
Participant: **Liu-Qin Yang**, *Portland State U.*
Participant: **Hayley Reid**, *Sheffield U.*
Participant: **Maija Renko**, *DePaul U.*
Participant: **Susana Correia Santos**, *Rowan U.*
Participant: **Christine Scheef**, *U. of St. Gallen*
Participant: **Clau Sganzerla**, *Texas Tech U.*
Participant: **Gordon Shen**, *UTHealth Houston School of Public Health*
Participant: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*
Participant: **Matthew Sutter**, *Iowa State U.*
Participant: **Roy Thurik**, *Erasmus School of Economics, Rotterdam*
Participant: **Marilyn Ang Uy**, *Nanyang Business School, NTU Singapore*
Participant: **Barry Vanderwal**, *Virginia Polytechnic Institute and State U.*
Participant: **Ingrid Verheul**, *Erasmus U. Rotterdam*
Participant: **Christiana Weber**, *Leibniz U. Hannover*
Participant: **Marcus Wolfe**, *U. of North Texas*
Participant: **Eva Peters**, *Singapore Management U.*
Participant: **Elisa Alt**, *King's College London*

This PDW brings together, and seeks to grow, the community of scholars who share an interest in mental health/well-being and entrepreneurship. In this session, we aim to take stock of what we know, and co-create where we should go next by pondering how new research on mental health/well-being and entrepreneurship can inspire relevant, actionable, scholarly activity and more generally a fitter workforce. We will explore how research on mental health/well-being and entrepreneurship can offer novel forward-looking insights on this years' academy theme, especially about how the future of work—growing uncertainty, changing workplace dynamics, and increasing responsibility—involves opportunities for both precarity and self-actualization for workers. During our annual, interactive, gallery walk—which this year includes an innovative, crowdsourced, final integrating discussion with leading researchers and journal editors—this PDW will examine the mental health/well-being of "entrepreneurial workers." Thus, this year we broaden our focus by referring to entrepreneurs in terms of self-employed individuals, gig workers, and high-impact founders as well as employees, leaders, and managers, who are increasingly required to act entrepreneurially. We approach this PDW from different academic perspectives facilitating cross-disciplinary learning, enabling scholarly networking, and initiating collaborative research projects. We invite scholars researching mental health/well-being from entrepreneurship, OB, and related fields to this exciting PDW!

To register, email Jeff Pollack ((jmpolla3@ncsu.edu). Please include your name, email, affiliation, and whether you will be a presenter (bring a poster) or observer on the gallery walk.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **380** | Submission: **13918** | Sponsor(s): **(HR, IM, OB)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Managing Exceptional Talent in Global Teams: Challenges and Opportunities for Further Research

Session Chair: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Panelist: **Julia Eisenberg**, *Pace U.*
Panelist: **Theresa K. Lant**, *Pace U.*
Panelist: **Maritza R. Salazar**, *U. of California, Irvine*
Panelist: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Panelist: **Maggie Boyraz**, *California State U. San Bernardino*
Organizer: **Julia Eisenberg**, *Pace U.*
Organizer: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*

The landscape of organizations is changing very rapidly. From technological advancements to shifting organizational processes, there have been unprecedented changes influencing how workers collaborate, resulting in the need to re-examine existing approaches to talent management. This is particularly evident in global teams, which are increasingly prevalent due to factors such as lower cost, access to expertise, among others. There are several established challenges associated with working in a global team environment stemming from collaboration over time zone, geographical, cultural, national, and organizational boundaries, to name a few. Employees also differ in functional backgrounds, experience, team tenure, and expertise, potentially exacerbating team dynamics. Given the increasing importance of talent management of global teams, it is imperative to understand how to address current challenges associated with the modern organizational environment to gain the benefits of having exceptional talented team members (e.g., High Potentials, Stars, "A" Players). Consistent with this year's Academy of Management Meeting Theme of Putting the Worker Front and Center, this professional development workshop presents an opportunity to extend scholarly engagement in talent management research by focusing on a key area of managing exceptional talent in global teams, in response to today's uncertainty in the global organizational environment. In this interactive PDW, five panelists will prompt innovative considerations in the potential role of talent management in facilitating the greater effectiveness of global teams. Participants will contribute to an active discussion of challenges, solutions, and research opportunities through the lens of talent management, focusing on global teams to mitigate uncertainty.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **381** | Submission: **11706** | Sponsor(s): **(HR, OB, STR, CAR)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester / Newbury**

Calibrating Lens of Research in Compensation: Professional Development Workshop

Organizer: **Ji Hyun Kim**, *National U. of Singapore*
Organizer: **Hanbo Shim**, *U. of Texas At Arlington*
Panelist: **David B. Balkin**, *U. of Colorado, Boulder*
Panelist: **Alan M. Benson**, *U. of Minnesota*
Panelist: **Michelle Brown**, *U. of Melbourne*
Panelist: **John E. Delery**, *U. of Arkansas*
Panelist: **Charlie Trevor**, *U. of Wisconsin-Madison*
Panelist: **Anthony J. Nyberg**, *U. of South Carolina*
Panelist: **Phil Bryant**, *Columbus State U.*
Panelist: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **Marylene Gagne**, *Curtin Uni*
Panelist: **Jirs Meuris**, *U. of Wisconsin-Madison*
Panelist: **Sanghee Park**, *Hanyang U.*
Panelist: **Tae-Youn Park**, *Sungkyunkwan (SKK) U.*
Panelist: **Jason D. Shaw**, *Nanyang Technological U.*
Panelist: **Peter Bamberger**, *Tel Aviv U.*
Panelist: **Ingrid Fulmer**, *U. of Illinois at Urbana-Champaign*
Panelist: **Barry Gerhart**, *U. of Wisconsin, Madison*
Panelist: **Michael Sturman**, *Rutgers U.*
Panelist: **Dorothea Roumpi**, *Pennsylvania State U.*

Over the past decades, research on compensation has broadened our knowledge of the relationship between compensation and productivity from the organizational perspective, yet the field calls for a more nuanced approach grounded on a greater understanding of contexts and mechanisms. On the other hand, it is relatively recent that compensation scholars acknowledge the importance of extending the scope to examine the impact of compensation from the employee perspective or that on various outcomes other than productivity. In addition to discussing what research questions have been investigated and need to be addressed, the proposed PDW aims to address how such research can be better designed and conducted. In sum, the purpose of PDW is to hear insights and prospects from compensation scholars on various issues under the three themes: (1) compensation and productivity from organization and employee perspectives; (2) compensation and beyond productivity from organization and employee perspectives; and (3) methods and study design issues. Following the panel discussions, roundtable sessions will be held where attendees can interact directly with the panelists under each theme.

We highly recommend pre-registration due to limited capacity (walk-in might be allowed, but not guaranteed). For pre-registration, please submit the form by August 1st (https://bit.ly/3TXcw3W).

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **382** | Submission: **11375** | Sponsor(s): **(IM, OB, HR)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

Workers of the Future: Challenges & Opportunities of Comparative-Collaborative Research in Africa

Organizer: **Leonardo Liberman**, *ABS-UM6P*
Participant: **Natasha Winkler-Titus**, *U. of Stellenbosch Business School*
Participant: **Laurent Béduneau-Wang**, *Africa Business School, Mohammed VI Polytechnic U.*
Participant: **Anne Crafford**, *U. of Pretoria, South Africa*
Participant: **Jan Alewyn Nel**, *U. of Pretoria*

By 2050, a quarter of the total workforce will be in Africa, and the region will likely be the world's manufacturing center. Despite its potential, we know very little about the characteristics of the African worker across this vast, multifaceted and intricate continent. There is scant comparative regional research addressing work cultures, practices, and institutions and how managerial and organizational systems should be adjusted according to the varying contexts across African countries. This issue is not only academically warranted but also relevant for firms, organizations, entrepreneurs, and managers working within and across the continent. In this line, this PDW will be focused on the challenges, opportunities, and priorities of conducting comparative research in the African region. With the participation of scholars that have carried out research in the region in the past and others interested in doing research in the future, we will explore, discuss and learn about the most salient challenges while doing collaborative research in the region. We will also uncover opportunities to conduct comparative research and shed light on the best ways to capture these possibilities. We will finally discuss and agree on a research agenda in the field of management and organization from a comparative perspective in Africa for the incoming years. To accomplish these goals, this PDW will organize short scholarly presentations and a roundtable for discussions addressing these topics of inquiry.

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

Session Type: **PDW Workshop**
Program Session: **383** | Submission: **13864** | Sponsor(s): **(MED, MSR, INDAM)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 1:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon AB**

Education at the Intersection of History, Culture and Theology: Havruta, Gurukula, Vihara & Socratic

Organizer: **Prof (Dr) Mujtaba M. Momin**, *College of Business Administration Americal U. of the Middle East Kuwait*
Presenter: **Krishna Priya Rolla**, *Dr. Babasaheb Ambedkar Marathwada U.*

History and ancient wisdom have been long recognized as sources of teaching-learning methodologies; may it be the Socratic Method (Greiner et al., 2003; Hurlow, 2022; Oliva & Capdevielle, 1980), Havruta cooperative learning method (Hertz-Lazarowitz & Zelniker, 1995; Teomim Ben-Menachem & Livnat, 2018) or the Gurukula system (Patel, 1994). Besides these the modern classroom system considerably relies on games to develop strategic thinking amongst the incumbents' (Reeves & Wittenburg, 2015) (Camerer, 2003). Despite the presence of theological and archaic tools of learning; adoption of these in a classroom set-up is sparsely witnessed, and largely tardy. Though antiquated, these teaching–learning methodologies are largely pristine. The proposal aims to proliferate these ancient methods to the audience, which can be adopted in modern classrooms for developing business and management acumen. Further, this session is a humble attempt to rescue this ancient educational wisdom from annihilation and extinction. With these borrowings from history, theology and culture; their timely adoption can aid scientific mindset, collaborative education, and learning effectiveness. These methods are evinced to accommodate learning diversity and develop inclusiveness (Bandyopadhyay et al., 2022), mitigate the effects of remote education (Shai, 2021). Vividly, these ancient borrowings have evinced to develop intellectual and socio-emotional development (Garcia & Betancort, 2012), besides resolving the challenge of learning consciousness, understanding, retention and execution gap (Penczynski, 2016). The proposed theme aims to re-introduce an assortment of teaching methodologies for business management studies; with illustrations of modes and methods to execute it in a classroom.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **384** | Submission: **10337** | Sponsor(s): **(MOC, OB, OMT, MED)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Teaching Relationally: Building Community and Connection in Our Classrooms

Organizer: **Jane E. Dutton**, *U. of Michigan*
Organizer: **Arne Carlsen**, *BI Norwegian Business School*
Organizer: **Sally Maitlis**, *U. of Oxford*
Presenter: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Presenter: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Presenter: **Miha Skerlavaj**, *U. of Ljubljana, School of Economics and Business*
Presenter: **Jason Kanov**, *Western Washington U.*
Presenter: **Gianpiero Petriglieri**, *INSEAD*
Presenter: **John Paul Stephens**, *Case Western Reserve U.*

This PDW on Teaching Relationally is designed as an immersive experience in creating and implementing classroom practices with an ethic of care. Drawing from a variety of relational theories, we invite participants to experience and learn small moves to engage each other in and beyond the classroom in ways that foster flourishing and growth, while also acknowledging the deeper social and systemic roots of interactions in class. We welcome six skilled teacher-researchers who will demonstrate a variety of ways to incorporate relational practices in our teaching in order to build a relationship-centric classroom. At the same time, the PDW is designed as an immersive experience that illustrates how a relationship-centric gathering looks and feels. Our aim is to inspire experimentation and optimism about how small changes in our teaching practices can seed connections that enliven classroom learning and deliver positive outcomes for all. By making these practices visible, demonstrable, and discussable, as well as embodily experienced, we seek to strengthen our community of practice and expand our imagination of how to teach relationally. Our aim is for attendees to leave feeling more connected, cared for and inspired themselves, and thereby enabled to experiment and institutionalize efforts to create their own relationship-centric classroom.

In the spirit of building early connection, we strongly encourage you to pre-register if you are planning to attend this PDW. Please use this link to do so: https://www.eventbrite.com/e/teaching-relationally- building-community-and-connection-in-our-classrooms-tickets-643182083927

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

Session Type: **PDW Workshop**
Program Session: **385** | Submission: **15446** | Sponsor(s): **(ODC, OMT, CMS, DEI, SAP, SIM, ENT, OB, ONE, PNP, STR, TIM)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Collectives at a Crossroads: Time, Space and World-Building

Organizer: **Elina Meliou**, *Brunel U. London*
Organizer: **George Kuk**, *Nottingham Trent U.*
Organizer: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Panelist: **Daniel Hjorth**, *Copenhagen Business School*
Panelist: **Gorgi Krlev**, *ESCP Business School*
Panelist: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Facilitator: **Sheena Vachhani**, *Department of Management, U. of Bristol, UK*
Discussant: **Natalia Yakovleva**, *Kedge Business School*
Facilitator: **Stephanie Giamporcaro**, *Nottingham Trent U.*
Facilitator: **Fleur Deken**, *Vrije U. Amsterdam*
Discussant: **Carlos Denner**, *U. of Brasilia*
Facilitator: **Florence Villeseche**, *Copenhagen Business School*
Discussant: **Ajnesh Prasad**, *CMS*
Facilitator: **Tania Jain**, *London School of Economics*
Facilitator: **Diego Alfonso Vazquez**, *Portsmouth Business School*
Discussant: **Natalia A. Vershinina**, *Audencia*

Research on collectives in management studies, which are self-asserting groups and organizations, such as activist and informal business networks, and open-source communities that form to address social, economic, and environmental challenges has been ubiquitous. However, given the number and increasing popularity of collectives operating today around the globe, more work needs to be developed to explore the heterogeneity of forms and theorize how collectives are organized in and across time and space, especially in the context of new platforms and technologies. This PDW seeks to unpack this research and offer insights into the role of collectives in carving out the future by imagining possibilities of world-building. Through a panel presentation and round table discussions, the goal of the PDW is to develop a more nuanced understanding of the various contexts, experiences, and possibilities of collectives for making new worlds. Thus, we contribute to drawing awareness of the role collectives to shed light on the spatial and temporal dynamics and forms of world-building, by bringing together experts in a PDW designed to: (1) uncover and document the variety of aims, forms and tactics used by collectives to imagine futures, (2) promote greater scholarship on the link between world-building collectives, and time and space, (3) develop a research program that sheds light into new and critical aspects of collectives across different contexts and geographies, and (4) foster opportunities to build a community of scholars with an interest in world-building collectives.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **386** | Submission: **19462** | Sponsor(s): **(OMT)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Navigating Your First Years of the PhD

Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Speaker: **Forrest Briscoe**, *Pennsylvania State U.*
Speaker: **Emilio J. Castilla**, *MIT Sloan School of Management*
Speaker: **Martin J. Kilduff**, *UCL School of Management*
Speaker: **Wendy K. Smith**, *U. of Delaware*
Speaker: **Srividya Jandhyala**, *ESSEC Business School*
Speaker: **Pedro Monteiro**, *Copenhagen Business School*
Speaker: **Massimo Maoret**, *IESE Business School*
Speaker: **Paul Tracey**, *U. of Cambridge*
Speaker: **Shelby Gai**, *Michigan State U.*
Speaker: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*

This workshop is aimed at PhD students at the early stages of their dissertation work. Participants explore with experienced scholars how OMT scholarship and the OMT Division can help them turn their research ideas into robust and impactful academic knowledge. Through the OMT Meet Up initiative, they are invited to meet one-on-one with scholars who share their research interests and who can help them navigate the early stages of their PhD. They also share with other participants their experiences of being a doctoral student and begin to build their own international network. This workshop will run annually as a replacement for the OMT Doctoral Dissertation Proposal Workshop.

NEW! For PhD students in their first or second year of study. Space is limited. Nomination deadline: May 15th. Students must be nominated by their PhD supervisor or PhD program coordinator. Contact OMT’s Division Chair, Eva Boxenbaum, at eb.ioa@cbs.dk for further instructions.

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

Session Type: **PDW Workshop**
Program Session: **387** | Submission: **12318** | Sponsor(s): **(ONE, SIM, OMT)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Personally Relevant Research on Grand Challenges

Organizer: **Haitao Yu**, *IESEG School of Management*
Organizer: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*
Panelist: **Pratima Bansal**, *Ivey Business School*
Participant: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Ana Maria Peredo**, *U. of Ottawa*
Panelist: **Jamie Jocelyn Ladge**, *Northeastern U.*
Panelist: **Rachel Le Marois**, *EMLYON Business School*

In this PDW, we intend to discuss how personally relevant research can provide significant theoretical and practical contributions to grand challenges, as well as the possible tensions (and their solutions) that might emerge in this process. By personally relevant, we mean the research "addresses questions in which scholars are personally invested or involves a population to which they belong or in which they hold a personal interest." In personally relevant research, questions are motivated by scholars' own experiences, identities, interests, and communities. We argue that grand challenges connected to social and environmental aspects can be leveraged when scholars are personally interested in such a topic. In this sense, there may be potential synergies between academic research and engagement to drive academic and real-world impact simultaneously. Likewise, there might also be tensions when scholars do research close to them, such as potential bias, or emotional exhaustion. To discuss the contribution and caveats of personally relevant research on grand challenges, we invited six accomplished and seasoned researchers who have conducted personally relevant research on grand challenges. They have conducted numerous research projects, whose outcomes have been published in top-tier peer-reviewed journals and have significantly contributed to practice.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **388** | Submission: **15969** | Sponsor(s): **(PNP, SIM)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Researching Artificial Intelligence, Organizations, and Management

Organizer: **Megan LePere-Schloop**, *Ohio State U.*
Organizer: **Noushi Rahman**, *Pace U.*
Organizer: **Rebecca Tekula**, *Pace U.*
Panelist: **John Basl**, *Northeastern U.*
Panelist: **Aravind Chandrasekaran**, *Ohio State U.*
Panelist: **Renee Richardson Gosline**, *Massachusetts Institute of Technology*
Panelist: **Dennis Hirsch**, *Ohio State U.*
Panelist: **Lily Morse**, *West Virginia U.*
Panelist: **John Ratzan**, *Lubin School of Business, Pace U.*
Panelist: **Benjamin Shestakofsky**, *U. of Pennsylvania*

Individuals, organizations, and institutions around the world are increasingly grappling with the promise and perils of Artificial Intelligence (AI) including machine learning. The intent of this PDW is to help scholars develop ideas to advance research - particularly interdisciplinary research - on AI, organizations, and management. The PDW will begin with a facilitated discussion with panelists from diverse disciplinary and practitioner backgrounds currently engaged in research on AI, organizations, and management. The second half of this interactive PDW will provide participants the opportunity to develop their own research ideas through facilitated small breakout groups and large group discussions with the panelists.

Session Type: **PDW Workshop**
Program Session: **389** | Submission: **16298** | Sponsor(s): **(RM, ENT, OB, ODC, OMT, STR)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Visualizing Qualitative Data and Theory

Organizer: **Elizabeth Long Lingo**, *Worcester Polytechnic Institute*
Organizer: **Ann Langley**, *HEC Montreal*
Organizer: **Karen Jansen**, *Henley Business School, U. of Reading*
Organizer: **Ozumcan Demir Caliskan**, *Imperial College London*
Presenter: **Martha S. Feldman**, *U. of California, Irvine*
Presenter: **Victor Seidel**, *Babson College*
Facilitator: **Preeti Varma**, *INSEAD*
Facilitator: **Felipe Massa**, *U. of Vermont, Grossman School of Business, US*

Building on recent calls to consider the role of visual artifacts in qualitative research (Feldman, 2016; Langley and Ravasi, 2019), this interactive session will explore key challenges faced by scholars seeking to use visualization to analyze and present complex, multi-level qualitative data and theory in a compelling and parsimonious way. We seek to create a space for discovery and elaboration around such questions as: what are potential untapped opportunities to utilize visualization to drive theory development in qualitative research? What common challenges arise when scholars attempt to use visualization to communicate their emergent theory to audiences, editors, and reviewers? What unique nuances need to be considered when attempting to visualize time and temporality or iterative, intersecting, and recursive processes? How can we bring play and imagination to our visualization to meet the increasing complexity of the theories we seek to illuminate and understand? What are possible new best practices that could be adopted among scholars? Bridging both theory and practice, this hands-on PDW seeks to: (1) strengthen participants' awareness of the challenges and opportunities of visualizing complex, multi-level qualitative data and theory; (2) offer participants the opportunity to receive feedback on their work-in-progress visualizations/emergent theory and to learn from others' visualization process efforts; (3) crowdsource and articulate new best practices and technological tools available for designing more effective visualizations; and (4) forge new research collaborations and possibilities among scholars interested in visualization as a subject of theoretical and methodological inquiry.

The first part of our workshop will involve presentations by our organizers and presenters around challenges and best practices related to qualitative data visualization. The second part, Small Group Working Sessions, will offer participants the opportunity to present and/or to learn from others' work-in-progress visualizations, feedback and constructive discussion. Both parts are open to all participants of the AoM Annual Meeting. Participants who wish to get feedback on their visualizations during the Small Group Working Sessions will be asked to "pre-register/apply" for the PDW (call for pre-registrations/applications published separately). Our call will invite participants to share their abstract, working visualizations (e.g., diagrams, models, drawings), and the challenges they are facing in their visualization efforts.

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

Session Type: **PDW Workshop**
Program Session: **390** | Submission: **13146** | Sponsor(s): **(RM, STR, OB, OMT, ENT, OSCM, TIM)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Necessary Condition Analysis (NCA): Logic, Theory, Methodology, and Publications.

Participant: **Jan Dul**, *Rotterdam School of Management, Erasmus U.*
Participant: **Tatiana Andreeva**, *Maynooth U.*
Participant: **Nicole Richter**, *U. of Southern Denmark*

In this workshop you will learn how to conduct Necessary Condition Analysis (NCA) and how to publish with NCA. This emerging method was recently published in the journal Organizational Research Methods (2016, 2020) and in the Sage book Conducting Necessary Condition Analysis (2020). NCA is now used in many fields including International Management, HRM, Strategy, Organizational Behavior, Operations, and Entrepreneurship. NCA understands cause-effect relations as “necessary but not sufficient” and not as additive and average logic that is used in regression analysis. “Necessary” means that an outcome will not occur without the right level of the condition, independently of the rest of the causal structure (thus the condition can be a “bottleneck”, “critical factor”, “constraint”). In practice, the right level must be put and kept in place to avoid guaranteed failure, and to allow the outcome to exist. NCA can be used as a stand-alone tool or in combination with regression and other approaches. By adding a different logic and data analysis approach, NCA adds both rigor and relevance to theory and data analysis. This interactive session familiarizes scholars with the method and has two parts. Part 1 is a general introduction discussing the diffusing of NCA and the importance of necessary conditions, illustrated with examples from different fields. Part 2 helps participants to become the first users of NCA in their field, with a practical demonstration about the application of NCA on how to build necessity theories, and how to analyze data for testing such theories using the NCA software and how to report the research in journal publications.

KEY TO SYMBOLS
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Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **391** | Submission: **18262** | Sponsor(s): **(SAP, STR, OMT)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:00PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom A**

Openness in the Context of Crises: A New Paradigm for Organizational Crisis Management

Participant: **Julia Hautz**, *U. of Innsbruck*
Participant: **Richard Whittington**, *U. of Oxford*
Participant: **Louise Comfort**, *U. of California, Berkeley*
Participant: **Stephen Brammer**, *U. of Bath*
Participant: **Layla Jayne Branicki**, *School of Management, U. of Bath*
Participant: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*
Participant: **Lorenz Graf-Vlachy**, *TU Dortmund U.*

Organizations and societies alike are confronted with new external challenges. The COVID-19 pandemic, complex geopolitical events, and accelerated information (and misinformation) flows have the potential to result in sudden, unexpected and massive disruptions with sometimes devastating impact. This requires management to reconsider traditional closed or ‘circle the wagons’ responses to crises. In this PDW we seek to examine “openness” as an alternative organizational response in the face of crises. “Openness” has become an organizational leitmotif of our time echoing contemporary trends in many societal domains and responds to widespread tendencies. This PDW aims to (1) engage with the questions if and how openness as recent societal paradigm can critically help and support organizations to move beyond established dogmas and to respond to and manage severe crises more successfully, (2) link the disparate literatures currently grounded in multiple separate disciplines, (3) broaden, challenge, and unite existing theoretical discourses and empirical advancements in crises management in the context of openness, (4) discuss the suitability, advantages and disadvantages of selected perspectives and methods to further advance corresponding research; and (5) synthesize and share with the scholarly community the PDW outcomes to sharpen the future research agenda on openness in the context of crises. It will provide PDW participants with new insights, inspiration, and advice to further develop their work-in-progress on the nexus of openness and crises management.

This PDW is set up in two parts. Part I is a panel discussion which is open without registration. Part II includes roundtables. For participants need to express their interest via e-mail to julia.hautz@uibk.ac.at by stating what might be their relevant work-in progress (research question, theoretical perspective, 250 words) and give two preferred roundtables. Based on their preferences, participants will be allocated to a roundtable.

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

Session Type: **PDW Workshop**
Program Session: **392** | Submission: **15765** | Sponsor(s): **(STR, CTO, ENT, OMT, TIM)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Fundamental Issues in Digital Strategy

Organizer: **Anparasan Mahalingam**, *Syracuse U. Whitman School of Management*
Organizer: **Richard Makadok**, *Ohio State U.*
Panelist: **Nicolai J. Foss**, *Copenhagen Business School*
Panelist: **Ranjay Gulati**, *Harvard U.*
Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Panelist: **Phanish Puranam**, *INSEAD*
Speaker: **Riitta Katila**, *Stanford U.*
Speaker: **Tony Tong**, *U. of Colorado, Boulder*
Speaker: **Andy Wu**, *Harvard Business School*

In order to help to build a community of scholars interested in studying digital businesses through the lens of classic core strategy questions, we organized popular PDWs at AOM 2020, 2021 and 2022 conferences, all of which attracted over 200 live participants. These three past PDWs used the theoretical lenses of corporate-level strategy, organization governance, and resources and capabilities to help understand digital businesses. This year, as an extension of this series, we propose to examine digital businesses through the classic "Fundamental Issues in Strategy" questions posed by Rumelt, Schendel and Teece (1995). We will focus on both how these fundamental issues in strategy can inform research on digital business phenomena, and how novel features of these phenomena may require adapting those fundamental questions.

Participation in the PDW is open to all individuals who have registered for the AOM conference, and a separate registration is not required. To take part in the breakout group section of the PDW, please register using the following link: https://forms.gle/ScYDMwQhRKRYBdsz9. For any inquiries, please contact us at StrategicManagementWorkshop@gmail.com.

Session Type: **PDW Workshop**
Program Session: **393** | Submission: **11913** | Sponsor(s): **(STR, OMT, TIM, ENT)**
Scheduled: **Saturday, Aug 5 2023 12:00PM - 2:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Absorptive Capacity in the Digital Area

Organizer: **Barak S. Aharonson**, *U. of Guelph*
Organizer: **Shaker A. Zahra**, *U. of Minnesota*
Organizer: **Felix Arndt**, *U. of Guelph*
Organizer: **Seemantini Madhukar Pathak**, *U. of Missouri, St. Louis*
Organizer: **Tatiana Romanova Stettler**, *Kent State U.*
Organizer: **Peter J. Lane**, *U. of New Hampshire*

The digital era is characterized by dynamic technological evolution, and rapid knowledge diffusion entwined by extreme social changes. The challenges facing companies in this era raise questions regarding the role of absorptive capacity within the organization's strategy. With persistent environmental changes, can investments in building absorptive capacity capabilities pay off and help the organization achieve a sustainable competitive advantage? This important question adds controversy to a concept surrounded already by conceptual and empirical polemics which have not yet been fully resolved. The dominant framing by Cohen & Levinthal (1990) has been challenged by scholars who offered ways to reconceptualize it (Lane, Koka, and Pathak, 2006; Todorova and Durisin, 2007; Zahra and George, 2002) and delineate it from other concepts (e.g., organizational learning (Sun & Anderson, 2010; Vera, Crossan, and Apaydin, 2012), learning orientation, ambidexterity, and other dynamic capabilities). However, these conceptualizations have been based on a different industrial setting that differs from the emerging digital environment. Therefore, in this PDW we will revisit the utility of absorptive capacity in the digital era; identify conceptually conflicting assumptions; and offer new pathways revitalizing the concept of absorptive capacity and how it can help organizations' strategy in the new environment. Together, the panel and the audience can creatively generate future directions for scholars who are interested in further exploring and developing this field.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **394** | Submission: **13145** | Sponsor(s): **(HCM, RM, OSCM)**
Scheduled: **Saturday, Aug 5 2023 12:15PM - 1:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

"Hot Methods" In Health Care Management: Research Methodology Roundtables

Organizer: **Wiljeana Jackson Glover**, *Babson College*
Organizer: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Organizer: **Soo-Hoon Lee**, *Old Dominion U.*
Facilitator: **Gary J Young**, *Northeastern U.*
Facilitator: **Tinglong Dai**, *Johns Hopkins Carey Business School*
Facilitator: **Nataliya Ivankova**, *U. of Alabama, Birmingham*
Facilitator: **Michelle Li**, *Babson College*
Facilitator: **Soroush Saghafian**, *Harvard U.*
Facilitator: **Christina T. Yuan**, *Johns Hopkins Bloomberg School of Public Health*

As the health care industry undergoes dramatic shifts in response to changes in population needs, policy reform, fiscal constraints and technological developments—in addition to the unfolding COVID-19 pandemic—the need for more research methodologies to answer important research questions has become apparent. This PDW invites participants to engage in discussion of four of the "hot topics in research methodologies" in health care management research and practice: 1) artificial intelligence and machine learning; 2) mixed methods; 3) eliminating bias and strengthening rigor in methods, and 4) network analysis. There will be two rounds of discussion. During each round, participants will gather at specific research methodology roundtables where they will meet other researchers who share similar interests and discuss with them the research methodologies that could facilitate measurement and testing to answer important health care research questions. Discussion at each roundtable will be facilitated by two accomplished scholars, with active research on the hot topic. Participants will self-select into the topic area of their choice at the beginning of the session. This PDW offers participants the opportunity to engage in rich research discussions, share new ideas, and make meaningful connections with potential collaborators.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **395** | Submission: **16041** | Sponsor(s): **(IAM, DEI)**
Scheduled: **Saturday, Aug 5 2023 12:15PM - 2:15PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Putting the Latinx Worker Front and Center

Organizer: **Carlos B. Gonzalez**, *Cal Poly Pomona*
Organizer: **Patricia G Martinez**, *Loyola Marymount U.*
Organizer: **Monica C. Gavino**, *San Jose State U.*

There are now more than 60.9 million Latinx -identified individuals in the U.S., making up more than 18% of the population, and trending to be approximately 30% by 2050. Even with this demographic trend, management and organizational research on the Latinx work experience has been limited and has yet to gain a level of attention commensurate with this population's statistics, let alone be "front and center." To address this issue, this PDW is a call for scholarship that meets the moment and acknowledges the unique organizational experiences of Latinx workers. The vision for this PDW is to more intentionally develop a research agenda that acknowledges and incorporates Latinx people, with all their complexities and similarities, within the study of organizations and workplaces. Our aim is pragmatic. Participants will pre-register, submit a working paper for peer review and commit to reviewing and preparing detailed feedback for two papers. During this session, participants will receive feedback. All papers will focus on the Latinx experience in organizations and the workplace within a U.S. context.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **396** | Submission: **13215** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 5 2023 12:15PM - 1:45PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Diamonds in the Rough (DIR)

Organizer: **Jeffrey Bednar**, *Brigham Young U.*
Organizer: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Organizer: **Sophie Elizabeth Jané**, *Umeå School of Business, Economics, and Statistics*
Presenter: **Sally Maitlis**, *U. of Oxford*
Panelist: **Frances J. Milliken**, *New York U.*
Panelist: **Michele Williams**, *U. of Iowa*
Panelist: **Spencer Harrison**, *INSEAD*
Panelist: **Caroline A. Bartel**, *U. of Texas at Austin*
Facilitator: **Phillip S. Thompson**, *Virginia Tech*
Facilitator: **Maxim Sytch**, *Ross School of Business, U. of Michigan*
Facilitator: **Michel Anteby**, *Boston U. Questrom School of Business*
Facilitator: **Stephanie Bertels**, *Simon Fraser U.*
Facilitator: **Arran Caza**, *U. of North Carolina, Greensboro*
Facilitator: **Sandra Cha**, *Brandeis U.*
Facilitator: **Tanya Menon**, *Ohio State U.*
Facilitator: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Alex Michael Murray**, *U. of Oregon*
Facilitator: **David T. Wagner**, *U. of Oregon*
Facilitator: **Devasheesh Bhave**, *Singapore Management U.*
Facilitator: **Jason Kanov**, *Western Washington U.*
Facilitator: **Jennifer Tosti-Kharas**, *Babson College*
Facilitator: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Facilitator: **Shelley Brickson**, *U. of Illinois at Chicago*
Facilitator: **Theresa Cho**, *Seoul National U.*

Are you looking to refine your research identity or develop your career plans? If so, Diamonds in the Rough (DIR) is for you! For the last 11 years, DIR has offered career guidance for junior scholars (doctoral candidates, postdocs, assistant professors) across a wide variety of theoretical perspectives and methodologies. DIR strives to meet junior scholar's needs for professional development in a warm, welcoming, and inclusive environment. The PDW contains two components. 1) Asynchronous Feedback Sessions (registration required): Registrants will be paired with an influential scholar and 2-3 other registrants for a friendly chat and personalized feedback on their individual portfolios. These personalized sessions will be arranged at various times at the convenience of the facilitating scholar and their designated registrants. Participants who complete this session receive an MOC division "Bright Diamonds" certificate. 2) Live Synchronous Session (open to all): This live session features presentations, panel discussions, and networking opportunities for facilitators and participants. Come to be treated to stories about how prominent scholars forged their paths, advice on how to best navigate your own, and networking opportunities with colleagues with similar goals. Please visit https://moc.aom.org/intherough/dir for the most up to date details about DIR. To register, please complete our brief survey here and submit your CV and a one-page overview of your research identity for feedback. MOC prides itself in being a 'bridging division' and we consider DIR the ultimate 'bridging PDW'- we're excited to help you "think it through".

This PDW contains two components. 1) The in-person session in Boston (open to all, no registration required) will feature presentations and networking opportunities for facilitators and attendees. 2) Personalized Feedback Sessions (registration required): Registrants will be paired with an influential scholar and 2-3 other registrants for a friendly chat and feedback on their individual portfolios. These personalized sessions may be held in Boston or virtually before or after the conference at the convenience of the facilitating scholar and their designated registrants. Participants who complete this session receive an MOC division "Bright Diamonds" certificate. Registration link: https://byu.az1.qualtrics.com/jfe/form/SV_3V0FubEByDxFHaS

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

Session Type: **PDW Workshop**
Program Session: **397** | Submission: **17943** | Sponsor(s): **(ENT, STR, OMT)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Entrepreneurship, Inequality, and Society: Implications for Organizations and Policy

Participant: **Timothy B. Folta**, *U. of Connecticut*
Participant: **Robert Neal Eberhart**, *UCLA Anderson School of Management*
Participant: **William S Schulze**, *U. of Utah*
Participant: **Jeff York**, *U. of Colorado, Boulder*
Participant: **Cristina Cruz**, *IE Business School*
Participant: **Lisa Mali Jones Christensen**, *Brigham Young U.*

This PDW aims to help spur and develop ideas for papers addressing how the phenomenon of entrepreneurship shapes society far beyond the spawning and success of individual new ventures – it is shaping how we deal with problems such as climate change, income inequality, work-life balance, and economic development. This topic is the focus of an upcoming special issue of Academy of Management Perspectives, and this PDW may serve to draw attention to the special issue and improve paper readiness. Following the dis-establishment of large conglomerates, labor unions, and political largesse, the example of Silicon Valley led policy-makers and scholars to emphasize entrepreneurship to replace older ways of employment and innovation. As a result, research came to emphasize studying entrepreneurship to drive at determinants of entry, exit, or performance. Today, entrepreneurship has become pervasive, and entrepreneurs are viewed as a key protagonist to deal with other societal issues such as poverty, climate change, family well-being, and economic development. This expanded view of entrepreneurial impact, however, may be misplaced as new research shows both increases in inequality, continued social harms, and a declining rate of entrepreneurship. It might also be misplaced by encouraging unsustainable business models. This PDW aims to encourage research trying to understand the bounds of how and when entrepreneurship might transform society – whether it is useful to produce social good or if it has unintentional effects or even is an appropriate solution for non-commercial ends. Round-table discussions around themes will provide the basis for advancement.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **398** | Submission: **19023** | Sponsor(s): **(MED, OB, ODC, STR)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

The Power of Humble Teaching

Participant: **Elena Lvina**, *Saint Joseph's U.*
Participant: **C. Ken Weidner**, *Saint Joseph's U.*
Participant: **Sujit Sur**, *Carleton U.*
Participant: **Catalin Ratiu**, *California State U., San Marcos*
Author: **Edgar H. Schein**, *MIT Sloan School of Management*

This workshop will be of interest to attendees who believe that teaching should help students grow as much as it should educate by transferring some functional knowledge. Building upon the groundbreaking work of Edgar Schein (Lambrechts, Bouwen, Grieten, Huybrechts & Schein, 2011) on Process Consulting, Humble Leadership, and Humble Inquiry, this workshop will enable further understanding and adoption of Humble Teaching – a personalized relationship-based process of constant inquiry, reflection, helping and adaptation internalized by the instructor to facilitate learner's empowerment and long-lasting personal learning. The PDW assumes that participants believe in the value of student-oriented learning and mainly focuses on the question "What does it take to become a Humble Teacher?" We will discuss some pre-requisites of Humble Teaching, such as the instructor's inquisitiveness, commitment to help, and tolerance for ambiguity. In this workshop, we will provide examples and practice behaviors enabling personized (voluntary and mutually dependent as per Schein & Schein, 2018:130) instructor-student and students' peer relationships. Applying Schein's findings for leadership (Schein & Schein, 2018), and consulting (Schein, 2016), we aim to demonstrate the value of Humble Inquiry (Schein & Schein, 2021) in teaching, and help develop participants' appreciation of the "art of asking instead of telling." We will also share some of our teaching tools and class assignments, designed with the premises of Humble teaching in mind. Finally, this workshop will address faculty aspirations and concerns in the areas of "Humble Teaching and grading," and "Humble Teaching and cheating/absenteeism/class participation".

The topic of this PDW — Humble Teaching — was inspired by Ed Schein's seminal work in humble leadership and process consulting, and a series of conversations the first author had with him in 2022. Dr. Schein committed as a co-presenter when this PDW was proposed before his passing earlier this year. We aspire to further commemorate his legacy as a teacher and scholar and his generosity as a colleague and mentor by exploring humble teaching with workshop participants.

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

Session Type: **PDW Workshop**
Program Session: **399** | Submission: **12516** | Sponsor(s): **(OB, HR, ODC, MED, STR)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Publishing in HBR, SMR, CMR, PSJ, & I by IMD to Impact Workers

Organizer: **Brad Winn**, *Utah State U.*
Organizer: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Panelist: **Ania Wieckowski**, *Executive Editor at Harvard Business Review*
Panelist: **Elizabeth Heichler**, *MIT Sloan Management Review*
Panelist: **David Vogel**, *U. of California, Berkeley*
Panelist: **David Reimer**, *HR People + Strategy*
Panelist: **Delia Christina Fischer**, *169332*
Panelist: **Ethan Scott Bernstein**, *Harvard Business School*

Many research studies have commenced with the hope they will have both theoretical and practical implications. In addition to making a difference within their scholarly communities, many academics want to impact managers and workers in companies. All too often important academic insights are not read by "real world" professionals. In our quest to be more inclusive in sharing our research and impact workers, it is increasingly important to consider new ways of providing managers and workers greater access to our research findings. This PDW focuses on how researchers can have a greater impact on practice by publishing in journals that are circulated beyond the Academy. Senior editors representing "bridging" journals (Harvard Business Review, MIT Sloan Management Review, California Management Review, People + Strategy Journal, and I by IMD) will share insights on how to publish in venues that impact both academics and practitioners. In addition, researchers will share ideas for how they have translated their academic work for these journals. Researchers and editors will lead a highly interactive and participative session on this topic, which will include audience dialogue and roundtable discussions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **400** | Submission: **12772** | Sponsor(s): **(ODC, MC)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter AB**

Practicing Dialogic OD In a World of Linear Change Frameworks

Presenter: **Keith Ray**, *Fielding Graduate U.*
Presenter: **Joan Goppelt**, *Act Too Consulting*

Scholars and consultants applaud efforts to create change frameworks that simplify organizational life and ignore the complexities of change. These frameworks are sometimes marketed as straightforward, linear ways to address change and transformation. Often the retrospective meaning created through case studies, from which some frameworks are created, omits the messy reality of what managers and employees experienced in change efforts and substitutes neat, idealized prescriptions that fit dominant narratives of manager and leader agency. Organizational change frameworks become attractive for managers anxious to address their issues. They find comfort in a set of steps advertised to have worked for another organization. However, managers may avoid the critical thinking, sense-making, way-finding, and hard work required to create change within their context when strictly attempting to follow the prescribed steps. (Sarra, et al., 2023) Practitioners and researchers involved with some dialogic methods, such as Dialogic Process Consultation, eschew rigid linear frameworks and opt for emergent conversations (Goppelt, et al., 2015). How can such practitioners engage with clients attempting to use a prescriptive change framework? How do we keep the conversation grounded within the context and interactions that create the day-to-day organizing and work? Can frameworks help meaning making, or do they inhibit it by forcing a particular perspective? When and in what contexts can frameworks be helpful, when can they be harmful, and how can we identify the difference? This workshop will bring together scholars and practitioners to explore these questions and expand their knowledge, thinking, and practice of creating change in organizations.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **401** | Submission: **11920** | Sponsor(s): **(OMT, DEI, OB, MOC)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Foregrounding, Backgrounding, and Dropping: Challenges and Opportunities of Incorporating Diversity

Organizer: **Vanessa Conzon**, *Boston College*
Organizer: **Audrey Holm**, *HEC Paris*
Organizer: **Mary Miata Struzska-Tyamayev**, *Boston College*
Presenter: **Sarah Kaplan**, *U. of Toronto*
Presenter: **Damon J. Phillips**, *The Wharton School, U. of Pennsylvania*
Presenter: **Lakshmi Ramarajan**, *Harvard U.*
Presenter: **Miguel Unzueta**, *U. of California, Los Angeles*
Moderator: **Kyle Dobson**, *U. of Virginia*

While there has been an increase in the number of publications related to diversity, scholars vary in how they write and incorporate diversity in their research. In this workshop, we ask when, how, and why scholars “foreground,” “background,” or “drop” diversity and inequality when moving from real-world observations to research accounts in papers and publications. Foregrounding entails making diversity the focus of published research; backgrounding entails making diversity a secondary focus of scholarship; and dropping entails severely limiting or entirely excluding concerns about diversity from research. In bringing attention to the issue of foregrounding versus backgrounding versus dropping, we ask related questions such as: What challenges, pushback, and missed opportunities do scholars face when trying to include diversity in their papers and research? What are authors’ experiences when trying to publish research that includes a diversity component? What are editors’ views on positioning such research? The workshop will include a plenary discussion and multiple opportunities for participants to share their questions and observations. Leading scholars in organizational theory and organizational behavior will share their experiences as they try to address these questions, and help participants reflect on how to move forward individually and collectively to advance the integration of diversity and inequality in management research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **402** | Submission: **10431** | Sponsor(s): **(OMT, TIM, STR, ENT)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:00PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Culture & Technology: Building Bridges across Entrepreneurship & Innovation Research Contexts

Organizer: **Hyejun Kim**, *HEC Paris*
Organizer: **Mitali Banerjee**, *HEC Paris*
Panelist: **Giacomo Negro**, *Emory U.*
Panelist: **Aleksandra Joanna Kacperczyk**, *London Business School*
Panelist: **Noah Askin**, *U. of California, Irvine*
Panelist: **Mary J. Benner**, *U. of Minnesota*

Cultural industries are sites of innovation and entrepreneurship. However, scholarly research on innovation and entrepreneurship is often confined to technology industries. The two contexts – culture and technology – have much in common but are separated by a chasm. The goal of this PDW is to bridge the chasm that separates the research in these contexts. In the context of their own research, the PDW panelists will demonstrate how cultural industries can be rich contexts for developing and testing theories of innovation, entrepreneurship, and creativity. The panelists will also share insights and advice, based on their role as authors, reviewers and editors, to help scholars successfully navigate the challenges of publishing work in unique cultural contexts.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **403** | Submission: **20074** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

Developing and Publishing Research in Management Learning and Education

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

Research in Management Learning and Education has gained increased prominence within the Academy as external stakeholders demand evidence of student learning, accreditors require institutions to show evidence of impact and recent crises have set numerous practical challenges and theoretical puzzles. In this session, a panel Editors and Associate Editors from the three major Management Learning and Education publications (i.e., Academy of Management Learning and Education, Journal of Management Education, and Management Learning) will discuss and provide advice on how to design and conduct novel, impactful, and meaningful research in management learning and education. The goals are to obtain a better understanding of core characteristics and quality criteria of good research in our field and knowledge of opportunities for developing publications. More specifically, we want to provide current and prospective authors with a supportive, encouraging and interactive platform where they might share their ideas for designing and conducting management learning and education research projects and gain initial feedback and direction from experienced editors. All are welcome to attend.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **404** | Submission: **10912** | Sponsor(s): **(STR, OMT, ENT)**
Scheduled: **Saturday, Aug 5 2023 12:30PM - 2:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

Teaching Strategy and Strategic Management: Global challenges and local adaptation

Organizer: **Marlo Raveendran**, *U. of California, Riverside*
Organizer: **Craig Armstrong**, *U. of Alabama*
Distinguished Speaker: **Anita McGahan**, *U. of Toronto*
Distinguished Speaker: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Distinguished Speaker: **Paolo Aversa**, *City U. London*
Distinguished Speaker: **Trenton A. Williams**, *BYU Marriott School of Business*

This professional development workshop (PDW) features innovative approaches to teaching strategy using in-person and online classes. We seek to provide PDW participants with different perspectives on teaching strategy and strategic management and how to integrate "big topics" into these classes. The primary objectives of this PDW are twofold. First, it will introduce and provide examples on how to integrate current challenges into the core strategy courses and how to use different pedagogical approaches into our core courses. Second, it will provide participants with the opportunity to engage with our highly experienced presenters during an interactive Q&A. The PDW will conclude with summary comments from the presenters and organizers.

Session Type: **PDW Workshop**
Program Session: **405** | Submission: **10564** | Sponsor(s): **(AFAM, STR, ONE, SIM, ENT)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 2:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Fostering Sustainability Among Small Businesses in Informal Economies

Organizer: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*
Presenter: **Baniyelme D. Zoogah**, *DeGroote School of Business, McMaster U.*
Presenter: **Constant D. Beugre**, *Delaware State U.*
Presenter: **Sherwat Elwan Ibrahim**, *American U. in Cairo*
Presenter: **Felicity Tanoe**, -

Africans were among the hardest hit by the COVID-19 pandemic leading to increased poverty rates for the first time since 1990. Conditions worsened especially for the unemployed and underemployed poor, who often work for unstable micro enterprises with no social protections or sense of community. Given the dearth of knowledge that focuses on the needs of small enterprises, especially in rural areas, we discuss how entrepreneurs in such conditions can be enabled in opportunity management and leadership that facilitate high quality, sustainable job creation to build flourishing businesses and communities.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **406** | Submission: **10457** | Sponsor(s): **(CMS)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 2:30PM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Mental Health in Academia: At the Intersection of Doing a PhD and Personal Health and Well-Being

Facilitator: **Paulina Segarra**, *U. Anáhuac México*
Facilitator: **Kristin Samantha Williams**, *Acadia U.*
Panelist: **Nadia C. DeGama**, *AFG College with the U. of Aberdeen*
Panelist: **Fatima Ali Junaid**, *Massey U. New Zealand*
Panelist: **Rima Hussein**, -

Much has been said about mental health in academia; however, we believe a more powerful conversation is needed to create a sense of community between those who have similar struggles and concerns. The aim of this workshop is to hear the testimonies of those who have experienced issues with their mental health and attribute said issues to a PhD program or academic career. We believe this will foster normalization of these experiences which have long carried an immense amount of stigma. This will also allow for a community to be formed and for those going through a difficult time in academia to know that they are not alone and that there are others who have experienced similar situations and have found a way to cope with those difficulties. Attendees will hear different personal stories from the panelists on specific topics while also being able to share their own struggles. A stronger sense of community is much needed, and we believe we can help create new peer support networks through this workshop.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **407** | Submission: **16149** | Sponsor(s): **(CTO, RM, TIM, OB)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Design of Digital Experiments and Research Platforms

Organizer: **Aron Lindberg**, *Stevens Institute of Technology*
Organizer: **Jia Lin Cheoh**, *Purdue U.*
Organizer: **Jingyi Sun**, *Stevens Institute of Technology*
Organizer: **Jordan William Suchow**, *Stevens Institute of Technology*
Presenter: **Noshir Contractor**, *Northwestern U.*
Presenter: **Kevin Boudreau**, *Northeastern & NBER*
Presenter: **Mads Kock Pedersen**, *Aarhus U.*
Presenter: **Julien Clement**, *Stanford U.*
Presenter: **Alice Jang**, *Virginia Tech*

With the prevalence of digital traces of human actions and interactions on and with digital platforms, scholars are increasingly able to leverage rich, highly granular ground-truth data for developing and testing hypotheses related to individuals, groups, crowds, collectives, as well as artifacts and platform architectures. However, because such platforms are not often devised or controlled by researchers themselves, they do not necessarily lend themselves to randomized, experimental research. Of course, the use of randomized controlled experiments has long been considered the gold standard of scientific research. Further, advances in data-collection techniques for large-scale digital experiments combined with machine learning offer new ways of developing and testing theory. To enable experimental research on online communities and crowds of various kinds, some scholars have started to build their own digital platforms for conducting experiments, thus enabling them to assess various treatment effects. While conducting digital experiments with customized infrastructure design opens up opportunities for research on online communities and crowds, there are also many challenges, such as participation incentives and ethical concerns. Therefore, it is important for scholars working in this area to collectively leverage resources and ideas to enable digital experimental research. Through presentations of empirical work, group discussions, and conversations with a panel of scholars, this workshop is intended to contribute a nuanced and grounded view of the opportunities and obstacles to building and designing digital platforms for implementing digital experiments.

N/A

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **408** | Submission: **19855** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

ENT Late-Career Consortium

Organizer: **Isabel C. Botero**, *U. of Louisville*
Organizer: **Matthew Allen**, *Manchester Metropolitan U. Business School*

The Late Career Consortium focuses on the discussion of career and life questions of faculty members that finished their doctoral education 15 or more years ago. The aim of this session is to help scholars in any discipline explore possibilities available for later career faculty members, manage the new demands of this career stage and identify ways to continue to grow professionally later in one's career. The consortium will start with an opening presentation by an eminent career/life stage scholar and then distinguished panelists will offer insights about a wide variety of specific topics and address questions from attendees. The consortium is open to all AOM attendees and will run for 90 minutes. It includes extensive Q&A and discussion among panelists and attendees. Live!

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

Session Type: **PDW Workshop**
Program Session: **409** | Submission: **10042** | Sponsor(s): **(HCM, CAR, OB, PNP)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Teaching Soft Skills to Our Students: A Why, When, and How to Guide

Organizer: **Timothy Hoff**, *Northeastern U.*
Panelist: **Timothy Hoff**, *Northeastern U.*
Panelist: **Erin Sullivan**, *Suffolk U.*
Panelist: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*
Panelist: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Panelist: **Shivani Gupta**, *U. of Houston - Clear Lake*

The proposed Professional Development Workshop will focus on the why, when, and how of teaching our students to appreciate and master a range of soft skills (i.e. teamwork, communication, adaptability, empathy, listening, time management, and critical thinking). The "why" centers on the importance employers and industries place on soft skill usage and mastery in recruiting, deploying, and promoting workers. The effects of the COVID-19 pandemic and its changes in work structures (e.g., hybrid and virtual arrangements) on the need for students to have additional soft skill mastery will be discussed. The "when" of teaching soft skill mastery involves the best times within a course or curriculum to inject soft skill training. The "how" aims at better understanding the needed pedagogy behind teaching soft skills to students, including how to build such training into course syllabi and assignments; how to teach soft skill mastery in the classroom through experiential and simulation learning; and how to evaluate soft skill mastery among students. The PDW workshop will employ a panel of individuals who will address the when, why, and how through summaries of their experiences teaching these soft skills, followed by small group conversations among PDW attendees that focus specifically on a given soft skill and teaching it within a course or curriculum (e.g., teamwork, time management). The teaching of soft skills is an underappreciated and increasingly important imperative for both graduate and undergraduate students. Yet, many students leave their academic training with less exposure to such training and less confidence in employing soft skills in the workplace.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **410** | Submission: **11413** | Sponsor(s): **(INDAM, MSR)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Gandhi's Dignified Approach to Work and Workers

Session Chair: **Anil K. Maheshwari**, *Maharishi International U.*
Session Chair: **R Ray Gehani**, *The U. of Akron*
Participant: **Satinder Dhiman**, *Woodbury U.*
Participant: **Nisha Pandey**, *Vivekanand Education Society's Business School, Mumbai, India*
Participant: **Vikram Gulati**, *Maharishi International U.*

On Mahatma Gandhi's martyrdom, the Nobel-prize winning scientist Albert Einstein declared that "Generations to come will scarce believe that such a one as this ever in flesh and blood walked upon this earth." . Gandhi transcended narrow mindedness and parochiality, and operated from a higher consciousness, which made him a global inspiration (Dhiman, 2015; Gehani & Maheshwari, 2020; Maheshwari, 2021). Gandhi was a champion of the dignity of work and workers. He approached work as worship, as an offering to the Divine. No work was too small for him, be that of the street cleaner or the statesman. Everyone deserves to earn a livelihood for themselves and their family through honest work and fair compensation. Gandhi encouraged local village economies to be self-sufficient, and social entrepreneurs should create meaningful paying work. His foundational principles of truth and non-violence relate directly to dignity and respect for all life. He carried all communities together in a peaceful manner in the pursuit of universal human flourishing. The notion of work and action has rapidly evolved over the last few decades. During turbulent pandemic times, Gandhi's liberating wisdom can help uplift the workers and the organizations. This workshop brings together a panel of management researchers with rich perspectives on Gandhian approach to work and management. Through dialog and exercises, this PDW seeks to engage attendees to explore pathways to creating a sustainable world through selfless service, as envisaged by Mahatma Gandhi.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **411** | Submission: **18236** | Sponsor(s): **(MC, CMS, ODC)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Foregrounding Workers 3 Ways: Consultant-Guided, Worker-Driven, and Conversational Storytelling

Presenter: **Grace Ann Rosile**, *New Mexico State U.*
Presenter: **Gerardo Reyes**, *Coalition of Immokalee Workers*
Presenter: **Henri Savall**, *ISEOR, U. of Lyon*
Presenter: **David M. Boje**, *Emeritus*
Presenter: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*
Presenter: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Facilitator: **Maite Rateau**, *ISEOR*
Facilitator: **Richard Herder**, *Southwest Minnesota State U.*
Facilitator: **R. Duncan M. Pelly**, *Fisk U.*
Facilitator: **Kenneth E. Long**, *Colorado Technical U.*
Facilitator: **Pamela K. Caldwell**, *Jilin U. Lambton College*

Putting workers front and center means their true voices must have the opportunity to be heard. When this occurs, the results can be unprecedented. The Coalition of Immokalee Workers uses their “worker-driven” approach to rid its agricultural fields of decades of entrenched abuses including enslavement practices. The ISEOR consultants use sophisticated ethnographic interviewing methods to put worker voices front and center. Boje and Rosile use Conversational Storytelling to allow for a co-created story between interviewer and interviewee. In this workshop-type PDW, we will explain the theory behind these methods, and demonstrate the methods. Then all participants will have an opportunity to practice these techniques. The practice interviews will be observed by the workshop faculty with developmental feedback provided for participants. We have a large group of experienced faculty to provide plenty of opportunity for coaching and questions. If time permits, participants will be able to practice interviews in more than one of these three methods. We will conclude by offering two brief case examples designed for classroom use to demonstrate the importance of worker voice. One is the “Rana Plaza” case example, and the other is the “Forklift Case” based on ISEOR consultants’ actual experience. Both have been designed for, and used successfully, in classroom situations over many years.

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

Session Type: **PDW Workshop**
Program Session: **412** | Submission: **16385** | Sponsor(s): **(MC, ODC, AFAM)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

The Emergence of Distance Management Consulting in the Dichotomy of Scholar Practitioner

Organizer: **Wanda Tisby Cousar**, *Colorado Technical U.*
Participant: **Joanne Preston**, *Joanne C. Preston & Associates*
Participant: **Tonya L. Henderson**, *Software Engineering Services*

How has the emergence of distance management consulting become reflected in the different marketing approaches that appeal to new and existing clients in the.dichotomy of scholar practitioner. Methods used that have been most effective in protecting intellectual property in virtual space will be discussed. In this PDW Scholar practitioners will elucidate changes in methodology and evidence based approaches in management consulting using technology and the impacts on marketing and operational strategy from the scholar practitioner dichotomy.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **413** | Submission: **10416** | Sponsor(s): **(MH, CMS, OMT)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Tales of The Field: Lessons Learned While Collecting and Interpreting Historical Data

Organizer: **Gabie Durepos**, *Mount Saint Vincent U.*
Organizer: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Panelist: **Ellen Shaffner**, *Mount Saint Vincent U.*
Panelist: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Panelist: **Mairi Maclean**, *U. of Bath*
Panelist: **Charles Edward Harvey**, *Newcastle U.*
Panelist: **Diego Coraiola**, *U. of Victoria*
Panelist: **Francois Bastien**, *U. of Victoria*
Discussant: **William Foster**, *U. of Alberta*

The goal of this PDW is to foster a practical discussion on methodology in historical organization studies (HOS). By methodology (in HOS), we mean the variety of techniques, methods and ideologies on offer to collect, handle and interpret historical data in order to emplot it into one of many narrative forms (White, 1985). In this PDW, HOS scholars will share their unique experiences, novel insights, and lessons learned while collecting and interpreting historical data. HOS is on the rise in Organization and Management Theory as well as Critical Management Studies. Much research inspired by the historic turn (Clark & Rowlinson, 2004) has focused on whether a fusion of management and organization studies with history is possible and what avenues can be fruitfully entertained for doing so (Mills, Suddaby, Foster, & Durepos, 2016). However, we argue that practical, hands-on discussions on how to collect and interpret historical data are lacking. The rationale for the development of this PDW is to bring together ideologically heterogenous researchers to have practical discussions on collecting and interpreting historical data. The PDW will have two parts. In the first part, a group of researchers will share their tales of the field of HOS. The second part will focus on providing feedback and methodological advice to scholars doing HOS research. Pre-registration for the PDW is not required however, participants wishing to get feedback in the second part of the PDW will be required to pre-submit a 750-word abstract.

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

Session Type: **PDW Workshop**
Program Session: **414** | Submission: **12691** | Sponsor(s): **(OB, RM, DEI)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Improving Leadership Research Around the Globe: A Mentoring Session

Organizer: **Marie Dasborough**, *U. of Miami*
Participant: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Participant: **George Banks**, *UNC Charlotte*
Participant: **Nicolas Bastardoz**, *KU Leuven*
Participant: **Claudia Cogliser**, *Texas Tech U.*
Participant: **Michael S. Cole**, *Texas Christian U.*
Participant: **Michael Daniels**, *U. of British Columbia*
Participant: **Olga Epitropaki**, *Durham U.*
Participant: **William L. Gardner**, *Texas Tech U.*
Participant: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Participant: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Participant: **Ryan Gottfredson**, *California State U., Fullerton*
Participant: **Xu Huang**, *Hong Kong Baptist U.*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Kevin B. Lowe**, *U. Of Sydney*
Participant: **Jochen I. Menges**, *U. of Zurich*
Participant: **Chunyan Peng**, *U. of Missouri*
Participant: **Yuanmei Qu**, *Rowan U.*
Participant: **Ronald E. Riggio**, *Claremont McKenna College*
Participant: **Mary Sully De Luque**, *Arizona State U.*
Participant: **Mary Uhl-Bien**, *Texas Christian U.*
Participant: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Participant: **Frankie Jason Weinberg**, *Loyola U. New Orleans*
Participant: **Angelina Zubac**, *AIM Business School, Australian Institute of Management*

This inclusive PDW will provide students and junior faculty from diverse backgrounds the opportunity to discuss their leadership research in a collegial setting with prominent leadership scholars. The junior scholars are required to submit brief research proposals prior to the conference, and will be matched with a more senior scholar with similar research interests (not from their home university). At tables organized by themes, the senior scholars will then discuss these proposals with the 1-3 junior scholars they are matched with, providing insights and suggestions for future research directions. A general networking session with all participants will follow, whereby current and former editors of top leadership journals will discuss how to transform the proposals into publishable journal articles. The focus will be on developing theoretical foundations and designing high quality empirical studies. This is a great opportunity for the junior scholars to develop their ideas, and it may even lead to future academic collaborations. This PDW has been held every year since 2008 and it has resulted in the development of numerous ongoing mentoring relationships between scholars from around the globe.

Potential participants must email a brief research proposal to Dr. Marie Dasborough. Email: m.dasborough@miami.edu

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

Session Type: **PDW Workshop**
Program Session: **415** | Submission: **20065** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

AMR: Writing Theoretical Papers - A Workshop with the Editors

Presenter: **Kris Byron**, *Georgia State U.*

This interactive workshop will help participants write clear theoretical articles that make a contribution to the literature. The session consists of two parts. First, we offer participants insights on how to structure a manuscript to showcase its theoretical contribution, we also discuss some of the major challenges in writing theoretical articles and potential avenues for address these challenges. Second, participants will have the opportunity to engage in small group discussions on these topics with current and past AMR Editors, Associate Editors, and Editorial Review Board members. All are welcome to attend on a first come, first served basis. (No Pre -Registration is required.) Contact AMR@aom.org for details.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **416** | Submission: **20081** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

AMJ Editors Business Meeting

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

By invitation only

Session Type: **PDW Workshop**
Program Session: **417** | Submission: **14717** | Sponsor(s): **(RM, ENT, OSCM, OMT, STR, TIM)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

The Methodological Frontier of Causal Inference

Organizer: **Simone Santoni**, *Bayes Business School*
Organizer: **Jost Sieweke**, *Vrije U. Amsterdam*
Speaker: **Amirhossein Zohrehvand**, *Leiden U., The Netherlands*
Speaker: **Luis Ballesteros**, *Boston U. Questrom School of Business*
Speaker: **Nicolas Bastardoz**, *KU Leuven*
Speaker: **Jost Sieweke**, *Vrije U. Amsterdam*
Speaker: **Yinji Zhou**, -
Panelist: **Tobias Kretschmer**, *LMU Munich*
Panelist: **Raffaele Conti**, *ESSEC Business School*
Panelist: **Sirio Lonati**, *NEOMA Business School*
Panelist: **Michael C. Withers**, *Texas A&M U.*

Over the past ten years, the community of management scholars has become more cognizant of the importance of pursuing causal empirical evidence. However, the methodological frontier of empirical identification has advanced, too, creating further research opportunities for management scholars. By adopting a multi-month and problem-driven approach, this PDW aims to help participants appreciate the scope of application and distinctive features of innovative empirical identification tools and use these tools in practice.

Session Type: **PDW Workshop**
Program Session: **418** | Submission: **13664** | Sponsor(s): **(RM, OMT, STR, TIM)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Qualitative Research with Archival Data

Organizer: **Stine Grodal**, *Northeastern U.*
Organizer: **Anders Dahl Krabbe**, *King's Business School*
Organizer: **Micah Rajunov**, *Boston U. Questrom School of Business*
Presenter: **David A. Kirsch**, *U. of Maryland*
Presenter: **Andrew Hargadon**, *U. of California, Davis*
Presenter: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Presenter: **Raghu Garud**, *Pennsylvania State U.*

Archival research has for a long time been used to supplement qualitative research. However, recently the use of archival research—the analysis of textual traces that actors (e.g. people, organizations or markets) leave behind when they go about their daily business— in qualitative analysis has dramatically increased due to the digitalization of textual data. The availability of archival data raises new methodological opportunities and challenges for qualitative researchers who aim to generate organizational theory particularly in terms of the abundance and the heterogeneity of the data. To rise to this challenge, this PDW aims to bring together qualitative scholars who work with archival data to both create a community of scholars engaged in these methods and to begin a collective conversation about the tools and methods that we need to develop to push research forward in this domain.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **419** | Submission: **14332** | Sponsor(s): **(RM, STR, OB, OMT, TIM, HR, ENT, AAM)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Bayesian Statistics: How to Conduct and Publish High-Quality Bayesian Studies

Presenter: **Andreas Schwab**, *Iowa State U.*
Presenter: **William H. Starbuck**, *U. of Oregon*
Presenter: **David Krackhardt**, *Carnegie Mellon U.*
Presenter: **Mark H Hansen**, *Brigham Young U.*
Presenter: **Jeffrey P. Dotson**, *Brigham Young U.*
Presenter: **Anup Menon Nandialath**, *U. of Wisconsin, La Crosse*

This workshop introduces the opportunities of Bayesian statistics for empirical management research and provides guidance on how to execute high-quality Bayesian studies. The workshop will cover the following topics: (1) fundamental conceptual nature and potential advantages of Bayesian approaches compared to statistical significance tests; (2) Step-by-step execution of a Bayesian study and comparison to a regression analysis; (3) How to develop meaningful prior distributions; (4) Execution of Bayesian analyses: Markov-Chain Monte Carlo Simulations using available software solutions; (5) How to communicate Bayesian analyses and results in research manuscripts and (6) How management scholars can support the more extensive use of Bayesian statistics in the field of management research. A secondary objective of this workshop is to provide a platform for knowledge transfer between researchers engaged in Bayesian research and support related community-building efforts. In the end, this workshop will enable and inform participants on how to better incorporate advanced Bayesian statistics in their future research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **420** | Submission: **12888** | Sponsor(s): **(STR, TIM, ENT)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

The Competitive Advantage of Theories, Mental Representations, and Experimentation

Organizer: **Andrea Coali**, *Bocconi U.*
Organizer: **Arnaldo Camuffo**, *Bocconi U.*
Organizer: **Alfonso Gambardella**, *Bocconi U.*
Organizer: **Elena Novelli**, *Bayes Business School*
Speaker: **Rajshree Agarwal**, *U. of Maryland*
Speaker: **Daniel Levinthal**, *U. of Pennsylvania*
Speaker: **Ramana Nanda**, *Imperial College London*
Speaker: **Violina Rindova**, *U. of Southern California*
Speaker: **Erin L. Scott**, *Massachusetts Institute of Technology*
Speaker: **Scott Stern**, *Massachusetts Institute of Technology*
Speaker: **Todd Zenger**, *U. of Utah, David Eccles School of Business*
Facilitator: **Saeid Kazemi**, *Bocconi U.*

Strategists and entrepreneurs often make decisions under uncertainty. Particularly, strategic problems related to highly impactful decisions, as the launch of a startup or of a potentially disruptive innovation, are not often addressable using traditional decision-making tools. Thus, a growing perspective in strategy advocates for cognition-based approaches as a source of competitive advantage: decision-makers facing complex and uncertain problems should formulate theories and imagine novel representations of realities, ultimately using them as a basis for experimentation. The result is an increase in knowledge ultimately leading to superior strategies, which becomes a key competitive advantage. This PDW aims to foster the debate between scholars advocating for different, but complementary, perspectives on decision-making under uncertainty as to identify unanswered questions and relevant avenues for future research and impact. To this purpose, it combines two parts. The first brings together leading scholars providing their perspectives on the problem, as to develop a common language and identify research opportunities. In the second part, participants play a novel business game simulating a strategic decision under uncertainty, offering the opportunity to engage in theory making in a decision-making context. The purpose of introducing participants to the game is twofold. First, it offers an opportunity to bridge research and education by providing a novel way to bring the topic into the classroom. Second, it exposes participants to a customizable platform for conducting research on the topic. Organizers will collect in a report the main insights from the discussions following both parts, suggesting potential research opportunities and collaborations.

Part 1 (Panel discussion) is open to all, without registration. Part 2 (Simulation game) is open to pre-registered participants only (limited slots). To register for Part 2, please complete this online form: https://bocconi.eu.qualtrics.com/jfe/form/SV_bHrKEyCp9EQg570 Additional information on the PDW are available at: https://www.andreacoali.com/pdw-aom-2023

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **421** | Submission: **12451** | Sponsor(s): **(STR, TIM, OMT, ENT)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Private Equity and Alternative Ownership/Governance: Research Opportunities for Strategy Scholars

Organizer: **Vikas A. Aggarwal**, *INSEAD*
Organizer: **Paul Nary**, *The Wharton School, U. of Pennsylvania*
Speaker: **Gautam Ahuja**, *Cornell U.*
Speaker: **Mary J. Benner**, *U. of Minnesota*
Speaker: **Aseem Kaul**, *U. of Minnesota*
Speaker: **Ivana Naumovska**, *INSEAD*
Speaker: **Prothit Sen**, *Indian School of Business*
Speaker: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

This PDW will bring together a community of scholars interested in issues of strategy and organizations to better understand forms of ownership and governance under the umbrella of private equity and private capital. These forms represent either alternatives or challenges to public corporate ownership. While many of the prominent scholars studying this topic have been from the finance discipline, we feel that: (1) a strategy and organizations lens would be of unique value in understanding alternative ownership and governance forms as phenomena; (2) the emergence and continuing evolution of various ownership and governance forms such as PE, VC, SPACs, etc., bear important implications for firm strategies and outcomes; and (3) using these contexts for research can help us more deeply understand key questions related to corporate scope, firm capabilities, corporate governance, alliances, ecosystems, and so on. In our view, there can and should be significantly more work on these topics in the mainstream strategy, organizations, and management journals. This PDW will serve as a "primer" for scholars interested in using this industry as a context for strategy research. We will have a panel of both senior and junior scholars who can speak to potential research directions and current work in this area, and will include a set of roundtable discussions for scholars interested in doing research in this domain. The ultimate goal is to build a vibrant research community oriented around these issues.

Pre-registration strongly encouraged but not required. Please contact aom.pe.pdw@gmail.com with any questions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **422** | Submission: **16871** | Sponsor(s): **(TIM, CTO, STR, OMT)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Modularity: Past and Future

Participant: **Stefano Brusoni**, *ETH Zürich*
Participant: **Joachim Henkel**, *Technical U. of Munich*
Participant: **Michael G Jacobides**, *London Business School*
Participant: **Marc Alochet**, *CRG Ecole Polytechnique*
Participant: **Nicholas Argyres**, *Washington U. in St. Louis*
Participant: **Carliss Baldwin**, *Harvard Business School*
Participant: **Stephan Billinger**, *U. of Southern Denmark*
Participant: **Sabine Brunswicker**, *Purdue U., West Lafayette*
Participant: **Christina Fang**, *New York U.*
Participant: **Richard Langlois**, *U. of Connecticut*
Participant: **John Paul MacDuffie**, *U. of Pennsylvania*
Participant: **Ron Sanchez**, *Copenhagen Business School*
Participant: **Benedikt Alexander Schuler**, *U. of St. Gallen*

More than 20 years since the publication, in 2000, by Carliss Baldwin and Kim Clark of "Design Rules: The Power of Modularity," this PDW offers a forum to further consider the architecture of complex systems. We draw on the recent publication of a special issue of Industrial and Corporate Change on modularity, early 2023, and the impending publication of "Design Rules II" by Carliss Baldwin. The PDW brings together leading scholars in the field, editors and contributors of the special issue to take stock of modularity research in management, showcase recent research, offer perspectives on key themes that emerge from contributions in this issue, and foster the development of research in a true PDW spirit. Specific topics are, the relationship between modularity and organizational design; modularity as a driver of industry evolution and competitive dynamics; and the role of individuals in modular systems. Furthermore, the PDW shall highlight opportunities to apply the theory in Design Rules to new phenomena and puzzles that have emerged in the past 20 years, and to the changes that loom large with the onset of digitization. More important, the PDW will offer a constructive forum to support researchers who are working on the field. Registration is strongly recommended at https://forms.gle/z4zY27192HUrRgdn9.

Registration is not required, but strongly recommended, at https://forms.gle/z4zY27192HUrRgdn9. In case demand exceeds the available space, preference will be given to registered participants.

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

Session Type: **PDW Workshop**
Program Session: **423** | Submission: **13508** | Sponsor(s): **(TIM, OMT, STR)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Blockchain as a General Purpose Technology: Applications, Promises, and Challenges

Organizer: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Presenter: **Hanna Halaburda**, *New York U.*
Presenter: **Ying-Ying Hsieh**, *Imperial College Business School*
Presenter: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Presenter: **Aija Elina Leiponen**, *Cornell U.*
Participant: **Fabrice Lumineau**, *U. of Hong Kong*
Presenter: **Daniel Obermeier**, *NYU Stern School of Business*
Presenter: **Robert Channing Seamans**, *NYU Stern*

The blockchain phenomenon has received substantial attention over the past decade. While initially applied to digital currency, this technology has become common in a variety of settings, including logistics, healthcare, and art. In fact, many scholars and practitioners increasingly view the blockchain as a general purpose technology. This PDW explores the multifaceted role of the blockchain in management. We are joined by an outstanding group of innovation scholars, who will provide a diverse and complementary set of perspectives on this phenomenon. In particular, the discussion combines “depth” and “breadth”, seeking to both illustrate some of the current and most relevant applications of the technology and to contextualize it within the broader innovation literature. The PDW is designed to be developmental and interactive, in order to promote cross-pollination of perspectives and generation of new research directions.

We will be sharing information about how to participate in the interactive component of the PDW in the Early Summer through the TIM Division Newsletter.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **424** | Submission: **11503** | Sponsor(s): **(TIM, STR)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

Maps for Search: The Impact of the Data Revolution on Innovation

Organizer: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*
Organizer: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Presenter: **Ryan Allen**, *U. of Washington*
Presenter: **Hyo Kang**, *U. of Southern California*
Presenter: **Lynn Wu**, *The Wharton School, U. of Pennsylvania*
Discussant: **Alfonso Gambardella**, *Bocconi U.*
Discussant: **Hong Luo**, *HBS*

In a broad range of contexts, decision-makers must engage in strategic experimentation where they explore multiple high-stakes choices under significant uncertainty. Examples include venture capitalists evaluating different startups, pharmaceutical firms deciding between drug candidates, retailers picking from a set of candidate store locations, mineral exploration firms choosing among different early-stage targets, and many more. In such settings, the availability of data signals on those options can help clarify uncertainty about some alternatives and affect exploration outcomes. We offer the analogy as data as a “map for search”, insofar as it can be leveraged to rule out bad choices and find promising ones. The consequences of the “data revolution” are increasingly being investigated in a variety of disciplines, including strategic management, organization theory, entrepreneurship, information systems, and economics. However, there strands of literature are mostly self-contained, and lack a broader perspective to connect them. A conversation across disciplinary boundaries would be especially beneficial for a holistic assessment of what we have learned about data and analytics, and what questions remain unanswered. For this reason, we assembled a unique program that blends cutting-edge research presentations from early-career scholars, in dialogue with the perspectives of experienced researchers, and with industry leaders actively reshaping how firms leverage data-driven innovation to achieve competitive advantage. This PDW is a unique opportunity to generate new research directly relevant to managerial practice. Through the break-out room discussions, we aim to allow participants to interact with the panelists, exchange research ideas, and foster a research network with shared interests.

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

Session Type: **Meeting**
Program Session: **425** | Submission: **21188** | Sponsor(s): **(EXH)**
Scheduled: **Saturday, Aug 5 2023 1:15PM - 2:45PM ET (UTC-4)** at **Boston Hynes Convention Center** in **101**

What's in a Name? Heritage Branding, Legacies and Business Schools in 2023

Moderator: **Belgin Okay-Somerville**, *U. of Glasgow*
Host: **Robert Alexander Paton**, -
Panelist: **Kathleen Riach**, *U. of Glasgow*
Panelist: **Himanshu Rai**, *Indian Institute of Management, Indore*
Panelist: **Paul M Olk**, *U. of Denver*
Panelist: **Andre Spicer**, *City U. London*

This 90-minute session will form part of the series of global discussions, events and debates marking the 300 Year Anniversary of Adam Smith. In this session, we bring our own reflections and experiences on the surrounding marking history and heritage into the contemporary business school identity, curriculum into dialogue with the experience of similar business schools whose names or brands can evoke powerful and sometimes problematic connotations. In doing so, we suggest some of the key challenges and that emerge and possible strategies that enable the opportunity for critical but constructive ongoing debate.

This interactive session will be in the fireside chat format with panellist from four business schools drawn from different international contexts (Adam Smith Business School (University of Glasgow), Bayes Business School (City, University of London), Daniels College of Business (Denver University) and Indian Institute of Management (IIM) Indore. We will question 'what's in a name' in business school branding focusing on how the prominent figures' legacy shape universities and the societies they serve, as well as contributing to marketisation and commercialisation of higher education through such branding.

Lunch will also be served during the session.

Find out more about Tercentenary celebrations here: https://www.gla.ac.uk/explore/adamsmith300/

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **426** | Submission: **21068** | Sponsor(s): **(OSCM)**
Scheduled: **Saturday, Aug 5 2023 1:15PM - 2:45PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence AB**

OSCM DEI Social Event

Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*
Presenter: **Priyank Arora**, *Darla Moore School of Business, U. of South Carolina*
Presenter: **Sriram Narayanan**, *Michigan State U.*
Presenter: **Katie S. Wowak**, *U. of Notre Dame*
Presenter: **Vikram Bhakoo**, *U. of Melbourne*
Presenter: **Barbara B. Flynn**, *Indiana U.*
Presenter: **Wendy Tate**, *U. of Tennessee*

Would you like to know more about DEI research opportunities in the OM/SCM field? Come and join us. Scholars will share their journey in their DEI research projects and have a discussion in small tables. Refreshment and snacks will be provided.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **427** | Submission: **10494** | Sponsor(s): **(CAR, OB, HR)**
Scheduled: **Saturday, Aug 5 2023 1:30PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Careers in the Rough PDW

Organizer: **Janine Bosak**, *Dublin City U.*
Organizer: **Jeffrey Yip**, *Simon Fraser U.*
Organizer: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Organizer: **Caitlin M. Porter**, *U. of Memphis*
Participant: **Fida Afiouni**, *American U. of Beirut*
Participant: **Jos Akkermans**, *Vrije U. Amsterdam*
Participant: **Maike Andresen**, *U. of Bamberg*
Participant: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Participant: **Gayle M. Baugh**, *S. Gayle*
Participant: **Gina Dokko**, *U. of California, Davis*
Participant: **Danna Greenberg**, *Babson College*
Participant: **Nicky Dries**, *KU Leuven*
Participant: **Kimberly A. Eddleston**, *Northeastern U.*
Participant: **Mel Fugate**, *Mississippi State U.*
Participant: **Peter Heslin**, *UNSW Sydney*
Participant: **Wolfgang Mayrhofer**, *WU Vienna*
Participant: **Maury Peiperl**, *George Mason U.*
Participant: **Astrid Reichel**, *U. of Salzburg*
Participant: **Bert Schreurs**, *Vrije U. Brussel*
Participant: **Sherry E. Sullivan**, *Bowling Green State U.*
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Jelena Zikic**, *York U.*

Careers in the Rough is a workshop in which accomplished scholars will mentor PhD students and/or junior scholars who submit careers papers that are in the formative stages. Research in the careers domain includes topics such as: people's lifelong succession of work experiences, individual career development, career management strategies, the relationship between careers and other aspects of life, the structure of opportunity to work, relationships between human resource systems and careers, career outcomes (e.g., success, plateauing, discouragement, derailment), life cycle interactions with work, gender, culture, and race effects on careers, labor force diversity, internal labor market structures and functions, cross-cultural careers, and effects of demographic and social changes on work. Participants are asked to submit a manuscript that is close to submission for a refereed journal. They can also write up to 250 words on a challenge they want help addressing. Each participant will get detailed feedback regarding (a) the positive aspects of their paper; and (b) how to improve the paper further from two accomplished scholars. This PDW thus aims to foster the design and development of good careers research into valuable careers publications.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **428** | Submission: **11335** | Sponsor(s): **(OB, SIM, DEI, CM, HR, STR)**
Scheduled: **Saturday, Aug 5 2023 1:30PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

The Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session

Organizer: **Niki Den Nieuwenboer**, *U. of Kansas*
Organizer: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Organizer: **Linda K Trevino**, *Pennsylvania State U.*
Presenter: **Estelle Archibold**, *Pennsylvania State U.*
Presenter: **N. Derek Brown**, *Columbia Business School*
Presenter: **Carolyn Thi Dang**, *Pennsylvania State U.*
Presenter: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Presenter: **Michael Addison Johnson**, *Louisiana State U.*
Presenter: **Aparna Joshi**, *The Pennsylvania State U.*
Presenter: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Presenter: **Elizabeth Eve Umphress**, *U. of Washington*
Panelist: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Panelist: **Marshall J. Schminke**, *U. of Central Florida*
Panelist: **Kristin Smith-Crowe**, *Boston U.*
Panelist: **Ann Tenbrunsel**, *U. of Notre Dame*
Participant: **Jonathan Nicholas Bundy**, *Arizona State U.*
Participant: **Michelle K. Duffy**, *U. of Minnesota*
Participant: **Elizabeth Wolfe Morrison**, *New York U.*

Behavioral business ethics research thus far has focused primarily on understanding the causes and consequences of (un)ethical behavior within organizations. But as society is becoming more concerned about social justice issues such as the treatment of underrepresented minorities, behavioral business ethics scholars are increasingly interested in studying issues of diversity, equity, inclusion, and belonging. With the goal of developing and generating future scholarship, this PDW showcases frontiers in behavioral ethics research. With that in mind, the theme of this year's behavioral ethics PDW is "Extending the Behavioral Ethics Literature by Building Connections with Diversity, Equity, Inclusion, and Belonging (DEIB) Research." In the first part of the PDW, scholars who are conducting research on DEIB issues (some clearly overlapping with behavioral ethics) will offer eight timed, 5-minute, Pecha Kucha presentations on their areas of expertise, such as gender biases, DEIB programs and implicit bias, DEIB in general and in practice, obesity or body fatness in the workplace, racialized context at work, and women's health at work. These presentations will be followed by a panel of four behavioral ethicists who will consider the connections between these DEIB topics and future scholarship in behavioral ethics, with a subsequent plenary discussion. The second part of the PDW will consist of roundtable networking discussions, where attendees can foster connections and engage in conversations with experts on these and other DEIB-related behavioral ethics topics (e.g., neurodiversity in the workplace).

Everyone interested is welcome to attend the first 1.5 hours of the PDW, but attendance for the second, networking, part is capped at 100 and registration is required. Registration is on a first-come first-served basis. Email niki@ku.edu for any questions. Please register at the following link: https://kusurvey.ca1.qualtrics.com/jfe/form/SV_7NILug2Nx58ElHE

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

Session Type: **PDW Workshop**
Program Session: **429** | Submission: **18357** | Sponsor(s): **(ONE, SIM, OSCM)**
Scheduled: **Saturday, Aug 5 2023 1:30PM - 3:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Are Firms Sabotaging their Sustainable Supply Chains: Strategic and Political Misalignment?

Organizer: **Hale Kaynak**, *U. of Texas Rio Grande Valley*
Participant: **Muratcan Erkul**, *Kutztown U. of Pennsylvania*
Participant: **Subhajit Chakraborty**, *Coastal Carolina U.*

This professional development workshop is intended to highlight misalignment between corporate leader actions and/or words and their published sustainability goals and sustainable supply chain management (SSCM) practices on one hand, and how it affects the SSCM practices, thereby motivating attendees to ponder over the important question: are (some) firms sabotaging their own sustainable supply chains? By using transaction cost economics and agency theory lenses, we offer a conceptual framework that brings the company worker (including his/her personal issues such as childcare) to the center of our discussion which is in line with the AOM 2023 theme. Our primary aim of this PDW is to encourage and motivate participants and spur their thinking with several SSCM research questions based on a holistic and overarching consideration of the strategic fit between the corporate leaders' actions/words and the avowed goals of the organization related to SSCM.

We welcome all attendees who are highly interested in this topic and are ready for an interactive session.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **430** | Submission: **14357** | Sponsor(s): **(AAM)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Meeting the Editorial Team of Asia Pacific Journal of Management (APJM)

Organizer: **Chinmay Pattnaik**, *U. Of Sydney*
Organizer: **Liqun Wei**, *Hong Kong Baptist U.*
Organizer: **Victor Cui**, *U. of Waterloo*
Participant: **Maoliang Bu**, *Nanjing U.*
Participant: **Han Jiang**, *Chinese U. of Hong Kong, Shenzhen*
Participant: **Peng Zhengmin**, *Hong Kong Shue Yan U.*
Participant: **Wendong Li**, *Chinese U. of Hong Kong*

Asia Pacific Journal of Management (APJM) is the official journal of the Asia Academy of Management published by Springer. The mission of the journal is to provide a platform for the communication of rigorous scientific management research with Asia relevance among interested researchers. The most recent APJM citation impact factor (i.e., year 2021) as stated in the ISI Journal Citation Reports is 4.5 with a five-year citation impact factor of 6.075. Researchers who interested in academic research that has Asia relevance can attend this workshop to meet the Editor-in-Chief, Senior Editors, and Editorial Review Board members. The editorial team will explain the mission and editorial policy of the journal. Statistics of the journal (e.g., number of submissions received per year, acceptance rate) will be presented. Editors will present the scope of the journal (e.g., strategic management, human resource management, organizational behavior, and international business) and the meaning of "Asia Relevant Management Research". Examples of accepted papers will be discussed and participants are welcome to discuss whether their research projects are suitable for the journal.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **431** | Submission: **15739** | Sponsor(s): **(CM, OB, RM)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 7:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Qualitative Research Methods for the Study of Conflict Management: New Research Approaches

Organizer: **Estelle Archibold**, *Pennsylvania State U.*
Organizer: **Ming-Hong Tsai**, *Singapore Management U.*
Panelist: **Kimberly Rocheville**, *Creighton U.*
Panelist: **Udayan Dhar**, *Bucknell U.*
Panelist: **Randall S Peterson**, *London Business School*
Panelist: **Amanda Ferguson**, *Northern Illinois U.*
Panelist: **Leigh Anne Liu**, *Georgia State U.*

Conflict management scholars could benefit from forums that explore how qualitative methodologies provide unique discoveries and insights when developing and conducting management research. Many scientific breakthroughs advancing theory in management studies have resulted from the use of rigorous qualitative methods. There has been recent vigorous dialogue in management studies about the transparency, quality, and trustworthiness of qualitative methodologies and research approaches. We offer a PDW that aims to raise the value of qualitative methodologies in the study of conflict phenomena in management research, while providing substantive opportunities for junior and senior management scholars to exchange best practices in qualitative approaches to management research (broadly) while exploring the unique ways in which qualitative research approaches can support more whole and rigorous research in conflict management subfields. Finally, we will provide opportunities for management scholars to discuss the inclusion of qualitative approaches in emerging research studies and get feedback on their inclusion of qualitative methodologies in current research studies.

Please register here: https://forms.gle/Z2ka5WB6ctDLKXKQ6

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **432** | Submission: **15209** | Sponsor(s): **(DEI, HR, OB)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

On "Doing" Inclusion: An Inclusive Behavior Training

Facilitator: **Hans Van Dijk**, *Tias Business School*
Facilitator: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Facilitator: **Bertolt Matthias Meyer**, *Technische U. Chemnitz*
Facilitator: **Jamie Breukel**, *Tilburg U.*
Facilitator: **Jason Jie**, *Tilburg U.*
Facilitator: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*

Decades of research on diversity and inclusion has established that inclusive environments are crucial for diversity to thrive. However, to date there is very little insight in how to "do" inclusion. That is, most research focuses on practices and leadership, but very little on specific behaviors underlying experiences of in- and exclusion. Based on the principles of experiential learning, in this training we simulate a psychologically safe environment in which participants can display as well as experience inclusive and exclusive behaviors. Participants will reflect on their experiences and how they apply to the workplace in small groups as well as plenary. Participants as well as facilitators will share lessons learned regarding the theoretical understanding of the notions of inclusion and exclusion, as well as actionable suggestions to behave more inclusively and create more inclusive workplaces.

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

Session Type: **PDW Workshop**
Program Session: **433** | Submission: **18246** | Sponsor(s): **(ENT, STR)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Teaching about Markets and Free Enterprise

Participant: **John Parnell**, *U. of North Alabama*
Participant: **Siri Ann Terjesen**, *Florida Atlantic U.*
Participant: **Per L. Bylund**, *Oklahoma State U.*
Participant: **Amanda Brickman Elam**, *Babson College*
Participant: **Michael D Ryall**, *Florida Atlantic U.*
Participant: **Sebastian Vaduva**, *Emanuel U. of Oradea*
Discussant: **Peter G. Klein**, *Baylor U.*

This workshop will explore teaching practices associated with free- market thinking and market-based management. Free markets promote competition, innovation, private ownership of productive enterprises, and limited government intervention. Each presenter in this workshop will share an exercise, case vignette, or another classroom approach grounded in a market orientation, emphasizing eliciting class interactions and discussions. Pre-registered participants will receive an electronic packet of selected readings in the months before AOM to aid in preparation for the event. Participants who do not register are also welcome.

To pre-register, participants can e-mail John Parnell: jparnell@una.edu and Siri Terjesen: sterjesen@fau.edu

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **434** | Submission: **19033** | Sponsor(s): **(MSR)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Mentoring for Meaning: Preparing for a Spiritual Approach to Mentoring

Organizer: **Kevin David Frick**, *Johns Hopkins Carey Business School*
Facilitator: **Paul W. Schmidt**, -
Facilitator: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Facilitator: **Payal Kumar**, *Indian school of hospitality*

High-quality mentoring involves bidirectional relationships in which both individuals are engaged, each acts with authenticity while showing empathy, and empowerment is shared. Empowerment to find meaning in the mentoring experience and in the activities (e.g., career or work) that are the focus of the mentoring discussions requires preparation. To prepare for an engaging and empathetic mentoring relationship in which there is great trust, an individual must first know themselves, both the mentee and mentor need to have a great deal of awareness about themselves, what brings them meaning, and what they have struggled with when it comes to finding meaning. This professional development workshop is designed to present a model of a process that can be used to identify values, explore the degree to which one’s actions align with values, delineate one’s intrapersonal identity network or set of roles, state one’s personal mission, clarify what one believes about meaning and connection with a greater good, identify the goals of participation in a mentoring relationship and whether one sees a need for predetermined boundaries on the relationship, and consider how the unique benefits of both online (zoom) meeting and physical meeting can be maximized to support ideal communication. This hybrid session (which could be switched to fully online presence) will include time for reflection on and discussion of these points with an exchange among members with varying levels of life experience.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **435** | Submission: **20102** | Sponsor(s): **(NEU)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 4:00PM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Executive Committee Meeting of NEU

Division Chair: **Yair Berson**, *McMaster U.*

Bi-annual meeting of NEU's Executive Committee

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

Session Type: **PDW Workshop**
Program Session: **436** | Submission: **10414** | Sponsor(s): **(ODC)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Acting on Climate Risk: What role for the Change Practitioner?

Organizer: **Bradley J. Hastings**, *U. of New South Wales*
Organizer: **David Grant**, *UNSW Business School, Australia*
Discussant: **Danielle Zandee**, *Nyenrode Business U.*
Discussant: **Ignacio Pavez**, *Pontificia U. Católica de Chile*
Presenter: **Rae Andre**, *Northeastern U.*
Presenter: **Hilary M. Bradbury**, *Action Research Plus AR+ Foundation*

Global warming and the increased frequency of extreme weather events has made everyone – from small business owners to large corporations and governments – acutely aware of the need to effectively mitigate for, or adapt to, the risks associated with climate change. These risks take many forms – from the physical to the economic and social – and can impact business cultures, strategy, structure, or processes in a multitude of ways. Successfully addressing these risks involves organizations shifting to new, more sustainable, and resilient business models. This situation suggests an important role for the Organizational Development and Change practitioner; one in which they assist organizations in building their capacity and effectiveness to change in response to climate risk through developing, improving, and reinforcing. This workshop will bring together practitioners and scholars, with a view to identify both existing and emerging best practice in these respects.

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

Session Type: **PDW Workshop**
Program Session: **437** | Submission: **14434** | Sponsor(s): **(OMT, CMS)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 4:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Globalizing Paradox Theory and Research: Exploring New Approaches, New Theories, and New Contexts

Organizer: **Soniya Rijal**, *U. of New South Wales (UNSW), Sydney*
Organizer: **Iris Seidemann**, *U. of Hamburg*
Organizer: **Rima Al Hasan**, *U. of Jordan*
Discussant: **Marianne W. Lewis**, *U. of Cincinnati*
Panelist: **Medhanie Gaim**, *Umea U.*
Panelist: **Garima Sharma**, *American U., Kogod School of Business*
Panelist: **Xin Li**, *Newcastle U. Business School*
Panelist: **Nkosana Mafico**, *U. of Edinburgh*
Panelist: **Josh Keller**, *UNSW Sydney*

This PDW aims at bringing together scholars from diverse backgrounds to discuss novel avenues, approaches, and contexts for paradox theory in organization and management studies explicitly focusing on a non-WEIRD (WEIRD = Western, European, Industrialized, Rich, and Democratic) perspective and ancient philosophical traditions. The PDW will be designed as an in-person, highly interactive workshop building on moderated small-group discussions being followed by an open expert panel discussion. By bringing together scholars with expertise in different cultural, traditional, and philosophical contexts, we intend to foster a richer and more nuanced understanding of paradoxes and encourage the development of more innovative and inclusive approaches to understanding and addressing complex entanglements of interrelated tensions. Although this workshop is momentous for paradox scholars, it is likely of particular interest to scholars who already work on or aim at integrating different traditions, philosophical contexts and cultures in their concepts, ideas, and methods. One of the expected key outcomes of this PDW is to facilitate the building of a community of scholars committed to advancing the development of new and innovative approaches to understanding and addressing paradoxes in organizations that take an account of non-WEIRD perspectives and philosophical traditions.

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

Session Type: **PDW Workshop**
Program Session: **438** | Submission: **11092** | Sponsor(s): **(OMT, CTO, ENT, TIM, SAP, STR)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Rationality in the Era of Artificial Intelligence

Organizer: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*
Organizer: **Stella Pachidi**, *U. of Cambridge*
Panelist: **Luciana D'Adderio**, *U. of Edinburgh*
Panelist: **Richard Hunt**, *Virginia Tech*
Panelist: **Marleen Huysman**, *Vrije U. Amsterdam*
Panelist: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Panelist: **Christopher L. Tucci**, *Imperial College Business School*
Panelist: **Mark J. Zbaracki**, *Ivey Business School*
Moderator: **Ricky Leung**, *NUS / U-Albany*
Moderator: **Terence Ping Ching Fan**, *Lee Kong Chian School of Business, Singapore Management U.*

This PDW aims to provide a forum for participants to reconsider theories of rationality and how they may be informed in the era of artificial intelligence (AI). The PDW will start with a panel discussion in which six senior scholars will present different perspectives on rationality: Luciana D'Adderio will offer a perspective on rationality as interactions among artifacts and routines grounded in the routine dynamics tradition. Richard Hunt will conceptualize rationality as reasoned foresight grounded in the entrepreneurship tradition. Marleen Huysman will conceptualize rationality from a knowing in practice perspective. Paolo Quattrone will conceptualize rationality as calculative procedures, blending the history of rhetoric, with science and technology studies and an institutional perspective. Christopher Tucci will conceptualize rationality as configurations of business models grounded in the strategic management tradition. Finally, Mark Zbaracki will conceptualize rationality in the context of other approaches to decision making, including interpretation and sensemaking, power and politics, and garbage can dynamics. After putting forward their own perspectives, the panelists will address relevant questions prepared by the organizers on AI and rationality to collectively reflect on the phenomenon. The second part of the PDW will consist of roundtable discussions facilitated by the panelists, in which participants will have an opportunity to share relevant research insights and deeply reflect on how to advance organization theory in the era of AI. In summary, this PDW provides an opportunity for organizational scholars to think about core topics of rationality in a new way, and an opportunity to build new connections, outside the core community.

Dear Attendees, we are looking forward to interacting with you all during our PDW. If you would like us to ask any specific questions to the panelists on thinking and theorizing about rationality in the era of AI, please feel free to share them with us using this Google Forms link ahead of time: https://forms.gle/qvQ3xdEDbWBtoN3SA We will collate the questions and try to include the common themes during the PDW. If you need more information or wish to seek any clarification, please feel free to contact the organizers, Stella Pachidi and Mayur Joshi. See you in Boston!

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **439** | Submission: **12551** | Sponsor(s): **(RM, CAR, ENT, DEI, HR, OB, TIM)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

Leveling the Playing Field: Reducing Between-Person Variation on Within-Person Research

Organizer: **I-Heng Wu**, *U. of South Alabama*
Organizer: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*
Organizer: **Kathleen Keeler**, *Ohio State U.*
Organizer: **Jacob Whitney**, *U. of Oklahoma*
Discussant: **Christopher Barnes**, *U. of Washington*
Panelist: **Russell Eric Johnson**, *Broad College of Business, Michigan State*
Discussant: **Szu-Han Lin**, *U. of Georgia*
Discussant: **John P. Trougakos**, *U. of Toronto*
Discussant: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Panelist: **Gillian Yeo**, *U. of Western Australia*
Panelist: **Zhen Zhang**, *Southern Methodist U.*

This workshop is for those who are interested in within-person research—both from a theoretical and empirical perspective. Part 1 will include a panel discussion from experienced experts, focused on how theory can inform the choice of when and how to adopt a within-person study design. Part 2 of the session will utilize a roundtable format, pairing experts with participants to present best-practices for conducting within-person studies, as well as to answer related participant questions. As part of the registration process, participants will be asked to provide any questions that they would personally like answered during the session. These responses will be used to identify common issues and concerns that will be discussed in the panel as well as roundtable conversations. The goal of this workshop is to not only advance the use of within-person designs and strengthen the relationship between theory and such designs, but also to further the development of participants and provide them with actionable steps to better utilize within-person studies.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **440** | Submission: **14380** | Sponsor(s): **(RM, OB, ENT, STR, OMT)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

A Technology-Enabled Meta-Analysis: Making Large-Scale Meta-Analysis Studies Manageable

Participant: **Hadi Fariborzi**, *Mount Royal U.*
Participant: **Piers Steel**, *U. of Calgary*

Making sense of and using a massive sea of academic results is one of the biggest scientific difficulties and opportunities of the digital era. Meta-analysis, a type of systematic review with statistical foundations in multilevel modelling (MLM), helps answer this need. These quantitative summaries are currently some of the most referenced and highly regarded publications due to the exponential increase in publishing rates. Unfortunately, despite how beneficial they are, they are difficult to do. Searching through the literature, acquiring empirical data relevant to a discovery, converting it to a standard measure, collaborating with a team, analyzing large datasets of articles, interpreting the data, and openly presenting the findings are all necessary steps in the process. Traditionally, a four-person team needs 67 weeks to complete a typical meta-analysis. We want to make this significantly lower, such that a 1000 study meta-analysis is manageable within 12-15 weeks. This PDW offers a theoretical overview of meta-analysis as well as a practical guidance, with a focus on the latter. We will specifically discuss how using technology, such as integrated online platforms that make use of OCR, machine learning, and automatic error detection, researchers can minimise coding time by a factor of ten. Real-time replication and analysis of earlier tier-1 meta-analyses will be conducted, with the possibility to extend and collaborate for a subsequent publication. The PDW's objective is to empower participants to easily conduct their own projects. All tools covered in the PDW are open-science and free to use for all researchers.

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

Session Type: **PDW Workshop**
Program Session: **441** | Submission: **10082** | Sponsor(s): **(SAP, OMT)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Impact Bootcamp: Hands-On Advice for Creating Impact Through Qualitative Research

Organizer: **Madalina Pop**, *Aarhus BSS, Aarhus U.*
Organizer: **Katharina Dittrich**, *Warwick Business School*
Organizer: **Alessandro Niccolo' Tirapani**, *ESADE Business School*
Panelist: **Paula Jarzabkowski**, *U. of Queensland*
Panelist: **Richard Whittington**, *U. of Oxford*
Panelist: **Jean M. Bartunek**, *Boston College*
Panelist: **Eva Boxenbaum**, *Copenhagen Business School*
Facilitator: **Rebecca Bednarek**, *Victoria Management School*
Facilitator: **Fannie Couture**, *HEC Montreal*
Panelist: **Leonhard Dobusch**, *U. of Innsbruck*
Facilitator: **Christina Angelika Wawarta**, *Warwick Business School*

This Professional Development Workshop (PDW) aims to gather researchers interested in impact work. We are motivated by the observation that, while there has been much theoretical debate on the topic, the management community still lacks practical tools to create impact for and in collaboration with the organisations they are working with. To this end, we bring together leading scholars who will reflect and share how they have successfully created impact through their empirical research. Accordingly, we wish to provide a space for discussing best practices, past failures, and hand-on advice. The PDW will include a panel of experts but also facilitated roundtable discussions where participants can get feedback on their impact work from experts in the field. We see this PDW as the first step to jumpstart a long-term community on the topic, for instance through the establishment of online standing groups.

If you would like to participate in Part 2 of the bootcamp, please submit 1-2 pages to madast@btech.au.dk. Your submission should outline a short summary of your research or research idea and include anything you would like to get feedback on regarding impact towards from the roundtable participants. This can include for example: a report, a power point or even a description of your case where you would like ideas for helping out your organization.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **442** | Submission: **15302** | Sponsor(s): **(STR, OMT)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Formal and Psychological Contracts in Corporate Strategy

Discussant: **Nicholas Argyres**, *Washington U. in St. Louis*
Panelist: **Emilie Feldman**, *U. of Pennsylvania*
Panelist: **Libby Leann Weber**, *U. of California, Irvine*
Panelist: **Zhe Xing**, *Santa Clara U.*
Panelist: **Beverly Rich**, *U. of Utah*
Organizer: **Dongil Daniel Keum**, *Columbia Business School*

This PDW builds upon the premise that a firm is “a nexus of contracting relationships” and aims to highlight the importance of exploring the role of formal and psychological contracts in firm scope decisions to the community of corporate strategy scholars. Corporate strategy research examines the transactions used to adjust firm scope, such as alliances, acquisitions, divestitures, and resource redeployment. Despite extensive research, the varied nature of contracts for executing these inter- and intra-organizational transactions has received much less attention from corporate strategy scholars. In particular, whereas formal contracts have been extensively studied by strategy scholars, much less attention has been paid to informal contracts, which support these corporate strategic actions. Looking at the psychological underpinnings of informal contracts and their influence on formal contracts can uncover novel insights into firm scope and governance decisions. To this goal, we bring together leading scholars of contracts and corporate strategy and showcases the benefits of integrating these two streams of research.

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

Session Type: **PDW Workshop**
Program Session: **443** | Submission: **10985** | Sponsor(s): **(STR, TIM, ENT, OMT)**
Scheduled: **Saturday, Aug 5 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Teaching Platforms and Ecosystems

Organizer: **Cameron Miller**, *Syracuse U.*
Organizer: **Richard Wang**, *Babson College*
Panelist: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Panelist: **Feng Zhu**, *Harvard U.*
Discussant: **Marvin B Lieberman**, *UCLA Anderson School of Management*

In recent years, as the research on platforms and business ecosystems continues to flourish, the development of corresponding teaching materials pales in comparison. Although the terms “platforms” and “ecosystems” have received some coverage in contemporary textbooks, educators often find the depth of the theory component coverage inadequate to prepare students for today’s business environment where many of the largest or fastest-growing companies operate in ecosystems anchored by platforms. To generate robust discussions on what are the essential platforms and ecosystem principles, concepts, and frameworks to teach, this PDW invites two leading scholars to share their ideas and teaching experiences, and a senior Strategy scholar will contribute as the discussant. Participants can engage in Q&A discussions with the presenters as well as with other participants. In addition, participants will receive teaching materials that they can use in their classroom.

No registration required; this will be a first come first serve session. We will make a link to a website available at the session that will host teaching materials.

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

Session Type: **PDW Workshop**
Program Session: **444** | Submission: **10294** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 2:15PM - 3:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter AB**

Practice Incubator Professional Development Workshop Practice Incubator Professional Development

Organizer: **Tracy Hopkins Porter**, *Cleveland State U.*
Organizer: **Jennifer Gutberg**, *U. of Toronto*
Presenter: **Jessica Peck**, *Cleveland State U.*
Presenter: **Gina Phelps Thoebes**, *U. of Akron*
Presenter: **Cheryl Mitchell**, *Gustavson School of Business, U. of Victoria*
Presenter: **Rebecca Ojo**, -
Presenter: **Michael Richard Cauley**, *Vanderbilt U.*
Presenter: **Matthew John DePuccio**, *Rush U.*
Presenter: **Leeann Comfort**, *Agency for Healthcare Research and Quality*

The academic-practitioner gap is a well-recognized and continually growing issue for management scholars. This gap is especially prominent in healthcare contexts, where hospitals, systems, and entire jurisdictions are often subject to wide-spread organizational (and system-level) interventions and restructurings. Given the fundamentally applied nature of healthcare management research, scholars in the field must find assurance that their work is equal parts theoretically insightful and practically relevant. We propose a contributing factor to this academic-practitioner gap is a lack of emphasis on drawing from practitioner perspectives to inform research agendas. This sets a foundation for scholars to minimize practitioner-research partnerships, both due to a lack of knowledge in how to initiate these processes and, often, a lack of incentive for academicians. The aim of this professional development workshop is to provide researchers with a platform to receive mentorship and exchange ideas about practice-oriented careers. This could include academic researchers interested in partnering with practice organizations, those looking to shift to a practice-oriented career themselves, or early career scholars interested in exploring a practice-oriented trajectory. The PDW will adopt a roundtable approach, where participants will be able to move between designated topics at each table.

Session Type: **PDW Workshop**
Program Session: **445** | Submission: **16268** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 5 2023 2:15PM - 5:15PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

The Cognition in the Rough Workshop

Organizer: **Winnie Jiang**, *INSEAD*
Organizer: **Sophie Leroy**, *U. of Washington, Bothell*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Facilitator: **Andrea Casey**, *George Washington U.*
Facilitator: **Marlys K. Christianson**, *U. of Toronto*
Facilitator: **Kevin G. Corley**, *Imperial College London*
Facilitator: **Erik Ian Dane**, *Washington U. in St. Louis*
Facilitator: **Margaret D. Gorman**, *Denison Consulting*
Facilitator: **Gerard P. Hodgkinson**, *U. of Manchester*
Facilitator: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Facilitator: **Theresa K. Lant**, *Pace U.*
Facilitator: **Nora Y. Madjar**, *U. of Connecticut*
Facilitator: **Luis L. Martins**, *U. of Texas at Austin*
Facilitator: **Stephen Mezias**, *INSEAD Abu Dhabi*
Facilitator: **C. Chet Miller**, *U. of Houston*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **Kevin W. Rockmann**, *George Mason U.*
Facilitator: **Naomi Beth Rothman**, *Lehigh U.*
Facilitator: **Sim B. Sitkin**, *Duke U.*
Facilitator: **David Sluss**, *ESSEC Business School*

The Cognition in the Rough workshop (CIR) provides an opportunity for authors to discuss their cognition-related research in an informal, collegial roundtable setting. Each roundtable will have 2 facilitators to give feedback on 3-4 early-stage research papers. CIR offers senior and junior researchers alike an invaluable opportunity to receive detailed feedback from scholars who are often editors or on the editorial board of top journals.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **446** | Submission: **12667** | Sponsor(s): **(SIM, STR)**
Scheduled: **Saturday, Aug 5 2023 2:15PM - 4:15PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

The Future of Stakeholder Management

Organizer: **Sergiy Dmytriyev**, *James Madison U.*
Organizer: **Robert Edward Freeman**, *U. of Virginia*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Flore Bridoux**, *Erasmus U.*
Panelist: **Sinziana Dorobantu**, *NYU Stern School of Business*
Panelist: **Robert Edward Freeman**, *U. of Virginia*
Panelist: **Jeffrey S. Harrison**, *U. of Richmond*
Panelist: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Panelist: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Panelist: **Kirsten Edrie Martin**, *U. of Notre Dame*
Panelist: **Robert A. Phillips**, *Schulich School of Business, York U.*
Panelist: **Jan-Willem Stoelhorst**, *U. of Amsterdam*
Moderator: **Sergiy Dmytriyev**, *James Madison U.*

This workshop aims to explore how the future of stakeholder management can unfold in scholarship, teaching, and practice. In doing so, the event comprises three parts: an interactive panel discussion among 10 prominent scholars in the stakeholder area, a Q&A session with the audience, and mini-group workshops with the participants from the audience and the panelists culminating in idea sharing with the larger audience. In the end, we may or may not come up with a unified vision, but what matters is that we openly share our aspirations and concerns, learn from each other, and collaboratively trace future pathways for the development and applications of stakeholder management.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **447** | Submission: **11093** | Sponsor(s): **(AFAM, IM)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 4:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

On Making Management Research Influential in the African Context

Organizer: **Baba Vishwanath**, *DeGroote School of Business, McMaster U.*
Presenter: **Bruce Lamont**, *Florida State U.*
Presenter: **Moses Acquaah**, *U. of North Carolina, Greensboro*

This workshop will explore mechanisms that make a research paper interesting to its audience from an editor's perspective. Couched within a theory of business, it will focus on what makes business scholarship influential. It will present a framework to combine several attributes of influential scholarship and provide a model for producing compelling research. Examples of thought-provoking African scholarship will be presented, and a break down of characteristics that make them interesting and influential will be provided. The workshop will offer suggestions as to what academics and institutions in Africa can do to develop and sustain influential scholarship that is relevant in a global context.

Session Type: **Meeting**
Program Session: **448** | Submission: **19984** | Sponsor(s): **(GOV)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Forum for Leaders of the Academy's Affiliated & Associated Societies

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

By Invitation Only.

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

Session Type: **PDW Workshop**
Program Session: **449** | Submission: **10358** | Sponsor(s): **(HR, OB, DEI)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 4:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Becoming an Impactful Reviewer

Organizer: **Janet H. Marler**, *U. at Albany, State U. of New York*
Participant: **Pawan S. Budhwar**, *Aston U.*
Participant: **Fang Lee Cooke**, *Monash U., Australia*
Participant: **John E. Delery**, *U. of Arkansas*
Participant: **Howard Klein**, *The Ohio State U. Fisher College of Business*
Participant: **Emma Parry**, *Cranfield U.*
Participant: **Geoffrey T. Wood**, *U. of Western Ontario*
Participant: **Zhen Zhang**, *Southern Methodist U.*

Often underappreciated and taken for granted, a robust supply of diverse trained peer reviewers is crucial to the future of the HRM journal publication process and by extension the future career success of many scholars. Most scholars agree that key to career success is being able to publish in peer-reviewed journals (Petrescu & Krishen, 2022). Yet while the demand for peer-evaluated submissions is growing, the needed supply of peer reviewers is declining. Moreover, there is a lack of diversity in peer reviewers. Peer reviewers come predominately from the US and male participation is higher than female (Publons, 2018). The goal of this workshop is to help develop impactful paper-reviewing skills and to encourage more diverse participation in peer reviews to advance HRM scholarship and support HR Division members' academic publication success. The session will be a mix of presentations from HRM, HRM Journal, Human Resource Management Review, International Journal of Human Resource Management, and Personnel Psychology Editors, round table discussions with these journals' Associate Editors and Editorial Review Board members, and the opportunity to evaluate and critique examples of paper reviews. Specifically, attendees will (a) gain a better understanding of the importance and career relevance of paper reviewing, (b) learn more about how to write an impactful review efficiently and effectively and (c) participate in a discussion on what constitutes a good review, and (d) have the opportunity to interact with Editors, Associate Editors, and Editorial Review Board members from the primary outlets for HRM manuscripts.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **450** | Submission: **18495** | Sponsor(s): **(OMT, SIM, ONE)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Leading Social Impact and Sustainability Centers

Organizer: **Susanna Kislenko**, *Oxford U., Saïd Business School*
Panelist: **Jason Jesurum Jay**, *Massachusetts Institute of Technology*
Panelist: **Anne-Laure Fayard**, *NOVA School of Business and Economics*
Panelist: **Jury Gualandris**, *Ivey Business School*
Panelist: **Gary Painter**, *U. of Cincinnati*
Panelist: **Katherine Klein**, *U. of Pennsylvania*
Panelist: **Rodolphe Durand**, *HEC Paris*

The purpose of this PDW is to foster dialogue and build community among leaders of social entrepreneurship, social impact, and sustainability centers and institutes. The institutional context in which these centers operate has evolved considerably since the first such entities were founded several decades ago, as issues of impact and sustainability have moved from the margins to the mainstream within management education and business practice. As a result, leaders of social entrepreneurship, social impact, and sustainability centers face new challenges and opportunities: How should they respond to the growing interest in "impact" from scholars, students, and practitioners? How can they balance a focus on student education and public engagement with attention to and support for research? And what do these challenges entail for the individual faculty members who lead these centers and institutes, in terms of how they build and manage their own careers? The PDW will bring center and institute leaders together to share experiences and insights about these issues and different approaches to addressing them. In doing so, the PDW will foster a community of practice among current and future center leaders, enabling knowledge exchange and mutual support that helps to advance research, teaching, and public engagement around questions of impact and sustainability.

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

Session Type: **PDW Workshop**
Program Session: **451** | Submission: **10677** | Sponsor(s): **(OMT, STR)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom A**

Past, Present, and Future of A Behavioral Theory of the Firm

Organizer: **Felipe Csaszar**, *U. of Michigan*
Organizer: **Daniella Laureiro Martinez**, *ETH Zürich*
Organizer: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*
Organizer: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Speaker: **Linda Argote**, *Carnegie Mellon U.*
Speaker: **Anne S. Miner**, *U. of Wisconsin, Madison*
Speaker: **Philip Bromiley**, *U. of California, Irvine*
Speaker: **Jerker C. Denrell**, *U. of Warwick*
Speaker: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Facilitator: **Callen Anthony**, *New York U.*
Facilitator: **Oliver Baumann**, *U. of Southern Denmark*
Facilitator: **Stephan Billinger**, *U. of Southern Denmark*
Facilitator: **Daniela Blettner**, *Beedie School of Business Simon Fraser U.*
Facilitator: **Sebastien Brion**, *IESE Business School*
Facilitator: **Julien Clement**, *Stanford U.*
Facilitator: **Christina Fang**, *New York U.*
Facilitator: **Vibha Gaba**, *INSEAD*
Facilitator: **Dorthe Doejbak Haakonsson**, *Aarhus U.*
Facilitator: **Songcui Hu**, *U. of Arizona*
Facilitator: **John Joseph**, *U. of California, Irvine*
Facilitator: **Chengwei Liu**, *ESMT Berlin*
Facilitator: **Horacio Enrique Rousseau**, *Florida State U.*
Facilitator: **Daniel Newark**, *HEC Paris*
Facilitator: **Metin Sengul**, *Boston College*
Facilitator: **Zur Shapira**, *New York U.*
Facilitator: **Maciej Workiewicz**, *ESSEC Business School*

The Behavioral Theory of the Firm (BTOF) has had a foundational impact on the development of much work in both organization theory and strategy. This PDW will link past research with future opportunities, both narrowly within the BTOF, and more broadly, reaching out to research domains in which the BTOF is a substantive building block. The goal is to provide a discussion forum where scholars can develop a shared understanding of past BTOF research and insights into how they may develop future research to advance theory and applications. AOM Boston 2023 will represent the third edition of this PDW. This year, 2023, is perfect timing to celebrate the 60th anniversary of Cyert & March's book. In the spirit of linking past research with future opportunities, our aim is to discuss the impact of this book's core ideas, the ways in which the field has extended them, and the ways in which these ideas can continue to evolve. We want this session to serve as a catalyst for new thinking that can help fuel the next 60 years of work on the BTOF.

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

Session Type: **Social Event**
Program Session: **452** | Submission: **20084** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

ANNALS Editors Business Meeting

Presenter: **Matthew A. Cronin**, *George Mason U.*
Presenter: **Elizabeth George**, *Cambridge Judge Business School*

By invitation only

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

Session Type: **PDW Workshop**
Program Session: **453** | Submission: **15498** | Sponsor(s): **(RM, OB, HR, STR, ENT, ODC)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Ask the Experts: SAGE Handbook of Survey Development & Application

Organizer: **Truit Gray**, *Bowling Green State U.*
Organizer: **Anna Maria Zabinski**, *Illinois State U.*
Organizer: **Lisa Schurer Lambert**, *Oklahoma State U.*
Distinguished Speaker: **Terri A Scandura**, *Miami Herbert Business School*
Participant: **Serena Miller**, *Michigan State U.*
Participant: **Jeremy D. Meuser**, *Purdue U. Northwest*
Participant: **Kate Albrecht**, *U. of Illinois at Chicago*
Participant: **Sheila Keener**, *Old Dominion U.*
Participant: **Larry J. Williams**, *Texas Tech U.*
Participant: **Justin A. DeSimone**, *U. of Alabama*
Participant: **Chester A. Schriesheim**, *U. of Miami*
Participant: **Louis Tay**, *Purdue U.*
Participant: **Hui-Fang Chen**, *City U. of Hong Kong*
Participant: **Peter Harms**, *U. of Alabama*
Participant: **Thomas Greckhamer**, *Louisiana State U.*
Participant: **Michael Braun**, *DePaul U.*
Participant: **Eric Patton**, *Saint Joseph's U.*
Participant: **Jose M. Cortina**, *Virginia Commonwealth U.*
Participant: **Zhao Peng**, *Emerson College*
Participant: **David Joseph Keating**, *U. of Mississippi*
Participant: **Ethlyn Anne Williams**, *Florida Atlantic U.*
Participant: **Ranran Li**, *Vrije U. Amsterdam*
Participant: **Mary Hausfeld**, *U. of Zurich*
Participant: **Truit Gray**, *Bowling Green State U.*
Participant: **Anna Maria Zabinski**, *Illinois State U.*
Participant: **Lisa Schurer Lambert**, *Oklahoma State U.*

The purpose of this professional development workshop is to give conference attendees an opportunity to learn about various survey design and application topics, such as item development, technology use, validity, participant motivation, data analysis, etc., while promoting the forthcoming (summer of 2023, prior to AOM) SAGE Handbook of Survey Design and Application (co-editors Terri Scandura and Lucy Ford). Surveys are ubiquitous in our field, used by scholars ranging from micro domains such as organizational behavior, to macro domains such as strategy. As such, this workshop is likely to appeal to a wide audience. Furthermore, effective survey design is at the heart of "putting the worker front and center" as without sound survey practices the recommendations we make based on the results from survey data may not reflect what is actually best for the worker. The PDW will consist of two components: 1) a representative of each section from the handbook will introduce their section's theme and briefly discuss the chapters within their section; 2) first-authors from chapters in the handbook will host roundtables to discuss the topic of their chapter and answer attendee questions.

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

Session Type: **PDW Workshop**
Program Session: **454** | Submission: **16019** | Sponsor(s): **(RM, OMT, OB)**
Scheduled: **Saturday, Aug 5 2023 2:30PM - 4:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Mixing Qualitative and Quantitative Methods: How to Use and Publish Mixed Methods Research

Organizer: **Solomiya Draga**, *U. of Toronto*
Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Panelist: **Amandine Marie Ody-Brasier**, *McGill U.*
Panelist: **Oliver Hahl**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **John Paul Stephens**, *Case Western Reserve U.*
Panelist: **Arvind Karunakaran**, *Stanford U.*
Panelist: **Aruna Ranganathan**, *Haas School of Business, UC Berkeley*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Sarah Kaplan**, *U. of Toronto*

There is often a great disconnect between qualitative and quantitative scholarship in management research - they use distinct types of empirical evidence (text and visual data versus numeric data) and adopt different modes of theorizing (inductive versus deductive). Yet, precisely because of these distinctions, combining both methodologies could generate unique insights that would otherwise be impossible to produce. This PDW aims to shed light on how to combine the two methodologies by bringing together a set of prolific scholars who have productively used and successfully published mixed method research in top management journals, to share their great insights on the challenges and opportunities of mixing qualitative and quantitative methodologies.

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

Session Type: **PDW Workshop**
Program Session: **455** | Submission: **15809** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 2:45PM - 3:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

Putting Simulations Front and Center: The How and What of Implementing Simulations in the Classroom

Organizer: **Michele Heath**, *Cleveland State U.*
Organizer: **William Opoku-Agyeman**, *U. of North Carolina, Wilmington*
Organizer: **Daan Westra**, *Maastricht U.*
Organizer: **Tera Webb**, *U. of Alabama, Birmingham*
Organizer: **Michelle Brown**, -

Traditional teaching and learning environments are often static, unchallenging, and, at times, dull. Simulations, on the other hand, are versatile tools to provide students with real-life experience within the controlled environment of a classroom. Such experiential learning is not only a requirement for CAHME accreditation, but also allows students to better connect with theories and knowledge taught in a class. Over the past year, various home-grown and third-party simulations for Health Administration topics have surfaced within the HCM Division. While they are thus evidently of interest to HCM faculty, the question of how to actually implement simulations in the classrooms has been largely overlooked in previous sessions. As a result, faculty have had to face this daunting task on their own. The aim of this PDW is therefore to exchange approaches and best practices to implementing simulations in the classroom. The proposed workshop consists of three main components; an introduction to using simulations in the classroom, a roundtable / breakout room component in which attendees share and discuss their experiences, reservations, and challenges regarding the implementation of simulations in their classes, and a panel discussion in which panelists reflect on how they have addressed the main issues raised during the roundtables. In doing so, participants will leave the session with a range of practical pointers that better equip them to successfully implement simulations in their classes.

Please fill out this survey using this link https://uncw.az1.qualtrics.com/jfe/form/SV_cvESuTTm23rKsHc

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **456** | Submission: **11185** | Sponsor(s): **(OMT, OB, STR, CM)**
Scheduled: **Saturday, Aug 5 2023 2:45PM - 5:45PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Trust Between Individuals and Organizations

Organizer: **Bart De Jong**, *Durham U. Business School*
Organizer: **Oliver S. Schilke**, *U. of Arizona*
Panelist: **Kirsimarja Blomqvist**, *LUT Business School*
Panelist: **Deepak Malhotra**, *Harvard Business School*
Panelist: **Joerg Sydow**, *Freie U. Berlin*
Facilitator: **Michael Haselhuhn**, *U. of California, Riverside*
Facilitator: **Robert Hurley**, -
Facilitator: **Peter H. Kim**, *U. of Southern California*
Facilitator: **Andrew Schnackenberg**, *U. of Denver*

Trust is a fundamental characteristic of organizational relationships and one of the most frequently studied concepts in management research today. This annual PDW is aimed at advancing research on trust by serving as a platform for scholars to discuss critical issues, engage in dialogue, and help further research-in-progress. The workshop consists of three segments: (1) The first segment starts off with a panel discussion, in which leading scholars share their thought- provoking ideas on this year's focal topic of “impersonal sources of trust”; (2) For the second segment, attendees break into roundtables to discuss various relevant issues in current trust research. Each table will start out with a particular topic but may move on to other issues as the discussion unfolds. Topics may include (but are not limited to): trust asymmetries, trust violation and recovery, trust in teams, trust in interorganizational relationships, trust across levels of analysis, trust in networks, trust dynamics, and trust and contracts; (3) The third segment consists of a paper development workshop, in which the facilitators provide in-depth feedback on work- in-progress trust research previously submitted by workshop participants. These papers should be in an advanced developmental stage, targeted at a scholarly management journal, and no more than 40 double-spaced pages in length. If you are interested in participating in the third segment (paper development), please upload your manuscript while completing your preregistration no later than July 28, 2023.

Preregistration required: https://tinyurl.com/TrustPDW2023

Session Type: **Meeting**
Program Session: **457** | Submission: **19952** | Sponsor(s): **(CMS)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 4:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

CMS Business Meeting

Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Paulina Segarra**, *U. Anáhuac México*

Join us for the CMS business meeting to hear key updates about the Division and meet this year's Division Award winners.

KEY TO SYMBOLS

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

Critical Visual Pedagogies

Organizer: **Fahreen Alamgir**, *Monash U.*
Organizer: **Michelle Greenwood**, *Monash U.*
Organizer: **Gavin Jack**, *Monash U.*
Organizer: **Susan E. Mayson**, *Monash Business School*
Organizer: **Kathleen Riach**, *U. of Glasgow*
Organizer: **Laura Visser**, *Monash U., Australia*
Organizer: **Julie Wolfram Cox**, *Monash U.*

This PDW aims to create a space for participants to assess the potential for critical visual approaches to denaturalize mainstream assumptions about teaching and learning in management education with implications for the nature of work, workplaces, management and organization. To do this, we will invite conversation, share insights and expertise, and raise questions about the use of critical visual pedagogies in management education. We place this PDW in the context of the visual turn in education and the imperative to address grand challenges through PRME and the SDGs, drawing on selected relevant literatures (e.g., critical management pedagogies, visual and arts-based education, reflexivity and situated learning) to stimulate debate and collective conversation by posing key questions. Visual pedagogies invite the co-creating of new/critical insights and capabilities with our students into underexamined aspects of managing and organizing. However, this comes with challenges for students and instructors as well as consideration of our responsibilities as educators to deliver on our PRME commitments. For example, how might critical visual teaching and learning promote students' appreciation and (dis)comfort with change, uncertainty and competing perspectives on grand challenges? We further invite interrogation of how a discussion of critical visual pedagogies may propagate inequalities and its own inclusion/exclusion dynamics whilst perhaps also tackling the hierarchical natures of situated perspectives. Finally, we ask participants what other critical pedagogies beyond the visual can be put to use to promote alternative organizational futures.

Session Type: **Meeting**
Program Session: **459** | Submission: **21190** | Sponsor(s): **(EXH)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 4:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **101**

Strategies For Fostering Industry Collaboration in To Drive Innovation, Impact and Scalability

Host: **John Wannemacher**, *Riipen*

Many students face the “experience paradox”, where entry-level jobs require years of professional experience - can’t get a job without experience, can’t get experience without a job. In this session, we will explore strategies adopted by higher education leaders and innovators to deliver inclusive, flexible and scalable experiential learning and work-based learning opportunities to future-proof business education. This session will also highlight the impact of these industry collaboration models on meeting diverse students' needs,and achieving employment outcomes to align with employer needs and the changing workforce. Join us to learn from higher education leader and to explore several case studies.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **460** | Submission: **13363** | Sponsor(s): **(MC, ODC)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Operational Performance of Management Consulting Firms: Putting Consultants Front and Center

Session Chair: **Anthony F. Buono**, *Bentley U.*
Organizer: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Panelist: **Joanne Preston**, *Joanne C. Preston & Associates*
Panelist: **BENOIT HUBERT**, *PGF CONSULTANTS*
Presenter: **David B. Szabla**, *Western Michigan U.*
Panelist: **Melissa Sanchez**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Panelist: **Mélanie Giraudet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

The focus of this PDW is to highlight the ins and outs of the quality of management within management consulting companies. Indeed, management consultants also have to put workers front and center. They also have to practice their preach if they were willing legitimacy and crediblity. The focus is on professional development by giving management consultants tools and skills to improve their performance while delivering higher value added to their clients. Indeed, many dysfunctions have been observed in the industry, such as overwork, low quality, staff turnover and poor product or service innovation. To enhance relevant and scientific approaches to management consulting, it is key to explore innovative management practices in consulting firms regarding several domains: -Sound HR practices aimed at improving working conditions and enabling and better loyality while safeguarding know-how. -Organizational development methodologies implemented in management consulting firms.

Session Type: **Social Event**
Program Session: **461** | Submission: **19970** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 4:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

MOC Connecting

Organizer: **Benjamin Webster Walker**, *Victoria U. of Wellington*
Organizer: **Shawn Xiaoshi Quan**, *U. of Washington*
Program Chair: **Beth Ann Livingston**, *U. of Iowa*
Participant: **Eliana Crosina**, *Babson College*
Participant: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Participant: **Jeffrey Bednar**, *Brigham Young U.*
Participant: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*
Participant: **Alyson Meister**, *IMD Business School*
Presenter: **Lauren Rachel Locklear**, *Texas Tech U.*
Participant: **Dylan Boynton**, *Eli Broad School of Business, Michigan State U.*
Participant: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Participant: **Beth Ann Livingston**, *U. of Iowa*
Participant: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Participant: **Zhenyu Yuan**, *U. of Illinois at Chicago*

Connecting is a social event that encourages interaction and discussion between scholars with similar interests. During this fun and interactive session, participants will rotate to two different tables to discuss topics of interest. We have an amazing group of scholars at each table that will facilitate discussion on each topic. We would love to connect with you--Join us to connect with other people from our field! Emotions at Work Groups & Teams Identity Mental Health & Well-Being Entrepreneurial Cognition Equity, Diversity, & Inclusion Leadership Work/Non-Work Interface

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **462** | Submission: **11875** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

The Art of Writing and Publishing for Non-Native English Scholars

Organizer: **C. Ashley Fulmer**, *Georgia State U.*
Organizer: **Jeewon Cho**, *Oregon State U.*
Organizer: **Bard Kuvaas**, *BI Norwegian Business School*
Organizer: **I-Heng Wu**, *U. of South Alabama*
Panelist: **Anthony Klotz**, *UCL School of Management*
Panelist: **Chiahuei Wu**, *King's College London*
Panelist: **Huiwen Lian**, *Texas A&M U.*
Panelist: **Ivona Hideg**, *Schulich School of Business, York U.*
Panelist: **Rebecca Piekkari**, *Aalto U. School of Business*

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

Session Type: **PDW Workshop**
Program Session: **463** | Submission: **13752** | Sponsor(s): **(OB, CTO, MED, CM)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Innovations in Teaching Teamwork

Session Chair: **Ilya Gokhman**, *Georgia Institute of Technology*
Session Chair: **Leslie A. DeChurch**, *Northwestern U.*
Presenter: **Ethan Scott Bernstein**, *Harvard Business School*
Presenter: **Mark A. Clark**, *American U.*
Presenter: **Pranav Gupta**, *U. of Illinois at Urbana-Champaign*
Presenter: **Lindsay Elizabeth Larson**, *Florida International U.*
Presenter: **M. Travis Maynard**, *Colorado State U.*
Presenter: **Neal Outland**, *U. of Georgia*
Presenter: **Patricia Satterstrom**, *New York U.*
Presenter: **Jan B. Schmutz**, *U. of Zurich*
Presenter: **Anita Williams Woolley**, *Carnegie Mellon U.*
Presenter: **McKenna Paige Gawalko**, *U. of Calgary*
Presenter: **Thomas Alexander O'Neill**, *U. of Calgary*

The Innovations in Teaching Teamwork PDW is a practical, highly interactive workshop designed for faculty and students interested in learning more about the latest tools, techniques, and topics for teaching others how to effectively lead teams. We have assembled a range of experts willing to share their insights, activities, and teaching materials with the AoM community. The intent of this PDW is to support the teamwork teaching capability of the Academy and to ensure that the science of team effectiveness is translated to the variety of organizational leaders and managers that we teach. This will be an interactive workshop consisting of three parts: 1) team activities, 2) team projects and lessons, and 3) team tools and resources. Each part will include a panel of experts making short presentations about the related topic area. After each panel, we will open up the session for a discussion with the audience that can address any questions, as well as allow members of the audience to share additional resources and insights. We hope that the session facilitates a collective learning experience where both panelists and attendees gain new actionable strategies for teaching teams.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **464** | Submission: **17192** | Sponsor(s): **(OB, MOC, HR, ODC, DEI, TIM, CTO)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Shaping the Research Agenda on the Future of Work

Organizer: **Lauren Christine Howe**, *U. of Zurich*
Organizer: **Laura Maria Giurge**, *London School of Economics and Political Science*
Organizer: **Jochen I. Menges**, *U. of Zurich*
Panelist: **Erin Marie Reid**, *McMaster U.*
Panelist: **Morela Hernandez**, *U. of Michigan, Ann Arbor*
Panelist: **Gretchen Marie Spreitzer**, *U. of Michigan*
Panelist: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Panelist: **Arianna Beetz**, *McKinsey & Company, Inc*
Panelist: **Mehdi Nacef**, *Klaxoon*
Facilitator: **Florence Bernays**, *U. of Zurich*
Facilitator: **Vera Hampel**, *U. of Zurich*
Facilitator: **Mary Hausfeld**, *U. of Zurich*
Facilitator: **Jennifer Linda Sparr**, *U. of Zurich*
Facilitator: **Anand Prema Aschwin Van Zelderen**, *U. of Zurich*
Panelist: **Stacey Messier**, *Cambridge Innovation Center*

The future of work, or how work will change in the next decades because of advances in technology (e.g., robotics, artificial intelligence), demographic changes (e.g., aging populations), and other societal trends (e.g., shifting values), is a topic of increasing importance to practitioners and policymakers. The goal of this PDW is to advance research from management scholars on the future of work by collectively setting a promising research agenda, so that scholars can add to ongoing dialogues and offer solutions that positively shape the world of work. The PDW includes both an academic and a practitioner perspective, so that we shape the research agenda on the future of work to be both scientifically and practically relevant. Participants will leave the PDW with a shared understanding of how management scholars can contribute to research on the future of work and an awareness of the possible opportunities and pitfalls of publishing on the topic. The PDW will involve several components that utilize different formats to facilitate engagement, including a panel with scholarly experts who have editorial experience at top journals (ASQ, AMR, AMD) as well as practitioners who are shaping the future of work in their companies, followed by themed round-table discussions that allow attendees to connect on different future of work topics based on their research interests. To spark collaboration that continues after the Academy meeting, the PDW will feed into a research grant competition sponsored by the University of Zurich to fund promising research proposals related to the future of work.

Please complete this form in order to submit questions to the panelists and register for the themed discussion sessions (deadline July 25th): https://uzhbusinessadminlab.eu.qualtrics.com/jfe/form/SV_bd2DqSg7hmhUabA

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **465** | Submission: **10215** | Sponsor(s): **(OMT, SAP, STR, ODC, TIM)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Cross-Pollination between Strategy and Organization Research: Where to From Here?

Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Organizer: **Paula Jarzabkowski**, *U. of Queensland*
Moderator: **Oliver T. Alexy**, *Technical U. of Munich*
Moderator: **Glen Dowell**, *Cornell SC Johnson College of Business*
Moderator: **Ann Langley**, *HEC Montreal*
Moderator: **Amit Nigam**, *City, U. of London*
Moderator: **Charlotte Cloutier**, *HEC Montreal*
Facilitator: **Joel Baum**, *U. of Toronto*
Facilitator: **Royston Greenwood**, *U. of Alberta & Edinburgh U.*
Facilitator: **P Devereaux Jennings**, *Alberta School of Business*
Facilitator: **Henrich Greve**, *INSEAD*
Facilitator: **Cyndi Man Zhang**, *Singapore Management U.*
Facilitator: **Robert J. David**, *McGill U.*
Facilitator: **Yoojin Lee**, *McGill U. - Desautels Faculty of Management*
Facilitator: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Facilitator: **Paola Cillo**, *Bocconi U.*
Facilitator: **Yuliya Snihur**, *TBS Education*
Facilitator: **Kathleen Eisenhardt**, *Stanford U.*
Facilitator: **Samer Faraj**, *McGill U.*
Facilitator: **Paul Leonardi**, *U. of California Santa Barbara*
Facilitator: **Haeyoung Koo**, *City U. of Hong Kong*
Facilitator: **Jan-Willem Stoelhorst**, *U. of Amsterdam*
Facilitator: **Brayden G. King**, *Northwestern U.*
Facilitator: **Jasper James**, *City U. of New York Graduate Center*
Facilitator: **Majken Schultz**, *Copenhagen Business School*
Facilitator: **Jean M. Bartunek**, *Boston College*
Facilitator: **Julia Balogun**, *U. of Liverpool*
Facilitator: **Brian T. Pentland**, *Michigan State U.*
Facilitator: **Gerald F. Davis**, *U. of Michigan*
Facilitator: **Theodore DeWitt**, *U. of Massachusetts, Boston*
Facilitator: **Susan L. Cohen**, *U. of Georgia*
Facilitator: **Martha S. Feldman**, *U. of California, Irvine*
Facilitator: **Margarethe F Wiersema**, *U. of California, Irvine*

In 2003, in response to a growing separation between strategic management and organizational scholarship, the journal Strategic Organization was created to encourage cross-pollination across the two fields. Some 20-years on, such research has flourished, as demonstrated by the 16 essays in the 20th anniversary special issue, which provide new insights for both fields across multiple themes, levels, and theoretical lenses. These essays by 31 leading scholars outline provocative new agendas to further strengthen links between the two and pursue enhanced theoretical contributions and increased societal impact. This Professional Development Workshop (PDW) brings together the distinguished authors of these papers with participants across different AOM DIGs to reflect collectively on where research at the intersection of strategy and organization can go next. The workshop has two parts: Part 1 will feature a short presentation by the founding editors, Joel Baum, Royston Greenwood, and Devereaux Jennings, to showcase the current state of strategy and organization research and imagine its future. In Part 2, 128 pre-registered scholars (early-, mid-career and senior) will join roundtables with leading scholars in discussing specific future strategy and organization research agendas, moving across three of the 16 topic areas identified by these leading scholars. The goal of this workshop is to discuss (1) important issues and gaps at the intersection of strategy and organization theory, and (2) develop joint research agendas for future research. The interactive format will enable participants to reflect on the broader context of these issues and on their own research.

We can only provide a limited number of spots. Please register for the event and the roundtable discussions here: bit.ly/PDWStrategyOrganization. You will be allocated to 3 round tables according to the topics/authors in the PDW. Please identify up to 4 preferred topics so that we can try to meet your preferences. In case of any questions, please email skade@europa-uni.de.

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

Session Type: **PDW Workshop**
Program Session: **466** | Submission: **18919** | Sponsor(s): **(ONE, MED, ODC, SIM)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence AB**

Winning the Struggle for the Soul of Business Schools

Presenter: **James A F Stoner**, *MSR*
Presenter: **James Weichert**, -
Presenter: **Kenneth Sagendorf**, *Regis U.*
Presenter: **Aniket Sengupta**, *Woxsen U.*
Presenter: **Bhairab Chandra Patra**, *Woxsen U.*
Presenter: **Sophia Town**, *Fordham U.*
Presenter: **Ayse YEMISCIGIL**, *Fordham U.*
Presenter: **Roberto Nolan Galang**, *Ateneo de Manila U.*
Presenter: **Pilar Tolentino**, *Ateneo de Manila U.*
Presenter: **Raquel Cementina Olpoc**, *Ateneo de Manila U.*
Presenter: **Robert Sroufe**, *Duquesne U.*
Presenter: **John Lindholm**, -
Presenter: **Linda Irwin**, *SeeComm Group*
Presenter: **Debora Jackson**, -

This workshop will inspire audience members and presenters to continue and/or initiate new efforts to contribute to meeting the grand challenges of the 21st century -- (1) to deal urgently with global warming and other aspects of global unsustainability, (2) to avoid nuclear Armageddon, (3) to become the kinds of people who can flourish on this planet without destroying it, (4) to develop ways to heal our broken planet as we produce the goods and services all of us need to flourish, and (5) to create a social, economic, political, cultural, and environmental global system that works for everyone. The workshop focuses on how transforming business school research, activism, and teaching to meet those challenges is happening in the presenters' schools and how it might be the best possible vehicle for addressing at least four of those five grand challenges.

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **467** | Submission: **20034** | Sponsor(s): **(OSCM)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

OSCM Division Plenary Speaker & Social

Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **Denis Wolowiecki**, *Executive Director of CAPS Research*
Panelist: **Mark Baxa**, *CEO of CSCMP*
Panelist: **Kent Douglas**, *EVP Strategic Alliances of ASCM*

Join us for a vibrant discussion with the leaders of our three prominent supply chain organizations: ISM, CSCMP and ASCM. In line with the AOM conference's theme: "Putting the Worker Front and Center," our discussion will center on the themes of labor shortage, worker engagement, sustainability and alike. Don't miss it!

Session Type: **PDW Workshop**
Program Session: **468** | Submission: **19839** | Sponsor(s): **(PNP)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 4:30PM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Quality Reviews, Quality Articles: Editor Panel of PNP Journals

Session Chair: **Erynn Beaton**, *Ohio State U.: John Glenn College of Public Affairs*

The Public and Nonprofit Division’s Editor Panel offers an opportunity for members and other conference attendees to learn about potential outlets for their work. The Editor Panel offers journal editors the opportunity to provide an overview of their journals to the audience which is followed by a discussion. This year we will discuss a key issue facing editors – procuring high-quality reviews. We will consider these challenges and hear tips from the editors about how to provide high-quality reviews in a time-efficient manner. This panel provides conference attendees with the opportunity to learn about public and nonprofit management journals and ask questions about the peer review and publication process. Participation in this PDW is open to all conference attendees.

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

Session Type: **PDW Workshop**
Program Session: **469** | Submission: **20067** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 4:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Publishing in Academy of Management Collections

Presenter: **Benjamin Martell Galvin**, *BYU*
Presenter: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

Academy of Management Collections (AMC) is a new and exciting publication that will make an important contribution to the AOM's portfolio of publications. AMC has a unique format, in that each issue consists of a selection of articles from AOM publications, tied together by an original paper that serves to curate the collection. In this session, the AMC editors will introduce you to the publication, share its mission, and talk about how AMC will benefit both scholars and practitioners. They will also provide an overview of what a collection – including the curating essay – will look like, how a successful proposal can be developed and submitted, and how the review process works. There will also be time to ask questions and obtain insights directly from the AMC editors.

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

Session Type: **PDW Workshop**
Program Session: **470** | Submission: **18588** | Sponsor(s): **(RM, OB, HR)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Interacting with One Million Management Findings: A MetaBUS Project Tutorial and New R Package

Participant: **Isaiah James Lynch**, *Virginia Commonwealth U.*
Participant: **James Field**, *West Virginia U.*
Participant: **Frank A. Bosco**, *Virginia Commonwealth U.*

To conduct a systematic review is highly time consuming. The metaBUS platform (metaBUS.org) augments the review process through a web-based search engine containing the largest collection of manually-classified findings across the social sciences – more than one million findings. Since the 2016 metaBUS PDW, the number of findings contained in metaBUS has increased by 25% and a new R package has been developed for advanced functions. Like the 2016 metaBUS PDW, we will provide an overview of the platform's development, database format, and organization (e.g., taxonomy of nearly 5,000 topics). As before, PDW attendees will be guided through several demonstrations using the web-based platform in which constructs are selected on-the-fly and then instantly meta-analyzed. In addition, we will introduce and provide a tutorial for the newly developed metaBUS R package that offers access to database fields (e.g., reliability values, response rates, sample type) that are not displayed in the web-based metaBUS platform. Finally, we provide analyses of the roughly 19,000 queries that have been conducted thus far at metaBUS.org. Like the prior PWD, ours will allow participants to gain hands-on experience of metaBUS so that they can easily apply it in their own work. The deliverables of the session are (1) a tutorial on how to effectively use the metaBUS taxonomy and methods, (2) a tutorial on the R package for more advanced functions, and (3) an understanding of how metaBUS is used through current publications using metaBUS, and popular queries and query modalities.

Session Type: **PDW Workshop**
Program Session: **471** | Submission: **11625** | Sponsor(s): **(RM, OMT, STR, ENT, OB)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

Diaries: Reflections and Methodological Considerations

Organizer: **Madeleine Stefanie Rauch**, *Stanford U.*
Organizer: **Carina Hartmann**, *U. of Mannheim*
Facilitator: **Melissa Mazmanian**, *U. of California, Irvine*
Facilitator: **Ingrid Erickson**, *Syracuse U. School of Information*
Facilitator: **Teresa M. Amabile**, *Harvard U.*
Facilitator: **Marilyn Ang Uy**, *Nanyang Business School, NTU Singapore*
Facilitator: **Leo Dana**, *Rowe School of Business, Dalhousie U.*

This Professional Development Workshop (PDW) will reflect on the growing interest in diaries for collecting and analyzing process-data in organizational research. The first part of the PDW is a facilitated panel discussion with leading academics who have conducted award-winning diary research in strategy and entrepreneurship from different theoretical backgrounds covering both qualitative and quantitative approaches. The aim of the panel discussion is to highlight the variety and advantages of diaries as research data and will elaborate on multiple domains of application. This PDW is intended to inspire further epistemological interest, as well as to develop methodological guardrails that help navigating the data collection, data management and data interpretation with diaries. The PDW is structured in two parts: The panel discussion of Part 1 is open to all participants and does not require a pre-registration. Part 2 will focus on roundtable discussions facilitated by leading scholars who are experienced with diary research. Participants who wish to participate in Part 2 will need to submit a proposal (2 pages). We will limit the number of participants to 42-50 in the second part (individualized advice) of the PDW.

The PDW is structured in two parts: The panel discussion of Part 1 is open to all participants and does not require a pre-registration. Participants who wish to engage in Part 2 will need to submit a proposal (2 pages) and your CV. We will limit the number of participants to 42-50 in the second part to allow for individualized discussions. Deadline for application is July 23! If you have questions, please contact Madeleine (rauch@stanford.edu) or Carina (hartmann@uni-mannheim.de). Link for registration until July 23: https://bit.ly/3o0FFPF

Session Type: **PDW Workshop**
Program Session: **472** | Submission: **13148** | Sponsor(s): **(STR, HCM, TIM)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 6:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Leveraging the Healthcare Context to Examine Important Management Questions

Organizer: **Daniel Albert**, *Drexel U.*
Organizer: **John Eklund**, *U. of Southern California*
Organizer: **Melissa Staha**, -
Panelist: **Pooria Assadi**, *California State U. Sacramento*
Panelist: **John Joseph**, *U. of California, Irvine*
Panelist: **Sunkee Lee**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Jisoo Park**, *Clark U.*
Panelist: **Shoshana Schwartz**, *Christopher Newport U.*

The purpose of this PDW is to explore how the healthcare context can be utilized to examine important managerial issues. In this PDW, we aim both to illustrate the importance of the healthcare sector, but also how this context can help scholars contribute to ongoing scholarly discussions. We will examine a selection of management issues within a healthcare setting ranging from how firms' structures can shape their pricing decisions and strategy, to understanding career progression pathways, to learning from mistakes. These will all serve to illustrate the strengths and limitations of the healthcare context to examine important managerial questions. Following the presentation and discussion element of the PDW, we will split into roundtable discussion groups where the PDW participants will discuss pre-submitted extended abstracts of research ideas that they are developing within a healthcare setting. We have three goals in organizing this PDW. First, to draw out the importance of healthcare as an empirical context for examining important management issues. Second, to illustrate the various theoretical lenses that have been used in this context in examining relevant management phenomena. Finally, to spark interest in the healthcare setting within other management scholars and develop new research networks.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **473** | Submission: **11345** | Sponsor(s): **(STR, TIM, SAP)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 7:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

The Evolutionary Dynamics of Corporate Strategy

Organizer: **Lalit Manral**, *U. of Central Oklahoma*
Presenter: **Robert A Burgelman**, *Stanford U.*
Presenter: **David J. Collis**, *Harvard U.*
Presenter: **Nicolai J. Foss**, *Copenhagen Business School*
Presenter: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Presenter: **Michael J. Leiblein**, *Ohio State U.*
Presenter: **Brian Silverman**, *U. of Toronto*
Presenter: **Lenos Trigeorgis**, *Durham U.*

What role can evolutionary theory play in the analysis of the dynamics of corporate strategy? The primary objective of the third edition of this PDW is to further explore how research in corporate strategy can adopt the continuous disequilibrium approach of Modern Evolutionary Economics (MEE). We will first review the extant literature that takes an evolutionary perspective to identify unaddressed – conceptual, methodological, and phenomenological – issues concerning the dynamics of Corporate Strategy. We will then examine the characteristics of those unaddressed issues that require analytical tools currently unavailable to researchers who are guided by evolutionary thinking. We will then explore how the emerging sub-field of Evolutionary Strategy Dynamics can provide fruitful analytical tools for Corporate Strategy researchers to expand the scope of their research into uncharted territories. The structured and interactive panel discussions of the proposed PDW will be of interest and benefit anyone with an interest in either Corporate Strategy or Evolutionary Theory.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **474** | Submission: **17948** | Sponsor(s): **(MH, OMT, RM, TIM, STR)**
Scheduled: **Saturday, Aug 5 2023 3:15PM - 5:15PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Developing Management Theory from Historical Research

Panelist: **Andrew Nelson**, *U. of Oregon*
Panelist: **Roy R. Suddaby**, *U. of Victoria*
Panelist: **Daniel Wadhwani**, *U. of Southern California*
Panelist: **JoAnne Yates**, *MIT Sloan School of Management*
Organizer: **Rohin Borpujari**, *London Business School*
Organizer: **Chelsea Lei**, *Boston College*

This PDW is aimed at stimulating an interactive and developmental exchange between scholars engaged in theory-building research using historical data, who are aiming to publish in prominent management journals. The workshop will feature a panel of experts with a track record of publishing historical work in premier management and organizational studies journals. The goal of the workshop will be to help scholars learn how to develop and publish management theory from historical research. To this end, the core question that this PDW aims to unpack is – how do you build timeless theory from the study of time-bound historical cases? In the first half of the workshop, the panelists will lead exchanges around topics such as which research questions may be best suited to historical research; how to balance the needs for contextualization vs. generalization in their theorizing; and how to write up a historical study for publication in management journals. In the second half of the workshop, shortlisted participants will have the opportunity to engage in quick, entrepreneur-style “pitches” to one of the experts, with a view to receiving developmental feedback specific to their projects.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **475** | Submission: **10927** | Sponsor(s): **(CAR, HR, OB)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

Career Proactivity: Foundations, Review, and Research Agenda

Organizer: **Chiahuei Wu**, *King's College London*
Organizer: **Ying (Lena) Wang**, *School of Management, RMIT U.*
Organizer: **Peng Zhengmin**, *Hong Kong Shue Yan U.*
Presenter: **Zhou Jiang**, *RMIT U.*
Presenter: **Jos Akkermans**, *Vrije U. Amsterdam*
Presenter: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Presenter: **Deanne N. Den Hartog**, *U. of Amsterdam*
Presenter: **Chang-Ya Hu**, *National Chengchi U.*
Presenter: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*
Facilitator: **Nora Berghoff**, *Leeds U. Business School*
Facilitator: **Barbara Koerner**, *U. of Leeds*
Facilitator: **Hannah Weisman**, *Harvard Business School*

The concept of career proactivity began drawing research attention two to three decades ago. It has been studied under two distinct research streams: individual proactivity in organizational behavior research, and career development and management in vocational research. While divergent conceptualizations and theoretical lenses under the two different research streams have enriched studies in career proactivity, they have also created fragmented literature, which has not been properly synthesized to guide the field to move forward. To advance the domain of career proactivity, we seek to use this PDW to bring together scholars to discuss how to synthesize and advance studies on career proactivity. This PDW consists of two parts. The first part includes a presentation that provides a review of career proactivity literature to date, and five presentations that provide reflections on the existing approaches to studying career proactivity as well as directions for future research. The second part consists of roundtable and plenary discussion sessions. The audience will be guided to discuss career proactivity research in four aspects: a) conceptualization, b) theoretical lens, c) methodological challenges, and d) practical implications. We expect this PDW will evoke scholars' attention and effort into synthesizing research on career proactivity and stimulate ideas for future studies. This PDW is related to the theme for the meeting, “Putting the Worker Front and Center” because the discussion in the PDW helps address the concern of how workers can look after themselves and how employers and governments can put the worker front to support workers’ career development.

Session Type: **PDW Workshop**
Program Session: **476** | Submission: **15345** | Sponsor(s): **(DEI, OB, HR)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 6:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Teaching Diversity, Equity, and Inclusion

Organizer: **Modupe Akinola**, *Columbia U.*
Organizer: **Tianna Shari' Barnes**, *Dartmouth College, Tuck School of Business*
Organizer: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Organizer: **Zoe Kinias**, *INSEAD*
Organizer: **Michael Norton**, *Harvard U.*
Organizer: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*
Presenter: **Kara Blackburn**, *Massachusetts Institute of Technology*
Presenter: **Sa-kiera Hudson**, *Haas School of Business, UC Berkeley*
Presenter: **Sora Jun**, *Rice U.*
Presenter: **Martin N. Davidson**, *U. of Virginia, Darden School of Business*
Discussant: **Dolly Chugh**, *New York U.*
Discussant: **Lakshmi Ramarajan**, *Harvard U.*
Discussant: **Ashli Carter**, *Columbia Business School*
Discussant: **Evan P. Apfelbaum**, *MIT Sloan School of Management*

Delving into conversations around diversity, equity, and inclusion (DEI) can be challenging. For those involved, these conversations often require patience, flexibility, and perspective-taking. This is especially true for those who facilitate these conversations in the classroom. Serving as an instructor for topics that focus on DEI presents an array of experiences and opportunities, some rewarding and some challenging, that are unfamiliar to novice DEI instructors. Building on the success of our 2022 PDW at the Academy of Management Meeting in Seattle, the purpose of this PDW is to prepare faculty members of all levels and demographic backgrounds to manage and facilitate classroom discussions related to DEI. This includes direction on how to introduce sensitive topics, how to engage with students, how to handle difficult questions, and more. This PDW utilizes an array of session formats (i.e., teaching demonstrations, panels, and roundtable discussions) and involves faculty who have extensive experience leading DEI sessions and courses. we see this PDW as an opportunity to further the goal of cultivating connection among those who value and contribute to DEI-related conversations in the classroom.

To register for participation, please complete the following form linked here: https://forms.gle/g45JWtKhZmasqqC78

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **477** | Submission: **15702** | Sponsor(s): **(ENT, OB, HR)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Health in Entrepreneurship Research: Putting “Entrepreneurs Health” Front and Center

Organizer: **Tim Michaelis**, *Northern Illinois U.*
Organizer: **Maija Renko**, *DePaul U.*
Organizer: **Jon C. Carr**, *North Carolina State U.*
Facilitator: **Marcus Wolfe**, *U. of North Texas*
Facilitator: **Stephen Xu Zhang**, *U. of Adelaide*
Facilitator: **Liljan Ruth Maren Schrameier**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*
Facilitator: **Ute Stephan**, *King's College London*
Facilitator: **Yi Zhang**, *Oklahoma State U.*
Facilitator: **Sarah Burrows**, *U. of Central Florida*
Facilitator: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*
Facilitator: **Charles Murnieks**, *U. of Missouri, Kansas City*
Facilitator: **Eduardo Andres Boada**, *IE Business School*
Facilitator: **Elizabeth Embry**, *U. of Kansas*
Facilitator: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Facilitator: **Nada Rejeb**, *ICD Business School of Paris*
Facilitator: **Jinia Mukerjee**, *Montpellier Business School*
Facilitator: **Rebecca Franklin**, *New Mexico State U.*
Facilitator: **Gordon Shen**, *UTHealth Houston School of Public Health*
Facilitator: **Pierre-Jean Hanard**, *King's College London*
Facilitator: **Daniel Lerner**, *IE Business School*
Facilitator: **Aino Tenhiälä**, *IE Business School*
Facilitator: **Lars Alkærsig**, *Technical U. of Denmark*
Facilitator: **Markus Andreas Fitza**, *Frankfurt School of Finance & Management*
Facilitator: **Michael Lerman**, *Iowa State U.*
Facilitator: **J. Jeffrey Gish**, *U. of Central Florida*
Facilitator: **David James Scheaf**, *Baylor U.*

This PDW is designed to continue to build a community of scholars who are focused on expanding research related to health in the context of entrepreneurship. This PDW will (1) provide round-table discussions lead by scholars who have published work related to health in entrepreneurship and (2) highlight a new annual conference related to health in entrepreneurship . In this PDW session, we aim to highlight multiple unique directions in understanding how health plays a role in the entrepreneurship process. Our PDW is unique in providing not only a discussion of research related to mental health and well-being, but we also will include roundtables on (a) entrepreneurial passion and physical health, (b) clinical health and physiological indicators, (c) post-traumatic healing, (d) stress, play, and burnout (e) minority entrepreneurship and growth mindset, (f) life-threatening events, (g) eudaimonia, and (f) utilizing experience sampling methods (ESM) to study entrepreneur health. Each of these topics will be covered in roundtables led by scholars who have published work in this area, with the goal being to help build a larger community of scholars engaging in health-related research. Our session includes leaders in the burgeoning field of health-related entrepreneurship research. We believe this session will provide a clear means of building a stronger research community around this important topic and build meaningful research collaborations among the session participants.

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

Session Type: **PDW Workshop**
Program Session: **478** | Submission: **19412** | Sponsor(s): **(HCM, OMT)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Strengthening Networks for Equitable and Integrated Healthcare

Session Chair: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Session Chair: **Kathryn M. McDonald**, *Johns Hopkins U.*
Presenter: **Sara Singer**, *Stanford U.*
Presenter: **Michaela Kerrissey**, *Harvard U.*
Presenter: **Hao Gong**, *UCL School of Management; Orchestration Capital*
Presenter: **Christina T. Yuan**, *Johns Hopkins Bloomberg School of Public Health*
Presenter: **Robert Kahn**, *Cincinnati Childrens*
Presenter: **Heba Naim Ali**, *Brandeis U.*
Presenter: **Jody Hoffer Gittell**, *Brandeis U.*
Discussant: **Stephen M. Shortell**, *U. of California, Berkeley*
Discussant: **Glen Mays**, *CU Anschutz*

It is increasingly apparent that success in a highly interdependent world depends on identifying and strengthening the networks through which value is created. In this workshop, we will take stock of knowledge about the use of relational coordination and social networks to build multi-sector partnerships that span healthcare and social services, identify gaps needing research exploration, and explore how to better use relational coordination and social networks in practice. We will assess pathways to strengthen networks of high quality communication supported by shared goals, shared knowledge and mutual respect among these diverse stakeholders to achieve systems change. Additionally, we will explore more specifically how to advance multi-sector approaches to health equity.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **479** | Submission: **15870** | Sponsor(s): **(IM, AAM, AFAM, IAM, INDAM, ENT, HR, OB, STR)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

International Management Division Paper Development Workshop

Session Chair: **Christian Geisler Asmussen**, *Copenhagen Business School*
Session Chair: **Vanessa C. Hasse**, *Ivey Business School*
Panelist: **Sebastian Reiche**, *IESE Business School*
Panelist: **Yanbo Wang**, *HKU*
Panelist: **Igor Filatotchev**, *King's College London*
Panelist: **Helena C. Barnard**, *GIBS / U. of Pretoria*
Panelist: **Guenter Stahl**, *WU Vienna*
Panelist: **Gabriel R.G. Benito**, *BI Norwegian Business School*
Panelist: **Daniela Blettner**, *Beedie School of Business Simon Fraser U.*
Panelist: **Gokhan Ertug**, *Singapore Management U.*
Panelist: **Chang Hoon Oh**, *U. of Kansas*
Panelist: **Anthony Goerzen**, *Queen's U.*

The participants of the International Management Division Paper Development Workshop will get the opportunity to received candid and development feedback on the in progress work. The feedback will be provided by senior, highly experienced scholars in the field of international mandate; papers may relate to any of the themes of international management.

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

Session Type: **PDW Workshop**
Program Session: **480** | Submission: **18610** | Sponsor(s): **(MC)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Belvidere Ballroom**

The Emerging Role of Professional Development with Professional Sports Teams

Presenter: **Jeffrey Daniel Frey**, *Weatherhead School of Management, Case Western Reserve U.*
Presenter: **Daryl Jones**, *Case Western Reserve U.*

In 2017, a scholarly research project was completed within global sports organizations through the lens of global sports leaders. Management Consulting in the Sports Industry was conducted; specifically through the lens of executive and professional development. Data pertaining to the behaviors, processes, and emotions (BPE) of global sports leaders was analyzed pursuant to a deeper understanding of primary factors contributing to organizational crisis in sports organizations. Primary, secondary, and tertiary codes were developed that informed the identification of emotional triggers and critical characteristics associated with sport leaders. Results showed that, in an environment characterized by high risk and difficulty, sports leaders develop a proclivity to operate in self-preservation mode; ultimately leading to organizational crises. the 6 BPE most frequently associated with crisis were Self-preservation (32%), Strategy (27%), Codes of conduct / policy / regulations (22%), Executive leadership (15%), Industry effect (3%), and Job Performance (1%).

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

Session Type: **PDW Workshop**
Program Session: **481** | Submission: **11174** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

OB Research Roundtables Forum

Organizer: **Edwyna Theresa Hill**, *U. of South Carolina*
Organizer: **Troy Smith**, *U. of Nebraska, Lincoln*
Organizer: **Semin Park**, *U. of Iowa*
Organizer: **Manuel J. Vaulont**, *Northeastern U.*
Facilitator: **Emily D. Campion**, *U. of Iowa*
Facilitator: **Hudson Sessions**, *Southern Methodist U.*
Facilitator: **Miriam Erez**, *Technion - Israel Institute of Technology*
Facilitator: **David A Hofmann**, *U. of North Carolina, Chapel Hill*
Facilitator: **Bess Rouse**, *Boston College*
Facilitator: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Facilitator: **Jing Zhou**, *Rice U.*
Facilitator: **Christopher M. Berry**, *Indiana U. - Kelley School of Business*
Facilitator: **Nichelle Carpenter**, *Rutgers U., School of Management and Labor Relations*
Facilitator: **Huiwen Lian**, *Texas A&M U.*
Facilitator: **Erika V. Hall**, *Emory U., Gozuieta Bus Sch*
Facilitator: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Facilitator: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Facilitator: **Daniel Judson Beal**, *Virginia Tech*
Facilitator: **Joel Koopman**, *Texas A&M U.*
Facilitator: **Blake E. Ashforth**, *Arizona State U.*
Facilitator: **Michael G. Pratt**, *Boston College*
Facilitator: **David Sluss**, *ESSEC Business School*
Facilitator: **Michael Baer**, *Arizona State U.*
Facilitator: **Elizabeth Eve Umphress**, *U. of Washington*
Facilitator: **Lauren D'Innocenzo**, *Drexel U.*
Facilitator: **Fadel Khalil Matta**, *U. of Georgia*
Facilitator: **Terri A Scandura**, *Miami Herbert Business School*
Facilitator: **Gilad Chen**, *U. of Maryland*
Facilitator: **Edward McClain Wellman**, *Arizona State U.*
Facilitator: **Maureen L. Ambrose**, *U. of Central Florida*
Facilitator: **Christian Troester**, *Kühne Logistics U.*
Facilitator: **Eean Crawford**, *U. of Iowa*
Facilitator: **Gary P. Latham**, *U. of Toronto*
Facilitator: **Lauren Simon**, *U. of Arkansas*
Facilitator: **Erik Gonzalez-Mule**, *Indiana U.*
Facilitator: **Theresa M. Glomb**, *U. of Minnesota*
Facilitator: **Chris Reina**, *Virginia Commonwealth U.*
Facilitator: **Sabine Sonnentag**, *U. of Mannheim*
Facilitator: **Stephen Humphrey**, *Pennsylvania State U.*
Facilitator: **Mikhail Alexander Wolfson**, *U. of Kentucky*
Facilitator: **Bradley L. Kirkman**, *North Carolina State U.*
Facilitator: **John Mathieu**, *U. of Connecticut*
Facilitator: **M. Travis Maynard**, *Colorado State U.*
Facilitator: **Karen Jansen**, *Henley Business School, U. of Reading*
Facilitator: **Abbie J. Shipp**, *Texas Christian U.*
Facilitator: **Travis Grosser**, *U. of Connecticut*
Facilitator: **Martin J. Kilduff**, *UCL School of Management*
Facilitator: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Facilitator: **Ethan Burris**, *U. of Texas at Austin*
Facilitator: **Daniel Newton**, *U. of Iowa*
Facilitator: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Facilitator: **Marcus Butts**, *Southern Methodist U.*
Facilitator: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*

This PDW was created especially for members to feel “at home” in the Organizational Behavior (OB) Division by expanding their network of scholars interested in similar research areas. We designed the forum to provide members a platform to meet leading scholars in specific OB research topic areas, get to know other members of the Division, and discuss research ideas. The PDW will include three rounds of discussion that are moderated by accomplished scholars who serve as experts in a particular topic area. As a participant in the forum, members can self-select into three research themes of their choice, one choice for each round of discussion. Research themes span a wide range of OB topics, including: alternative work arrangements; contextual aspects of work (e.g., culture, & climate); creativity & innovation; dark side of OB; diversity (e.g., gender, race, ethnicity, religion, cognitive styles, etc.); emotions, affect and attitudes; experience sampling methodology; identity & identification; justice/fairness, trust, and ethics; leadership (3 tables for relational leadership, behavioral leadership, destructive leadership); motivation and engagement; personality and individual differences; stress, well-being, and mindfulness; team composition; team processes; time and temporal dynamics; social networks; voice and proactivity; work-life interface. We anticipate in-depth research discussions and the facilitation of many meaningful connections among the participants and members of the OB Division.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **482** | Submission: **12393** | Sponsor(s): **(SIM, ONE, CMS)**
Scheduled: **Saturday, Aug 5 2023 3:30PM - 6:00PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

Rebalancing Capitalism or Delaying Real Progress? A Critical Examination of Impact Measurement

Organizer: **Emma Van Den Terrell**, *U. of Mannheim*
Organizer: **Laura Marie Edinger-Schons**, *U. of Hamburg*
Organizer: **Ali Aslan Guemuesay**, *Ludwig Maximilian U. of Munich (LMU)*
Moderator: **Nien-he Hsieh**, *Harvard U.*
Panelist: **Henry Mintzberg**, *McGill U. - Desautels Faculty of Management*
Panelist: **Andrew King**, *Boston U. Questrom School of Business*
Panelist: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Panelist: **Judith Stroehle**, *U. of St. Gallen, Switzerland*
Panelist: **Florian Berg**, *Massachusetts Institute of Technology*
Moderator: **Marya Besharov**, *Oxford U., Saïd Business School*
Moderator: **Daniel Beunza Ibanez**, *Cass Business School, City U. London*

Can measuring the impact of business on society and the planet lead to a more socially and environmentally-oriented style of capitalism? This is the main hope and assertion of impact measurement and valuation (IMV). This PDW introduces participants to the key processes of IMV and critically examines the ethics and politics of IMV and its standardization. While proponents of these methods call on organizations to measure their negative and positive impacts (externalities) on their stakeholders and the environment, the PDW brings together leading experts in the field in an Oxford-style debate to discuss IMV's potential merits and risks. In the second half of the PDW, attendees will join the experts in thinking through potential narratives of change beyond more measurement in an open-dialogue format. The purpose of this PDW is to place IMV under deep investigation and envision new processes that work with or replace organizations' desire for management via quantification.

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

Session Type: **PDW Workshop**
Program Session: **483** | Submission: **15437** | Sponsor(s): **(CTO, HCM, ODC, OSCM)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 6:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Building Digitally Enabled Relational Ecosystems for Social Value Creation

Session Chair: **Ina Sebastian**, *MIT Sloan School of Management*
Session Chair: **Claus Jebsen**, *BI Norwegian Business School*
Discussant: **Jody Hoffer Gittell**, *Brandeis U.*
Discussant: **Thomas Haskamp**, *Hasso Plattner Institute*
Discussant: **Robert Wayne Gregory**, *U. of Miami*
Discussant: **Elizabeth Davidson**, *Shidler College of Business, the U. of Hawaii at Manoa*
Discussant: **Amy Smith**, *Cambridge Health Alliance*
Discussant: **Farbod Hagigi**, *ClinicalBox, Inc*
Discussant: **Tomaz Sedej**, *Hyperledger Foundation, Copenhagen Business School*
Discussant: **Jens Roehrich**, *U. of Bath*
Discussant: **Kaveh Abhari**, *San Diego State U., Fowler College of Business*
Discussant: **Vegard Kolbjornsrud**, *BI Norwegian Business School*
Discussant: **Mekhail Mustak**, *IESEG School of Management*
Discussant: **Ola Henfridsson**, *U. of Miami*

Social systems and organizational structures are under stress as they struggle to address increasingly complex and interdependent challenges such as affordable health care, tackling global pandemics, and the transition from fossil to renewable energy. New structures such as inter-organizational collaborations emerge to overcome these grand challenges by integrating internal and external knowledge to develop and implement innovative solutions. However, this organizational diversity is like a double-edged sword - while it can be a fountain of creativity and knowledge creation, it can also be a hotbed of coordinating challenges that fuel conflict and cause ecosystems to fail. Digital technologies like platforms, blockchain technologies, and AI play a key role in developing these ecosystems, but simply adopting them is not a recipe for success. New networked technologies offer new affordances for facilitating collaboration and establishing networks that span countries or industries. But organizations enact affordances differently in ways that reflect power differentials, commercial strategies, digital readiness, and pressure for economic success, to name a few. A great challenge for organizations is developing collaborative models for value creation and capture that leverage these affordances. Drawing on our academic and practitioner insights from working with business leaders and policymakers, we unpack how organizations address this challenge. We will partner with PDW attendees to understand how digitally enabled relational ecosystems are established, and how they evolve in response to multi-level, complex societal challenges. Our goal is to: 1) co-create a conceptual framework that is useful for research, policy, and practice, and 2) create a community of practice for interdisciplinary, collaborative research on this topic.

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

Session Type: **PDW Workshop**
Program Session: **484** | Submission: **19767** | Sponsor(s): **(CTO, TIM, RM)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Bot Theory, Methods, and Ethics

Organizer: **Carolina Salge**, *U. of Georgia*
Organizer: **Anna Priante**, *Rotterdam School of Management, Erasmus U.*
Organizer: **Aaron Schecter**, *U. of Georgia*
Presenter: **Lior Zalmanson**, *Coller School of Management, Tel Aviv U.*
Presenter: **Jason Thatcher**, *Fox School of Business, Temple U.*
Participant: **Jerry Kane**, *U. of Georgia*

Bots, automated accounts in online social networks, have a significant presence on platforms such as Facebook and Twitter. They post messages rapidly and on a large scale and potentially impact communication processes and information diffusion on these platforms. Scholars have associated bots with political propaganda (Caldarelli et al. 2020) and the spread of false news (Shao et al. 2018), suggesting that their deployment imposes major threats to organizations and society (Ferrara et al. 2016). In addition, bots can threaten the validity of online social network research, especially if scholars fail to control for and eliminate confounding effects caused by the presence and activity of these bots (Salge and Karahanna 2018). After a successful PDW on "Researching Bots in Online Social Networks" at the Annual Meeting of AOM 2022 in Seattle, we look forward to continuing the conversation at AOM 2023 in Boston with a new PDW proposal on "Bot Theory, Methods, and Ethics." In this PDW, we seek to: (1) Facilitate theory development on bots. (2) Discuss how bots can be used as tools for conducting research across fields. (3) Explain the technical limitations of non-rule-based bot design, autonomy, and intelligence. (4) Debate ethical dilemmas involving bot research. This PDW also seeks to maintain the interdisciplinary community of scholars researching bots, which we started last year in Seattle.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **485** | Submission: **21081** | Sponsor(s): **(GOV)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 4:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

AOM Fellows Information Session for Journal Editors and Boards

Presenter: **Carrie R. Leana**, *U. of Pittsburgh*
Presenter: **Sim B. Sitkin**, *Duke U.*
Presenter: **Alan D. Meyer**, *U. of Oregon*

Articles nominated for the AOM Fellows Responsible Research in Management Awards have involve many of our journals, but not all editors or board members are aware of the process and criteria. This brief session is to provide information and answer questions to encourage journals to make full use of the opportunity to promote the recognition of work that enhances responsible research and thus enhance the impact of our research.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **486** | Submission: **14803** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

The Student First!?: Limits and Responses to the Consumer Model in Health Administration Education

Organizer: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Organizer: **Peter F. Martelli**, *Suffolk U.*
Organizer: **Daan Westra**, *Maastricht U.*

Businesses often espouse a “customer first” ethos. In an attempt to ensure healthy enrollments, academia is also trying to lure “customers” to campus. The consumer model assumes that the customer’s specifications are well defined and stable, but in higher education two main customer groups (students and employers) have very different (and changing) expectations. The “customer is always right”-approach has generated dissatisfaction for both students and faculty. This PDW aims to identify the problems that this approach generates for teachers in Health Administration classrooms. Subsequently, it looks to identify tangible solutions for these problems by applying the patient engagement model to the classroom setting. In the patient engagement model, there is an assumed informational and power differential. The clinician (or faculty) knows more about the condition, has more skills to address the technical issues, and has a professional responsibility to offer “good care”. Patients (or students) are thus seeking advice from a learned other and have goals that are often hard to articulate. The patient engagement model seeks to understand these goals and offer sage guidance through shared decision making, which requires that the clinician and the patient collaborate. The patient engagement model thus assumes that the patient has the ability and cognitive capacity to participate in the decision making discussion. In this PDW, we explore what could happen if faculty approached students in this way, how it would benefit the teaching experience, and how that can be done in practice.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **487** | Submission: **19843** | Sponsor(s): **(NEU)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

NEU Business Meeting

Participant: **David A. Waldman**, *Arizona State U.*
Participant: **Yair Berson**, *McMaster U.*
Participant: **Constant D. Beugre**, *Delaware State U.*

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

Session Type: **PDW Workshop**
Program Session: **488** | Submission: **19118** | Sponsor(s): **(ODC, STR, OB)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Mergers & Acquisitions: Research, Practice & Teaching

Organizer: **Quy Nguyen Huy**, *INSEAD*
Organizer: **Stevo Pavicevic**, *Frankfurt School of Finance & Management gGMBH*
Organizer: **Taco Reus**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Marie-Ann Betschinger**, *HEC Montreal*
Panelist: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*
Panelist: **Russell Coff**, *Wisconsin School of Business*
Panelist: **Daniel Gamache**, *U. of Georgia*
Panelist: **Jerayr M. Haleblian**, *U. of California, Riverside*
Panelist: **Koen Heimeriks**, *Warwick Business School*
Panelist: **Tomi MM Laamanen**, *U. of St. Gallen*
Panelist: **Bruce Lamont**, *Florida State U.*
Panelist: **Philipp Meyer-Doyle**, *INSEAD*
Panelist: **Nicola Mirc**, *Toulouse School of Management*
Panelist: **Audrey Rouzies**, *U. of Toulouse*
Panelist: **Riikka Sarala**, *UNC Greensboro*
Panelist: **Mario Schijven**, *U. of Illinois at Urbana-Champaign*
Panelist: **Mark Sirower**, *New York U.*
Panelist: **Inger G. Stensaker**, *NHH Norwegian School of Economics*
Panelist: **Satu Päivi Teerikangas**, *U. of Turku, School of Economics*
Panelist: **Natalia Vuori**, *Aalto U.*
Panelist: **Xena Welch Guerra**, *Erasmus U. Rotterdam*
Panelist: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*

The acquisition process spans a wide variety of activities from setting acquisition strategies, to searching, analyzing, comparing acquisition targets, to negotiating the deal and setting a price, and to implementing post-merger integration. It is a very complex and challenging process that continues to attract much attention from scholars and practitioners, and bears important consequences for organizational performance. To deepen our understanding of the process, this PDW brings together scholars from diverse sub-disciplines along with executives that manage and live through the M&A process. The goal of this workshop is to share cutting edge research and teaching and reflect on recent contributions of the field, gain deeper insight from thoughtful practitioners, identify topical research questions, and thus bridge scholars from various sub-disciplines and practitioners to advance our understanding of the pre- and post-merger phases. This year we celebrate the 10th anniversary edition of the PDW under the auspices of the Academy of Management. To celebrate the sustained scholarly interest, we invited all the speakers from the previous sessions to have a much more largely interactive version of the workshop. We would like to take three hours, starting each hour with an invitation to the audience to discuss in groups of about four or five members the themes/topics on their minds, and then (quite quickly) come up with at least one important finding and a question about the research/practice in that area. As organizers, we will then quickly organize all questions and channel questions to our panel of M&A experts.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **489** | Submission: **13536** | Sponsor(s): **(RM, OMT, SAP)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 6:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Unsilencing Images in Qualitative Research: Giving Voice to Photographs with Two Hands-on Activities

Organizer: **Ace Beorchia**, *Kennesaw State U.*
Organizer: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Panelist: **Benjamin Nathan Alexander**, *California Polytechnic State U.*
Panelist: **Sara R. S. T. A. Elias**, *U. of Victoria*

This PDW focuses on delving deeply into how photographs can be analyzed and included in qualitative research to further rich theoretical insights. While the use of visual data in qualitative research is highly valued and increasingly encouraged, more work is needed to develop analytical approaches with this data. In this session, participants will learn two techniques situated in photographic analysis: grounded visual pattern analysis (GVPA) (Shortt & Warren, 2019) and participant-engaged photographic analysis (PEPA) (Cassell et al., 2020; De Molli, 2021). Participants will be involved in hands-on learning with time to reflect how to use these techniques in their research. The session begins with expert qualitative researchers describing how photographs have been used in contemporary research, followed by brief presentations about the two photographic data analysis approaches. Then, in smaller groups, participants will "try their hand" at GVPA after reviewing a one-page narrative about an organization going through a strategic change. Next, participants will engage in a second activity applying PEPA in a group activity. After both exercises are completed, participants will reflect and discuss how these techniques might be included in their research projects. During this debrief, organizers will reiterate key learning points and steps forward for incorporating photographs into qualitative studies. This session targets new and experienced scholars alike who will gain practical tools to conduct higher quality qualitative research. From these hands-on activities, participants will leave with unique insights that are difficult to extract from research articles or other methodological literature.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **490** | Submission: **11247** | Sponsor(s): **(STR, ENT)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

The Strategy Capstone: One Class to Rule Them All

Participant: **Carl Vieregger**, *Drake U.*
Participant: **Peter Jack Gallo**, *Creighton U.*

The Strategy Capstone is a unique course at colleges of business around the world because it is expected to reinforce students' prior learning in core business disciplines, to introduce theories and tools of strategic management, and to provide experiential learning opportunities that prepare students for their future careers. The Capstone plays an integral role in the undergraduate business and MBA experience, but this role of the Capstone has been underexplored in the Academy to date. The PDW on the Strategy Capstone seeks to foster a community of teaching scholars where we can share experiences, explore best practices, and brainstorm innovations to assure the best learning outcomes for our students. Please join us for this interactive discussion session, regardless of your capstone teaching experience, and help us improve the Strategy Capstone learning experience.

Please contact session leader Carl Vieregger (carl.vieregger@drake.edu) with any questions.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **491** | Submission: **11430** | Sponsor(s): **(STR, OMT, TIM)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 7:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Using Computational Models in Behavioral Strategy Research

Organizer: **Dong-Nghi PHAM**, *ESSEC Business School*
Organizer: **Maciej Workiewicz**, *ESSEC Business School*
Organizer: **Chengwei Liu**, *ESMT Berlin*
Panelist: **Daniel Levinthal**, *U. of Pennsylvania*
Panelist: **Jerker C. Denrell**, *U. of Warwick*
Panelist: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*
Panelist: **Marlo Raveendran**, *U. of California, Riverside*
Panelist: **Michael D Ryall**, *Florida Atlantic U.*

Computational models are gaining increasing attention in the management literature. They allow modeling and analyzing the behavior of complex systems of interacting agents and experimenting with different interaction structures, such as markets, networks, and organizations. As such, they are an excellent tool for studying the aggregation of distributed action, a central topic of interest in behavioral strategy. In its third installment, this workshop will give the participants an opportunity to interact with prominent scholars in the field and to work and practice modeling in an interactive session. In the first part of the workshop, the panel will discuss the role of formal models in behavioral strategy, address the process of designing and implementing a computational model, and outline the most interesting and challenging future applications of computational models. In the interactive session, attendees will have a chance to discuss and practice modeling mutual learning in organizations. The workshop is open to participants with or without prior experience in programming and modeling.

no specific details

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

Session Type: **PDW Workshop**
Program Session: **492** | Submission: **12532** | Sponsor(s): **(TIM, CTO, STR, OMT)**
Scheduled: **Saturday, Aug 5 2023 4:00PM - 6:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Broadening the Agenda of Science of Science for Innovation Scholarship in Management

Organizer: **Michael Ernst Rose**, *Max Planck Institute for Innovation and Competition*
Organizer: **Jacqueline Lane**, *Harvard U.*
Organizer: **Nur Ahmed**, *MIT Sloan School of Management*
Panelist: **James Evans**, *U. Of Chicago*
Panelist: **Ina Ganguli**, *U. of Massachusetts, Amherst*
Panelist: **Neil Thompson**, *Massachusetts Institute of Technology*
Participant: **Yian Yin**, *Northwestern U.*

The advancement of science and technology is a core topic of interest to management scholars. The emergence of new data sources of scholarly inputs and outputs–including research funding, productivity, collaborations, citations, and mobility–as well as recent methodological advances, are creating unprecedented opportunities to broaden our understanding of the structure and evolution of science and innovation. Science of Science is an emerging interdisciplinary field that relies on big data to understand the conditions underlying creativity and scientific discovery for the purposes of accelerating innovation and breakthroughs. The workshop's main objective is to provide an introduction to Science of Science to management scholars, which will include an overview of the field from leading experts, who will present novel data sources, discuss state-of-the-art methodologies, review applications to research, and offer unique perspectives on agendas for future work, including opportunities for inclusive pathways to innovation. The workshop continues to provide a forum to foster a community of management scholars in Science of Science.

The first part of the PDW is open to everybody and will feature a panel of experts. The second part of the workshop will be organized into round tables with pre-registration. Participants have to send a one-page research sketch to the organizers via the following Google form by July 10th EOD: https://forms.gle/6Ubs7YmwEVdDPiM67 Each round table features a facilitator and up to four participants.

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

Session Type: **Social Event**
Program Session: **493** | Submission: **20055** | Sponsor(s): **(GOV)**
Scheduled: **Saturday, Aug 5 2023 4:30PM - 6:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

AOM Fellows 2023 Responsible Research in Management Awards

Organizer: **Carrie R. Leana**, *U. of Pittsburgh*
Organizer: **Sim B. Sitkin**, *Duke U.*
Organizer: **Alan D. Meyer**, *U. of Oregon*
Organizer: **Anne S. Tsui**, *Arizona State U.*
Facilitator: **Farzam Boroomand**, *U. of Minnesota*
Facilitator: **Purushothaman Padmanabhan**, *U. of Oregon*
Facilitator: **Alyson Gounden Rock**, *McGill U. Desautels Faculty of Mgt/ MIT*
Facilitator: **Sonali Uppal**, -
Presenter: **Pratima Bansal**, *Ivey Business School*
Presenter: **Jacqueline A-M. Coyle-Shapiro**, *California State U. San Bernardino*
Presenter: **Miriam Erez**, *Technion - Israel Institute of Technology*
Presenter: **Sydney Finkelstein**, *Dartmouth College*
Presenter: **Yadong Luo**, *U. of Miami*
Presenter: **Donald Siegel**, *Arizona State U.*
Presenter: **Roy R. Suddaby**, *U. of Victoria*
Presenter: **Howard Thomas**, *U. of Warwick*
Presenter: **Batia Mishan Wiesenfeld**, *New York U.*

This ceremony will announce and celebrate the winners of the 2023 Responsible Research in Management (RRM) Award, sponsored by the AOM Fellows Group. Selected authors of the 10 papers and 1 book will reflect on the challenges and rewards if conducting research that is beneficial to society and useful to practitioners. Executives who helped select the winners will be invited to explain what makes these research studies valuable to them. Since its founding in 2018, the RRM Award has assembled a canon of "responsible research" which now contains 70 exemplary articles and 13 books that are academically credible, practically useful and beneficial to society. Amidst the drumbeat of calls for research that is relevant to practice, TRRM is the one award signifying that practicing executives regard research findings as actionable. Please join us to learn about and celebrate management research that can move the world.

Session Type: **Social Event**
Program Session: **494** | Submission: **19969** | Sponsor(s): **(MOC)**
Scheduled: **Saturday, Aug 5 2023 4:30PM - 7:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

MOC Social

Program Chair: **Beth Ann Livingston**, *U. of Iowa*
Division Chair: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Professional Development Workshop Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Session Chair: **Pauline Schilpzand**, *Oregon State U.*

Come catch up with longtime friends and meet new ones at the MOC Social reception. We hope to see you there!

Session Type: **Plenary Session**
Program Session: **495** | Submission: **19955** | Sponsor(s): **(CMS)**
Scheduled: **Saturday, Aug 5 2023 5:00PM - 6:00PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

CMS Plenary: Remembering Anshu Prasad

Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*

Members will facilitate a discussion around the main conference theme. Mindful that, across the Academy, there are conversations about Putting Workers Front and Center, this is a chance for us to pause, reflect, and renew ourselves, focusing on what being it means to be critical scholars in relation to workers. We warmly invite members of the Division - old and new - to join our plenary discussion as we connect up our past, present, and look to the future.

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

Session Type: **Social Event**
Program Session: **496** | Submission: **20109** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 5 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Meet the ENT Division: New Member Meeting Point

Organizer: **Annelore Huyghe**, *U. Ramon Llull, ESADE Business School*
Organizer: **Wadid Mohamed Lamine**, *Telfer School of Management, U. of Ottawa*

The New Member Meeting Point is a unique opportunity for new members to ask any questions they may have about the ENT division and to get to know fellow members. During this annual event, we pair our newest members with experienced members of our division with similar research interests. Roundtable discussions will focus on diverse topics such as publishing, teaching, division activities, and ways to engage with or contribute to the entrepreneurship scholarly community! If you are interested in participating in this social event for new members of the Entrepreneurship Division, please sign up using the following link https://tinyurl.com/ywmsn5ep

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **497** | Submission: **20106** | Sponsor(s): **(IAM)**
Scheduled: **Saturday, Aug 5 2023 5:00PM - 6:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

IAOM Business Meeting

Organizer: **Carlos Jesus Alsua**, *U. of Arizona*

Business meeting for the Iberoamerican Academy of Management

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **498** | Submission: **20089** | Sponsor(s): **(PUBS)**
Scheduled: **Saturday, Aug 5 2023 5:00PM - 6:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

AMR Incoming & Outgoing Editors Business Meeting

Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Presenter: **Kris Byron**, *Georgia State U.*

By invitation only

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **499** | Submission: **14413** | Sponsor(s): **(CAR, HR, OB, OMT)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

CAR 'Meet the Editors' Panel Discussion

Organizer: **Janine Bosak**, *Dublin City U.*
Organizer: **Silvia Dello Russo**, *Luiss U.*
Organizer: **Eric J. Michel**, *Northern Illinois U.*
Organizer: **Sherry E. Sullivan**, *Bowling Green State U.*
Panelist: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Panelist: **Christian Resick**, *Drexel U.*
Panelist: **Gerry M. McNamara**, *Michigan State U.*
Panelist: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Panelist: **Jonas W. B. Lang**, *U. of Exeter*
Panelist: **Howard Klein**, *The Ohio State U. Fisher College of Business*

Publishing in top tier management journals is a primary means by which our research work is disseminated as new knowledge to scholarly 'conversations'. Publishing in top journals is also critically important to career success in academia. Yet careers scholars may still find it challenging to decide which mainstream journal to target to best place their career-focused papers. Awareness of how these journals vary in their positioning, review processes and appetite for careers research are important subjects for careers scholars making tough choices about where to submit their work. The goal of this PDW is therefore (a) for the panellists to share information regarding the publishing of careers research in top generalist journals from management and HRM (here, AMJ, JOB, JOM, JAP, Human Relations, HRM); and (b) for participants to have their burning questions answered. The panel will consist of four editors-in-chief, one associate editor and one senior editor. Each editor will provide a short overview of their journal (e.g., vision, scope, characteristics of an 'ideal' paper, review process), followed by Q&A in order to engage the audience. Following the Q&A, we will have breakout groups to ask more specific questions, time permitting. This format will allow participants to ask the editors more targeted questions, while in a comfortable and psychological safe environment.

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

Session Type: **PDW Workshop**
Program Session: **500** | Submission: **19466** | Sponsor(s): **(CTO)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 7:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Paper Development Workshop

Organizer: **Marco Marabelli**, *Bentley U.*

Paper development workshop

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **501** | Submission: **12683** | Sponsor(s): **(MH, CMS)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 6:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Utilizing Critical Biographies & Storytelling About Historic Black Women's Enterprises & Activism

Organizer: **Leon Prieto**, *Clayton State U.*
Presenter: **Carolyn Denise Davis**, *Morehouse College*
Presenter: **Holly Slay Ferraro**, *Villanova U.*
Presenter: **Simone Trixie Allison Phipps**, *Middle Georgia State U.*
Presenter: **Rasheda Weaver**, *Rutgers U., Camden*

Historic Black women entrepreneurs and activists such as Maggie Lena Walker, Mary Bibb, Annie Turnbo-Malone, Madam CJ Walker, and others have advocated for and created opportunities for greater representation in politics, education, business establishments, and other institutions traditionally dominated by white men (Knight, 2016; Phipps & Prieto, 2018; Phipps & Prieto, 2021). Their efforts have pushed for policy changes that help close the gender gap across all industries while bringing attention to the issues of racism, sexism and other forms of discrimination. By learning about Black women's contributions to entrepreneurship and activism, we can gain an understanding of how their work has helped create a more equitable world for all, and draw educative inspiration in terms of purposeful, strategic approaches for the continued advancement of Black women in business and other organizations (Ferraro, 2022). Through their dedication to survival, however, Black women entrepreneurs are able to persevere, defy stereotypes that may push them towards particular industries associated with their race and gender despite their skills, and dare to expand beyond the expected. Knight (2016) found that a feminized, service-typed industry (e.g., the bra business, pastry shops etc.) often induced approachability, while the discursiveness of the female Black body sometimes did not coincide with her profession (e.g., consulting, accounting, technology etc.). Yet, Black women entrepreneurs persisted. Dedication to survival also empowers them to utilize unique approaches and create innovative solutions (Knight, 2016; Smith, 2005) that not only benefit them, but others in similar situations, as well as the community at large.

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

Session Type: **Social Event**
Program Session: **502** | Submission: **19844** | Sponsor(s): **(NEU)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 7:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Ballroom C**

NEU Social Event

Participant: **David A. Waldman**, *Arizona State U.*
Participant: **Yair Berson**, *McMaster U.*
Participant: **Constant D. Beugre**, *Delaware State U.*

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **503** | Submission: **19897** | Sponsor(s): **(OB)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic AB Combined**

Organizational Behavior Division Awards Ceremony and Social

Organizer: **Rebecca J. Bennett**, *U. of Central Florida*

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

Session Type: **Social Event**
Program Session: **504** | Submission: **21183** | Sponsor(s): **(TIM)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 7:00PM ET (UTC-4)** at **Offsite** in **Back Bay Social**

TIM Doctoral Consortium Dinner

Organizer: **Susan K. Cohen**, *U. of Pittsburgh*

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

Session Type: **Social Event**
Program Session: **505** | Submission: **19953** | Sponsor(s): **(CMS)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

CMS Social

Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Arturo E. Osorio**, *Rutgers U.*

Join us for the CMS social to get to know fellow CMS division members in an informal setting and make new friends. Everyone welcome. Refreshments provided.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **506** | Submission: **20030** | Sponsor(s): **(CTO)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

CTO Poster Reception

Organizer: **Nicholas Berente**, *U. of Notre Dame*

PhD Students from the CTO Doctoral Consortium will present posters of their work. Reception will include light snacks and drinks.

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

Session Type: **Social Event**
Program Session: **507** | Submission: **20107** | Sponsor(s): **(IAM)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

IAOM Social

Organizer: **Carlos Jesus Alsua**, *U. of Arizona*

Iberoamerican Academy of Management Social: Connect, network, and celebrate with fellow academics.

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

Session Type: **Paper Session**
Program Session: **508** | Submission: **20515** | Sponsor(s): **(OSCM)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence AB**

ISM Best Paper Award Session

Session Moderator: **Wendy Tate**, *U. of Tennessee*
Session Moderator: **Denis Wolowiecki**, *Executive Director of CAPS Research*

OSCM: **Balancing the Exploitation-Exploration Paradox During Major Geopolitical Disruptions**

Author: **Hamid Moradlou**, *U. of Warwick*
Author: **Heather Skipworth**, *Cranfield School of Management*
Author: **Lydia Bals**, *Mainz U. of Applied Sciences*
Author: **Emel Aktas**, *Cranfield School of Management*
Author: **Samuel Roscoe**, *U. of Sussex Business School*

We answer the question "How do companies develop and deploy supply chain structural ambidexterity to effectively manage geopolitical disruptions?" by investigating three significant geopolitical disruptions: Brexit, the US-China trade war, and the Covid-19 pandemic. We use an inductive theory-elaboration approach to build on Organisational Learning Theory and Dunning's eclectic paradigm of international production. We conducted 29 elite interviews with senior supply chain executives across 14 multi-national manufacturing firms and validated the analysis by triangulating secondary data sources, including standard operating procedures, annual reports, and organizational protocols. When faced with significant geopolitical disruptions, companies develop and deploy supply chain structural ambidexterity by (1) developing parallel supply chains; (2) significantly reconfiguring their supplier networks, and (3) restructuring their internal sub-units. We contribute to Organisational Learning Theory and Dunning's eclectic paradigm by empirically examining how companies reconfigure supply chains to pursue exploration and exploitation activities in response to geopolitical disruptions. During significant geopolitical disruptions, managers make decisions in tight timeframes. Therefore, we propose three types of supply chain structural ambidexterity based on the transition time available. We conclude with a managerial framework to assist firms in developing supply chain structural ambidexterity in response to geopolitical disruptions.

OSCM: **Sub-suppliers' Customer Share of Production and Sustainability Compliance in Apparel Supply Chains**

Author: **Enrico Fontana**, *Cranfield School of Management*
Author: **Mohammad Atif**, *EDC Paris Business School*

In this paper we argue that sub-supplier sustainability compliance in developing countries' apparel supply chains can be better achieved by accounting for what we conceptualize as sub-suppliers' customer share of production, e.g., the share of production that sub-suppliers sell to 'exporting' direct suppliers that target the international market vis-à-vis 'local' direct suppliers that target the domestic market. Through a qualitative study in the Pakistani apparel supply chain, we theorize a model indicating that the more sub-suppliers sell to exporting direct suppliers, the more they face coercive, competitive and collaborative pressures for sustainability compliance, and the more they are incentivized to invest in sustainability compliance. Correspondingly, sub-suppliers' customer share of production can explain why some sub-suppliers are likelier to invest in sustainability compliance, some to decouple it, and others to invest proactively beyond it. Our article extends the multi-tier sustainable supply chain management literature and offers practical guidance to purchasing managers to attain sub-supplier sustainability compliance in developing countries' apparel supply chains.

OSCM: **Mandatory CSR Disclosure Regulation, Sustainable Operations Strategies, and Environmental Innovation**

Author: **Chuang Wu**, *Xi'an Jiaotong U. School of Management*
Author: **Alfred Marcus**, *U. of Minnesota*

Drawing upon optimal distinctiveness theory, this paper examines the effects of Chinese mandatory corporate social responsibility (CSR) disclosure policy on firms' sustainable operations strategies and environmental innovation performance. Our database covers seven years and 11753 observations of Chinese publicly listed firms. Using a quasi-natural experiment research design, we find that mandatory CSR disclosure regulation in China encourages firms to carry out sustainable operations strategies that provide legitimacy and competitive advantages. The practices firms adopt to achieve these ends include environmentally friendly product development, the implementation of emission reduction and energy-saving technologies, and the introduction of circular business models. Our results reveal that mandatory CSR disclosure regulation also has a positive impact on environmental innovation patents and citations. Before reaching conclusions and drawing implications, we explore the moderating roles of pollution level and market competition intensity on these relations.

OSCM: **Operational Foundation for TPS Implementation: Toyota's Three Pillar Activity**

Author: **Katsuki Aoki**, *Meiji U.*
Author: **Toshiro Nomura**, *Kagoshima Prefectural College*

This study aims to build a theoretical model of operational foundation for TPS implementation by analyzing qualitative data collected from 48 interviews and "go and see" (genchi-genbutsu) observations at Toyota Japan and its seven overseas plants. Our analysis focuses on Toyota's Three Pillar activity, through which plants conduct kaizen (continuous improvement) in the following four categories—4S plus Shitsuke, standardized work, ownership maintenance, and process point management. Our analysis reveals that this activity allows Toyota to strengthen its operational foundation by eliminating muda (waste), as far as possible, in relation to work environments, people, equipment, and products. It further uncovers that Toyota utilizes hoshin kanri (policy deployment) and FMDS (Floor Management Development System) to integrate its strategy management into the operational foundation. Toyota also encourages zeninsanka (full participation), and provides all employees with education and training in order to integrate its human resources into that foundation. Our emerged model consists of three foundations—operational foundation at the center, which is supported by strategy management and human resources foundations. This allows organizations to maintain a just-in-time production flow by eliminating muda and conducting kaizen in a continuous manner.

OSCM: **The Role of Strategic Consensus for Effective Sub-supplier Management Practices**

Author: **Elisabeth Altmayer**, *U. of St. Gallen*
Author: **Jörg Grimm**, *Bern U. of Applied Sciences*

Previous research on sub-supplier management still lacks empirical results regarding the effect on sub-supplier performance. Previous findings established the relevance of a buyer-sub-supplier strategic consensus for sub-supplier management performance. Within this paper, we are testing the role of a strategic consensus at the level of sourced material/product group between buyer and sub-supplier regarding its influence on the link between sub-supplier management practices and sub-supplier performance (regarding on-time delivery and quality). The authors analyze empirical connected multi-tier data (matched-triplets) within a structural equation model applying Bayesian estimation of parameters. The analysis includes 17 different sub-supplier management practices. Our results strongly support a model of a mediated effect of sub-supplier management practices on sub-supplier performance through buyer-sub-supplier strategic consensus at the level of sourced material/product group. By reflecting our findings with the supply chain practice view (SCPV), we contribute to and extend the existing frameworks regarding the effects of practices in multi-tier supply chains.

Session Type: **Social Event**
Program Session: **509** | Submission: **10157** | Sponsor(s): **(RM)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Ballroom A**

RM Division-CARMA Consortium/PDW Social

Program Chair: **Le Zhou**, *Texas A&M U.*
Professional Development Workshop Chair: **Jason Huang**, *Michigan State U.*
Organizer: **Larry J. Williams**, *Texas Tech U.*

Join us for the Research Methods Division Consortium/PDW social hour sponsored by the Consortium for the Advancement of Research Methods and Analysis (CARMA).

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **510** | Submission: **19917** | Sponsor(s): **(STR)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:00PM ET (UTC-4)** at **Offsite** in **OAK Long Bar + Kitchen (Fairmont Copley Plaza)**

STR Doctoral and Dissertation Consortia Dinner

Organizer: **Brian Wu**, *U. of Michigan*

By invitation only; for consortia participants and panelists.

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

Session Type: **Social Event**
Program Session: **511** | Submission: **19915** | Sponsor(s): **(HCM)**
Scheduled: **Saturday, Aug 5 2023 6:30PM - 8:30PM ET (UTC-4)** at **Offsite** in **Joe's American Bar & Grill**

Health Care Management PDW Social

Program Chair: **Nicholas Edwardson**, *U. of New Mexico*
Professional Development Workshop Chair: **Deirdre McCaughey**, *U. of Calgary*
Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

This session will be held offsite at Joe's American Bar & Grill, 181 Newbury Street, Boston, MA 02116. Please contact HCM Membership Chair, Geoffrey Silvera at gsilvera@uab.edu for more information.

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

Session Type: **Social Event**
Program Session: **512** | Submission: **20052** | Sponsor(s): **(ENT)**
Scheduled: **Saturday, Aug 5 2023 7:00PM - 11:00PM ET (UTC-4)** at **Offsite** in **Earl's Kitchen & Bar**

Entrepreneurship Division Social Event

Organizer: **Vishal K. Gupta**, *U. of Alabama*
Coordinator: **Susan L. Young**, *Kennesaw State U.*

The Entrepreneurship Division Social Event is a prime opportunity for networking and fun that is aimed at the members of the Entrepreneurship Division. Registration is open to members of ENT Division only. Limit of 1 ticket per person. Space is limited to 350. Deadline to register is 4 August.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **513** | Submission: **19869** | Sponsor(s): **(CAR)**
Scheduled: **Saturday, Aug 5 2023 7:30PM - 9:30PM ET (UTC-4)** at **Offsite** in **Kings Dining & Entertainment - Boston Back Bay**

Careers Division Social

Participant: **Daniel Spurk**, *U. of Bern*

Come mix and mingle to celebrate the Careers Division! This is a social event for meeting, reconnecting, and networking with Careers Division's members and friends. The session will be held offsite. For questions, contact Daniel Spurk at daniel.spurk@unibe.ch

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **514** | Submission: **10907** | Sponsor(s): **(MED)**
Scheduled: **Saturday, Aug 5 2023 8:00PM - 11:00PM ET (UTC-4)** at **Offsite** in **Kings Dining & Entertainment - Boston Back Bay**

MED and MOBTS Joint Social Evening Event

Division Chair: **Gerard Beenen**, *California State U., Fullerton*
Division Chair-Elect: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Program Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Professional Development Workshop Chair: **Christine Rivers**, *U. of Surrey*

Join MED and MOBTS off-site for bowling, snacks, and camaraderie Kings Dining & Entertainment - Back Bay 50 Dalton Street Boston, MA 02115 617-266-2695 Division Chair: Gerard Beenen, California State U., Fullerton Division Chair-Elect: Mairead Brady, Trinity College Dublin Program Chair: Arran Caza, U. of North Carolina Greensboro Professional Development Workshop Chair: Christine Rivers, U. of Surrey

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **515** | Submission: **21252** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

AOM Networking Hub- Marriot

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **516** | Submission: **21101** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 12:00AM - 11:59PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

AOM Networking Hub- Sheraton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge when you check in or before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **517** | Submission: **21260** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

AOM Networking Hub- Park Plaza

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **518** | Submission: **21266** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 12:00AM - 11:59PM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

AOM Networking Hub-Hilton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **519** | Submission: **21248** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 12:00AM - 11:59PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

AOM Networking Hub- Westin

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **520** | Submission: **10699** | Sponsor(s): **(MSR)**
Scheduled: **Sunday, Aug 6 2023 7:00AM - 8:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Morning Meditation with MSR III

Participant: **Joan F. Marques**, *Woodbury U.*

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

Session Type: **Social Event**
Program Session: **521** | Submission: **20024** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 6 2023 7:00AM - 8:00AM ET (UTC-4)** at **Offsite** in **Westin Lobby**

OSCM Division Morning Run

Organizer: **Anne Elizabeth Dohmen**, *Broad College of Business, Michigan State*

Join us for a run with your OSCM fellows!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **522** | Submission: **21165** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Hynes Coffee Break - Sunday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ENT and RM today!

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

Session Type: **Meeting**
Program Session: **523** | Submission: **21155** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

Marriott Coffee Break - Sunday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with TIM, HR, MSR, MH and STR today!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **524** | Submission: **21160** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

Sheraton Coffee Break - Sunday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ODC, MED, and OB today!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **525** | Submission: **21180** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

Park Plaza Coffee Break - Sunday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with PNP, SIM, CMS, SAP and OMT today.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **526** | Submission: **21175** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

Hilton Coffee Break - Sunday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with IM and MC today!

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

Session Type: **Meeting**
Program Session: **527** | Submission: **21170** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

Westin Coffee Break - Sunday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with MOC, OSCM and CAR today!

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

Session Type: **Social Event**
Program Session: **528** | Submission: **19975** | Sponsor(s): **(SAP)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Offsite** in **Life Alive Organic Cafe Back Bay**

Strategizing Activities and Practices Interest Group Breakfast Sunday 6th August 2022

Venue Address: 431 Boylston St, Boston, MA 02116, United States

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **529** | Submission: **21091** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Foyer**

Information Booth

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **530** | Submission: **21184** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **105**

Speaker Ready Room (Hynes Convention Center)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **531** | Submission: **21128** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks and technology centers.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **532** | Submission: **21242** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **First Aid**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **533** | Submission: **21236** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Mamava Pod**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **534** | Submission: **21130** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Rhode Island**

Speaker Ready Room (Marriott)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **535** | Submission: **21131** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boardroom**

Speaker Ready Room (Sheraton)

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

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

Session Type: **Meeting**
Program Session: **536** | Submission: **21134** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Commonwealth**

Speaker Ready Room (Park Plaza)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **537** | Submission: **21129** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Mother's Nursing Room**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **538** | Submission: **21132** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom North West**

Speaker Ready Room (Westin)

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

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

Session Type: **PDW Workshop**
Program Session: **539** | Submission: **13412** | Sponsor(s): **(AAT)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 11:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Nevertheless She Persisted: Supporting Women's Success as Academics

Session Chair: **Sara B. Soderstrom**, *U. of Michigan*
Session Chair: **Jill Waymire Paine**, *IE Business School*
Session Chair: **Maria Teresa Farkas**, *Imperial College Business School*
Speaker: **Anita D. Bhappu**, *Gustavson School of Business, U. of Victoria*
Speaker: **Dolly Chugh**, *New York U.*
Speaker: **Cynthia E. Devers**, *Virginia Tech*
Speaker: **Caren Goldberg**, *U. de Sevilla*
Speaker: **Rachida Justo**, *IE Business School*
Speaker: **Elizabeth P. Karam**, *James Madison U.*
Speaker: **Nora Y. Madjar**, *U. of Connecticut*
Speaker: **Sabine Sonnentag**, *U. of Mannheim*
Facilitator: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*
Facilitator: **Emily Bianchi**, *Emory U.*
Facilitator: **Claudia Cogliser**, *Texas Tech U.*
Facilitator: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Facilitator: **Ellen Ensher**, *Loyola Marymount U.*
Facilitator: **Lucy L. Gilson**, *U. of New Hampshire*
Facilitator: **Andreea Gorbatai**, *Vlerick Business School*
Facilitator: **Jocelyn M. Leitzinger**, *U. of Illinois at Chicago*
Facilitator: **Szu-Han Lin**, *U. of Georgia*
Facilitator: **Reut Livne-Tarandach**, *Manhattan College*
Facilitator: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Facilitator: **Noemi Nagy**, *U. of South Florida*
Facilitator: **Christine Nittrouer**, *Texas Tech U.*
Facilitator: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Facilitator: **Shoshana Schwartz**, *Christopher Newport U.*
Facilitator: **Traci Sitzmann**, *U. of Colorado, Denver*
Facilitator: **Katalin T. Haynes**, *U. of Delaware*
Facilitator: **Chantal Van Esch**, *Cal Poly Pomona*
Facilitator: **Alankrita Pandey**, *Eastern Michigan U.*
Facilitator: **Joana S. Story**, *Fundação Getulio Vargas - EAESP*
Facilitator: **Juanita Kimiyo Forrester**, *Mercer U.*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Maia Young**, *U. of California, Irvine*
Facilitator: **Allison Elias**, *U. of Virginia Darden School*
Facilitator: **Anna Katherine Ward**, *Virginia Tech*
Facilitator: **Christine Shropshire**, *Arizona State U.*
Facilitator: **Manju K. Ahuja**, *U. of Louisville*
Facilitator: **Stacy Lyn Astrove**, *U. of Delaware*
Facilitator: **Gisa Todt**, *LMU Munich*
Facilitator: **Shelley F. Mitchell**, *Hult International Business School*
Facilitator: **Susan Zhu**, *U. of Kentucky*
Facilitator: **Monique Alexandria Alvarez Domingo**, *Louisiana State U.*
Facilitator: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Facilitator: **Jacoba Marja Lilius**, *Queen's U.*
Facilitator: **Moran Anisman Razin**, *U. of Limerick*
Facilitator: **Felice Klein**, *Boise State U.*

Women academics face challenging circumstances in their professional lives. Relative to their male colleagues, they can expect longer review times (Hengel, 2016), less credit for their research contributions when working in a team (Sarsons, 2017), biased evaluations of their teaching from students (Mengel, et al., 2017, Boring, et al., 2016), and cultures that are more likely to frame men through a professional lens and women through personal and physical lenses (Wu, 2017; Wolfers, 2017; Rivera, 2017). Many of these effects have been shown to be heightened where gender intersects with other marginalized demographics such as race (Miller and Roksa 2020). In the face of this rough terrain facing women in academia, it can be easy to lose sight of the institutionalized barriers to success as a woman academic and personalize negative experiences. We can also lose sight of the allies, supporters, and mentors who catalyze our ability to persist. Through this PDW, we offer a three-pronged approach to helping women academics and allies broaden their sight to develop and grow a feeling of community, support, and self-efficacy. We will share stories of persistence, highlight work by academics on this area, and work towards recommendations for leadership to support women academics. This PDW builds off the success of the past five years of "Nevertheless she persisted" PDWs to emphasize the ways in which women and their allies working together help each other to succeed.

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

Session Type: **Symposium**
Program Session: **540** | Submission: **14150** | Sponsor(s): **(AAT)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

Coaching Ourselves: How Peer-Learning Empowers Managers and Workers to Achieve Climate Solutions

Panelist: **Petra Molthan-Hill**, *Nottingham Business School, NTU*
Moderator: **Jennifer Leigh**, *Nazareth U.*
Panelist: **Henry Mintzberg**, *McGill U. - Desautels Faculty of Management*
Panelist: **Mette Morsing**, *professor*
Panelist: **Phil LeNir**, -
Panelist: **Sherwat Elwan Ibrahim**, *American U. in Cairo*
Panelist: **Marcellus Mbah**, *U. of Manchester, UK*
Panelist: **Kara Johnston**, -

Climate change mitigation research has mostly focused on systemic change, strategic net zero targets for organisations, and the transformation of societies and consumers as decision makers, however little attention has been given to managers, employees, and individual workers in organisations as to how they could achieve climate solutions with multiple benefits including improved health and mobility. In this symposium, we will explore how 'CoachingOurselves', a program developed by Henry Mintzberg, Philip LeNir and others, can be employed to empower everyone—workers, employees, managers—to explore possible climate solutions in order to choose and enact the appropriate ones for their work. We will also discuss how Indigenous Knowledge Systems could feature in this endeavour, how managers and farmers in the supply chain could become part of climate solutions and highlight several research gaps with regard to managerial training, change theory, and professional development.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **541** | Submission: **12608** | Sponsor(s): **(AAT, DEI)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Putting the Diverse Worker Front and Center

Organizer: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Organizer: **Brooke A. Gazdag**, *U. of Amsterdam*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Presenter: **Elisabeth K. Kelan**, *U. of Essex*
Presenter: **Aizhan Tursunbayeva**, *U. of Naples, Parthenope, Italy*
Presenter: **Ariel Daniels**, *Ben Gurion U.*
Participant: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Presenter: **Brooke A. Gazdag**, *U. of Amsterdam*
Discussant: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*

A recent shift away from the large hierarchical organizations with long-term full-time jobs toward shorter-term alternative work arrangements led to the rapid rise of the gig economy. Previous research suggests that the gig economy is very diverse in terms of the work gig workers are doing and the types of individuals undertaking this work. However, within the gig workforce, it is not clear whether gig work may reduce inequalities for workers from underrepresented groups and backgrounds. This symposium aims to investigate the influence of various diversity dimensions (gender, race, ethnicity, work experience, and educational background) on the experiences of gig workers. Employing theoretical concepts and perspectives from risk management, knowledge management, regulatory focus theory, feminist science, and technology studies and applying them to a variety of conceptual, qualitative, and quantitative studies, we illustrate the specific challenges diverse gig workers face in the gig economy as well as zoom in on strategies that help diverse gig workers to succeed and thrive in the new world of work.

Gendered by design - Problematizing automation and gig work

Author: **Elisabeth K. Kelan**, *U. of Essex*

Does sexual harassment motivate female gig workers to leave the standard work environment?

Author: **Brooke A. Gazdag**, *U. of Amsterdam*
Author: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*

Coping strategies of employees in the gig economy

Author: **Ariel Daniels**, *Ben Gurion U.*
Author: **Dina Van Dijk**, *Ben Gurion U. of the Negev*

Hidden in plain sight: The interaction between race and the gig economy

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*

Who are the ‘knowledge’ gig workers? Learning from the knowledge-intensive healthcare sector

Author: **Aizhan Tursunbayeva**, *U. of Naples, Parthenope, Italy*

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

Session Type: **Symposium**
Program Session: **542** | Submission: **11237** | Sponsor(s): **(AAT, STR)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

CEO Job Demands, Characteristics, and Mental States: Implications for Top Executive Research

Organizer: **Daniel Zyung**, *Southern Methodist U.*
Organizer: **M. K. Chin**, *Indiana U., Bloomington*
Panelist: **Sydney Finkelstein**, *Dartmouth College*
Panelist: **Aaron Hill**, *U. of Florida*
Panelist: **Michael J. Mannor**, *U. of Notre Dame*
Panelist: **Matthew Semadeni**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **James D. Westphal**, *U. of Michigan*

Chief executive officers (CEOs) face immense pressure to deliver sound financial performance and actively promote the interests of a broad group of stakeholders. On top of these demands, CEOs constantly strive to manage their relationship with the board of directors as well as their top team. Broadly speaking, CEOs work long hours, often make high-stakes decisions, and, especially as we have seen in recent years, face massive uncertainty in times of crisis. Such job environment poses various mental challenges to CEOs. Yet, CEO mental health appears to have been a less salient issue for both practitioners and researchers perhaps due to the perception that CEOs are strong, independent and in control, and capable of handling such mental challenges. Yet, recent evidence shows that higher job demands lead to stress, fatigue, and emotional exhaustion that can lead them to become anxious, depressed, paranoid, and angry, which escalates health risks for CEOs, as revealed in more visible aging and shorter lifespans. At the same time, when they experience mental difficulties, evidence shows that CEOs often turn to self-medication methods with substance use, such as alcohol and drugs. Given CEOs' centrality to firm performance, their responses to high job demands as well as their mental states as a result have potentially substantial implications for the firm. Further, research suggests that the effect of CEOs' job demands on their anxiety, stress, decision making, health risk, and substance use may further depend on their cognitive and personality characteristics. The findings from this stream of research reveal that we need a comprehensive and close look at such attributes to gain a better understanding of CEOs and their impact on firm outcomes. In this panel symposium, we assemble a group of experts who have done research on the organizational implications of CEOs' job demands (which include their relationship management with boards and top teams), traits, and states. We expect that insights from their research as well as experience working with corporations will promote a rich conversation about how such factors can further strategic leadership and corporate governance scholarship.

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

Session Type: **Caucus**
Program Session: **543** | Submission: **10258** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Female Leadership and the Four-Frame Organisational Model

Organizer: **Katarzyna Bachnik**, *Hult International Business School*
Organizer: **Lisa Critchley**, *Kirk Partners Consulting*

Drawing upon Bolman and Deal's (2014) four-frame organisational model, we analyse women's lived crucible leadership experiences to understand the organising processes and practices that render intersectionality invisible and reinforce and perpetuate inequality regimes. We propose adding EDI (equity, diversity, and inclusion) as the fifth frame to expand leadership awareness.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **544** | Submission: **11860** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Putting the Dignity of Work and Workers Front and Center - Humanistic Management Caucus

Participant: **Michael Andreas Pirson**, *Fordham U.*
Organizer: **Diego Arias Padilla**, *U. of Detroit Mercy, CBA*
Discussant: **Ayse YEMISCIGIL**, *Fordham U.*
Participant: **David Wasieleski**, *Duquesne U.*
Participant: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Participant: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Participant: **Wolfgang Amann**, *HEC Paris*
Participant: **Erica Steckler**, *U. of Massachusetts, Lowell*
Participant: **Sandra A. Waddock**, *Boston College*
Participant: **Jyoti Bachani**, *Saint Mary's College of California*
Participant: **Giorgia Diletta Nigri**, *Sophia U. Institute*
Participant: **Sophia Town**, *Fordham U.*
Participant: **Osmar Arandia**, *U. de Monterrey*
Participant: **Luis Portales**, *U. de Monterrey*
Participant: **Brian Wellinghoff**, *Director Strategy Impr Culture, Barry-Wehmiller*
Participant: **Bob Chapman**, *Chairman and CEO Barry-Wehmiller*

The humanistic management approach rests on two pillars: 1) the protection of dignity (as that which is intrinsically valuable) and 2) the promotion of well-being (common good). Putting the dignity of work and the dignity of the worker front and center is a central research and pedagogical focus. The bigger aim is to develop and support practices that allow an economic system to work for 100% of humanity (Buckminster Fuller) through life-conducive management approaches. The main goals of the Humanistic Management Caucus are to stimulate, develop, and co-create: 1) interdisciplinary scholarship 2) pedagogical training and material as in case studies, exercises, activities etc. 3) communities of practice with practitioners, policy makers and civil society members (including media). 4) conferences, workshops and research seminars around the humanistic management theme.

v

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

Session Type: **Caucus**
Program Session: **545** | Submission: **13133** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Using a Career Lens to Unify AOM Disciplines

Participant: **Mel Fugate**, *Mississippi State U.*
Participant: **Caitlin M. Porter**, *U. of Memphis*

This Caucus uses a variety of current career issues to motivate research collaborations within and between divisions in the Academy of Management (AoM), such as OB, HR, CAR, DEI, STR, ENT, and PNP. The caucus also includes the exploration of commonalities and differences within and between countries of AoM members.

The following career-themed questions will facilitate inter-disciplinary answers/solutions from researchers with diverse interests, experiences, and nationalities. 1. Do You Feel Valued? What employer characteristics (e.g., policies and practices) make—young, mid-career, and older—employees feel valued? How do employee perceptions compare to those of employers? Impact of DEI initiatives? 2. What Are Your Expectations Related to Social Justice? What role do employers have in social justice issues? What are best practices for how to address employees' social justice interests/concerns? 3. How Much Virtual is Enough? What do employees actually want? Employers need? What are the key implications for virtual work on employees' job opportunities and careers? 4. Is All Success Created Equally? How do employees in different industries, occupational sectors, and countries define career success in today's career landscape? 5. Corporate, Public, and Non-Profit—How Are They Similar and Different? If any, how do current models and theories of careers need to change to accurately describe the career experiences of employees in public and non-profit sectors? 6. What Do the Careers of Entrepreneurs Look Like in Different Countries? What key factors predict entrepreneurial motivations, success, and other outcomes within and between different countries? We intend for this Caucus to live beyond the 2023 conference. Participants, therefore, will be asked to leave the Caucus with (high-level) outlines of actual research projects, including specific plans/commitments to follow-up and advance their ideas and work after the conference.

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

Session Type: **Caucus**
Program Session: **546** | Submission: **16194** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Teaming Up! Maximizing Employees' Potential through the Assembly of Teams

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

Moving beyond a focus on staffing human capital to maximize productivity, workers are increasingly viewed as central actors in team assembly and dynamic team composition. This caucus "puts the worker front and center" to understand how employees experience and how organizations can maximize employees' potential when implementing these practices.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **547** | Submission: **16527** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Putting Worker Surviving and Thriving Front and Center: GLOBE Exploratory Incubator

Organizer: **Richard Cotton**, *U. of Victoria*
Organizer: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*

This caucus aims to mobilize Careers, HR, OB and IB researchers for the recently approved, grant-funded study, GLOBE 2025: Buffering the Suffering & Driving the Thriving in the New World of Work: A Study of How Societal Context Affects Capabilities, Jobs, Meaningfulness and Key Work-Life Outcomes around the Globe. In this caucus, we will describe our conceptual model, theoretical underpinnings, research design, goals, and Co-Country Investigator (CCI) responsibilities and benefits by facilitating an interactive dialogue with the goal of informing and enlisting a diverse, inclusive set of global researchers building on the success of GLOBE 2020 which included data from 144 countries/societies. In this study (a.k.a., "GLOBE 2025"), we will target gathering human, social and positive psychological capital, job design, job crafting, meaningfulness, engagement, employability, stress, burnout, loneliness, career success, retention, well-being and other data from front-line workers, managers, and leaders from 130+ countries representing more than 90% of the world's population and GDP, making this, as far as we know, the largest careers study ever attempted.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **548** | Submission: **19959** | Sponsor(s): **(CMS)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Doctoral Student and Early Career Scholar Consortium

Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*

The Critical Management Studies Division Doctoral Student and Early Career Scholar Consortium is aimed at meeting the needs of both doctoral students and early career scholars interested in critical research. The consortium provides a great opportunity for participants to connect with like-minded individuals, from varied nationalities and backgrounds, and explore ideas, share knowledge and contribute to the discussion on a diverse range of topics and issues. Also, the consortium affords participants the opportunity for one-on-one discussion with more experienced critical management scholars.

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

Session Type: **PDW Workshop**
Program Session: **549** | Submission: **10217** | Sponsor(s): **(CTO, OMT)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Digital Organizing: Tacking Stock and Moving Forward

Organizer: **Ali Aslan Guemuesay**, *Ludwig Maximilian U. of Munich (LMU)*
Organizer: **Georg Reischauer**, *WU Vienna U. of Economics and Business*
Facilitator: **Luciana D'Adderio**, *U. of Edinburgh*
Facilitator: **Marleen Huysman**, *Vrije U. Amsterdam*
Facilitator: **Stella Pachidi**, *U. of Cambridge*
Facilitator: **Henri Schildt**, *Aalto U. School of Business*

Under the umbrella term digital organizing, scholars across disciplines are increasingly interested in how digital technologies such as platforms and algorithms are reshaping the ways individuals coordinate within and across organizational boundaries. By bringing together distinguished organizational theory and information systems scholars, this PDW aims to 1) give an overview of recent advancements on digital organizing and to 2) discuss how different theoretical perspectives and methods can advance future research.

Participation is based on first come, first serve basis

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **550** | Submission: **21194** | Sponsor(s): **(MBR)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 1**

New Attendee Welcome Room

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

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

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

Session Type: **Meeting**
Program Session: **551** | Submission: **21199** | Sponsor(s): **(MBR)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Career Center Services

Stop by the Career Services Center to sign up for a coaching session or learn more about the job market experience. Staff is on hand to support you through this part of your journey.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **552** | Submission: **15926** | Sponsor(s): **(MC)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 12:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Management Consulting Division Doctoral Consortium Boston 2023

Organizer: **Rida Elias**, *American U. of Beirut*
Participant: **Martine BIZOUARD**, *U. Paul Valery, Montpellier*
Participant: **Abdallah Elias**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Participant: **Mélanie Giraudet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **Thibaut .. Duboisy**, *CORHIS & U. Paul Valery, Montpellier*
Participant: **Alex Hagopian**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Participant: **Laudy Philippe Al Khoury**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **Mira Zakharia**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Organizer: **Carole Bousquet**, *IDRAC Business School & ISEOR*
Organizer: **Pierre El Haddad**, *MACH Consultants*
Organizer: **Eric Sanders**, *Elmhurst U.*
Discussant: **Robert P. Gephart**, *U. of Alberta*

Following our tradition in every AOM's annual meeting program, the Management Consulting Division will sponsor its Doctoral Consortium during the pre-conference period of the Academy of Management 2023 Annual Meeting. The objective of this Consortium is to provide support to students working on subject under the wide umbrella of management consulting in their PhD, Dba, Exec-PhD DM … programs. The organizers, faculty members, and panelists will focus on providing participating students with opportunities to discuss their dissertation proposals in small groups, and to learn about various academic and professional steps and tasks they will encounter in the senior years of their doctoral studies and professional career afterwards.

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

Session Type: **Showcase Symposium**
Program Session: **553** | Submission: **11815** | Sponsor(s): **(ONE)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

The Role of Temporality in Innovating with Nature

Panelist: **Dror Etzion**, *U. of Vermont, Grossman School of Business, US*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Sylvia Grewatsch**, *Brock U.*
Panelist: **Gail Whiteman**, *U. of Exeter Business School*
Discussant: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Organizer: **Miriam Feuls**, *Copenhagen Business School*
Organizer: **Sunny Mosangzi Xu**, *Copenhagen Business School*

In the Anthropocene, organizations are confronted with high levels of human activity that are essential for organizations to survive and thrive, while at the same time massively impacting nature and the ecological environment (Ansari, Wijen, & Gray, 2013). Over a long period of time, nature and the ecological environment are often viewed as external resources that organizations can conquer, exploit, and manipulate for innovation (Banerjee & Arjaliès, 2021). To a large extent, organizations have been innovating against nature. As Secretary-General António Guterres stated in his opening remarks at the UN Biodiversity Conference on December 6, 2022, "We are waging war on nature". However, the current ecological crisis we face, such as climate change and biodiversity loss, urgently requires a shift in how organizations manage and organize their relations with nature when innovating for a sustainable future (Bansal & Grewatsch, 2020; Howard-Grenville & Lahneman, 2021; Whiteman, Walker, & Perego, 2013). Implicit in most studies of managing and organizing innovations is the role of temporality. In this symposium, we bring together a panel of organization and innovation scholars to cast light on the role of temporality in rethinking innovation and establish a discussion on disparate aspects of innovating with nature through a temporal lens. Specifically, how the temporal lens can bring an alternative approach to better understand the organization-nature relations, and provide new ways for organizations to innovate with instead of against nature. We grasp temporality as an overarching term comprising time in its sequential flow of time but also in its non-sequential ongoing iteration of meaning created in between past, present, and future. Recent debates have recognized that innovations cannot be defined by a clear beginning or an end but are rather processual, nor are they linearly developing due to their temporal complexity, developing diachronically to the original plan. According to Garud, Tuertscher, and Ven (2013: 795), "Innovation processes are characterized by multiple temporal rhythms and experiences rather than by a single linear conception of time." We argue that foregrounding the temporality of innovations enables us to capture the dynamics of ongoing socio-ecological transformations when innovating with nature and the ecological environment. Innovating with nature is a matter of navigating multiple temporalities; that is, for example, engaging in material temporality inherent in nature (Hernes, Feddersen, & Schultz, 2021), or utilizing the potential reservoir of past practices of working with nature to reimagine and co-create the future (Sharma & Bansal, 2020). In this symposium, we intend to establish the dialogue on how different temporalities further our understanding of the managing and organizing innovations with nature.

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

Session Type: **Symposium**
Program Session: **554** | Submission: **10577** | Sponsor(s): **(ONE, STR, OMT)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

Solving Societal Grand Challenges: Emerging Frameworks and Practical Implications

Panelist: **Paul S. Adler**, *U. of Southern California*
Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Panelist: **Dovev Lavie**, *Bocconi U.*
Panelist: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Panelist: **Anita McGahan**, *U. of Toronto*
Moderator: **Kerstin Neumann**, *U. of Innsbruck*

The study of societal grand challenges has drawn increasing attention in management research. Despite the various remedies that were proposed, challenges such as economic inequality and the concentration of wealth, climate change, overuse of resources, hunger, and social divide and unrest, have worsened. This symposium takes stock of extant approaches and offers novel approaches for overcoming these challenges. The panelists will share their views and research findings concerning the limitations of established approaches in management research for solving societal grand challenges and highlight the prospects of some emerging approaches. Finally, the panelists will engage in discussion with the audience to encourage and direct further research on possible solutions to these challenges.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **555** | Submission: **14001** | Sponsor(s): **(SIM)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

SIM Executive/Governance Meeting

Organizer: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Host: **Katherina Pattit**, *St. Cloud State U.*
Host: **Colin Patrick Higgins**, *Deakin U.*
Host: **Cristina Neesham**, *Newcastle U.*
Host: **Erica Steckler**, *U. of Massachusetts, Lowell*

This is an invitation-only Governance Meeting for SIM Executive Committee Members

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **556** | Submission: **19873** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 10:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

STR 2023 Irwin Outstanding Educator Award in honor of Aks Zaheer

Organizer: **Marie Louise Mors**, *Copenhagen Business School*

Please join us in honoring Professor Aks Zaheer of the Carlson School of Management, University of Minnesota as the recipient of the 2023 STR Irwin Outstanding Educator Award. The 2023 award recognizes Aks for his outstanding commitment to Ph.D. student education, and ongoing development of junior colleagues. We will hear from some of Aks' former and current students and colleagues as we celebrate his dedication to PhD student development. Please join us for light breakfast and coffee before the formal event.

STR Irwin Award Light Breakfast: 8:00AM - 9:00AM ET (UTC-4) (sponsored by STR and University of Minnesota)
STR Irwin Award Formal Program: 9:00AM - 10:00AM ET (UTC-4)

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **557** | Submission: **21096** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Registration

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

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

Session Type: **Meeting**
Program Session: **558** | Submission: **21107** | Sponsor(s): **(SVC)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Connecticut**

Reflection Room

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

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **559** | Submission: **21086** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 8:20AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Welcome & Meditation

Organizer: **Christine B. Rivers**, *U. of Surrey*
Organizer: **Sharon Simmons**, *Jackson State U.*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Social Event**
Program Session: **560** | Submission: **19980** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence B**

Past Presidents' Breakfast

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Michael McShane**, *Academy of Management*

By invitation only

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

Session Type: **PDW Workshop**
Program Session: **561** | Submission: **10032** | Sponsor(s): **(IM)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 12:30PM ET (UTC-4)** at **Offsite** in **Northeastern University**

International Management Division Junior Faculty Consortium

Coordinator: **Kristin Brandl**, *Gustavson School of Business, U. of Victoria*
Coordinator: **Liang Chen**, *Singapore Management U.*
Panelist: **Qian Gu**, *Georgia State U.*
Panelist: **Charles Dhanaraj**, *Daniels College of Business, Department of Management*
Panelist: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*
Panelist: **Ilya Cuypers**, *Singapore Management U.*
Panelist: **Jonathan P. Doh**, *Villanova U.*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*
Panelist: **A Rebecca Reuber**, *U. of Toronto, Rotman School of Management*
Panelist: **Stav Fainshmidt**, *Florida International U.*
Panelist: **Tatiana Kostova**, *U. of South Carolina*
Panelist: **Valentina Marano**, *Northeastern U.*

The International Management Division Junior Faculty Consortium is designed for junior and early career scholars who have defended their dissertations in the last 1-5 years and are building their academic careers in the IM fields. The consortium provides a unique opportunity for the junior faculty to engage in a conversation around the critical issues of carers, research, publishing, teaching and service with leading IM scholars from around the world. These IM scholars have diverse and international backgrounds with various academic, leadership and editorial experiences. The consortium will include a combination of structured panels on many themes, round table discussions on pressing issues, and informal interactions. We will debate the challenges and opportunities of an academic career in IM, getting tenure, building a scholarly reputation, developing a research/publishing strategy for a more significant impact on the field, and maintaining a healthy balance between research, teaching, and service.

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

Session Type: **PDW Workshop**
Program Session: **562** | Submission: **10034** | Sponsor(s): **(IM)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 12:30PM ET (UTC-4)** at **Offsite** in **Northeastern University**

International Management Division Doctoral Student Consortium

Coordinator: **Stephanie L. Wang**, *Indiana U., Bloomington*
Coordinator: **Luis Ballesteros**, *Boston U. Questrom School of Business*
Panelist: **Shaker A. Zahra**, *U. of Minnesota*
Panelist: **Rosalie L. Tung**, *Simon Fraser U.*
Panelist: **Dan Li**, *Indiana U.*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*
Panelist: **Donal Crilly**, *London Business School*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Panelist: **Ajai Singh Gaur**, *Rutgers U.*
Panelist: **Gabriel R.G. Benito**, *BI Norwegian Business School*
Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Panelist: **Mona V Makhija**, *Ohio State U.*
Panelist: **Mercedes Delgado**, *Copenhagen Business School and MIT*
Panelist: **Anthea (Yan) Zhang**, *Rice U.*
Panelist: **Exequiel Hernandez**, *Wharton*
Panelist: **Nan Jia**, *U. of Southern California*
Participant: **Andrew Delios**, *National U. of Singapore*

The International Management Division Doctoral Student Consortium is designed for PhD students with an interest in international management as either the primary or a secondary field of inquiry. We welcome participants from all areas related to international management and all stages of their PhD program to attend. The consortium provides a unique opportunity for doctoral students to engage in a conversation around the critical issues of careers, and PhD research in particular. Participating panellists have diverse and international backgrounds with various academic, leadership and editorial experiences. The consortium includes a combination of structured panels on many themes, round table discussions on pressing issues, and informal interactions. A substantial amount of time will be set devoted to dissertation development, featuring feedback from faculty in small groups. This is both an excellent opportunity for doctoral students to receive feedback on their work, and to network with fellow doctoral students and leading scholars in the International Management field.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **563** | Submission: **10291** | Sponsor(s): **(NDSC, STR, RM, ENT, HR, MED, DEI, OMT, TIM)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

New Doctoral Student Consortium

Organizer: **Jose Antonio Cerecedo-Lopez**, *U. of Texas At San Antonio*
Organizer: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Organizer: **Debby Osias**, *Auburn U.*
Organizer: **Jamel Catoe**, *UNC Charlotte*
Organizer: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Organizer: **Nadine Scholz**, *King's College London*
Organizer: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*
Organizer: **Yuting Yang**, *Iowa State U.*
Organizer: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Organizer: **Seonyoung Ji**, *Purdue U., West Lafayette*
Organizer: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*
Organizer: **Ryan Musselman**, *Virginia Tech*
Organizer: **SeoLa Kim**, *U. of Minnesota Carlson School of Management*
Organizer: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*
Organizer: **Coco Liu**, *U. of Utah, David Eccles School of Business*
Organizer: **Medina Williams**, -
Organizer: **Taryn D. Williams**, *UC Irvine*
Organizer: **Pearlyn Ng**, *U. of Waterloo*
Organizer: **Huanxin Liu**, *Binghamton U.-State U. of New York*
Organizer: **Fernando Jose Quijano Franky**, *Doctoral Student at Kenan-Flagler Business School, UNC at Chapel Hill*
Organizer: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Organizer: **Grace Simon**, *The Wharton School, U. of Pennsylvania*
Organizer: **Makayla Ashley Ragnone**, -
Organizer: **Geoffrey David Plourde**, *UNCG*
Organizer: **Jean-Marc Moke**, *York U.*

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest-running and most well-attended pre-conference activities. The NDSC's mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. The NDSC is an interactive environment in which doctoral students can learn skills to succeed in a doctoral program and enter the academic profession. Participants will meet representatives from Academy of Management divisions and interest groups, network with fellow doctoral students from around the world, and learn how to get the most out of the Academy of Management Meeting. The NDSC is committed to facilitating doctoral students' initial experience with, and further integration into, the Academy of Management and the academic community at large.

Registration is limited to individuals who are either (1) PhD Students entering their first or second year in the program, or (2) a pre-doc student. To register, go to this link: https://z.umn.edu/ndsc_registration. If you have any questions, please reach out to Chris Winchester at winch092@umn.edu

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **564** | Submission: **19856** | Sponsor(s): **(OMT)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 10:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

OMT Executive Committee Meeting

Session Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Session Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Session Chair: **Emilio J. Castilla**, *MIT Sloan School of Management*
Session Chair: **Wendy K. Smith**, *U. of Delaware*
Session Chair: **Martin J. Kilduff**, *UCL School of Management*
Representative-at-Large: **Michel Anteby**, *Boston U. Questrom School of Business*
Representative-at-Large: **Srividya Jandhyala**, *ESSEC Business School*
Representative-at-Large: **Kisha Lashley**, *U. of Virginia*
Representative-at-Large: **Danielle Logue**, *UNSW Sydney*
Representative-at-Large: **Pedro Monteiro**, *Copenhagen Business School*
Representative-at-Large: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Representative-at-Large: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Representative-at-Large: **Paul Tracey**, *U. of Cambridge*
Representative-at-Large: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Massimo Maoret**, *IESE Business School*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Laure Cabantous**, *Bayes Business School*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Konstantinos Andriopoulos**, *Bayes Business School*

This is an invitation-only meeting of the OMT Executive Committee.

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

Session Type: **PDW Workshop**
Program Session: **565** | Submission: **18323** | Sponsor(s): **(OSCM, ONE)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 10:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

From Less Unsustainable to Regenerative Supply Chains: Advancing Theory for Positive Change

Session Chair: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*
Participant: **Kevin Dooley**, *Arizona State U.*
Panelist: **Jury Gualandris**, *Ivey Business School*
Panelist: **Martina K. Linnenluecke**, *U. of Technology, Sydney*
Panelist: **Mark Pagell**, *U. College Dublin*
Panelist: **Anne Quarshie**, *Turku School of Economics, U. of Turku*
Discussant: **Tingting Yan**, *Texas Tech U.*
Discussant: **Wendy Tate**, *U. of Tennessee*
Discussant: **Andreas Wieland**, *Copenhagen Business School*
Discussant: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*

Sustainability is becoming more pervasive across businesses as issues such as climate change and biodiversity loss have entered the mainstream psyche. This also affects the design and functioning of supply chains that cannot simply aim at minimizing their harmful impact on the environment but need to operate in harmony with or even regenerate nature. But what principles, processes and outcomes characterize supply chains that function in sync with nature? And how does regenerative organizing apply to supply chains? The purpose of this PDW is to provide a platform for a collective effort to advance new knowledge about how supply chains could transition from being unsustainable to being regenerative. With the help of invited speakers and roundtable discussions, the workshop will act as a forum for those interested in the topic to learn from experts from different disciplines, share ideas and receive feedback from experts.

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

Session Type: **Symposium**
Program Session: **566** | Submission: **16473** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

The Application of Gandhian Ahimsa or Nonviolence in Pedagogy (CANCELLED)

Presenter: **Smita Dayal**, *16473*
Presenter: **Ishmeeta Singh**, *Lal Bahadur Shastri Institute of Management, New Delhi, India*
Presenter: **Vikas Rai Bhatnagar**, *Lal Bahadur Shastri Institute of Management, New Delhi, India*

Gandhian Ahimsa or non-violence means causing no injury to another living being through the actions of one's mind, speech, or body. It has a strong application in teaching because educators have an influence on the minds and the lives of learners even beyond the classrooms. In this TLC, we acquaint the participants with the key principles of Gandhian Ahimsa and its application in pedagogy. We discuss the current violent pedagogical practices extracted using a grounded theory approach, abduct implications on the well-being of the learners, and develop an alternative non-violent pedagogical framework by employing the Gandhian Ahimsa with a distinct alignment to the OECD Learning Compass 2030 and Principles of Responsible Management Education. The proposed workshop holds the promise to trigger introspection, sharing of a few best practices, and a reminder to participants to purposefully design non-violent practices in their pedagogy, enabling equity, nurturing diversity, and promoting inclusion.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **567** | Submission: **10821** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Psychological Safety in The Classroom

Presenter: **Kelly Fisher**, *West Chester U. of Pennsylvania*

Psychological safety is a concept that has growing traction within the field of organizational learning as well as within the classroom. In a psychologically safe environment, people feel free to ask questions, be inquisitive and curious, and share ideas freely. In the classroom, students who feel safe are more apt to engage, connect, change, and learn. The focus of this workshop is to apply the principles of psychological safety to co-create pedagogical strategies and learning conditions that are specific to the higher education classroom. This session will be particularly useful to faculty who integrate challenging discussion topics or experiential activities in the classroom. This session is also useful to faculty who work with underserved student populations. This session aligns with the TLC submission topic, Equity, diversity, and inclusion in education with its focus on effective, inclusive teaching practices.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **568** | Submission: **11983** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Let's Have Some Fun with Team Building: A Game-Based Icebreaker

Presenter: **Gabriella Lewis**, *Georgia State U.*

This activity is a new, adapted, game-based method of encouraging students to speak up in the classroom and getting them more comfortable with their teammates. This team-based game allows students to get acquainted in a fun, interactive way. In addition to the new team members learning about each other's interest and personality, others in the classroom (including the instructor) will get to hear from each team after every turn, therefore increasing overall class engagement. The leading questions (prompts) can be modified from one semester to the other, and depending on the number of questions, the activity can suit any timeframe or class size. The session will have a hands-on approach. After describing the rationale and the steps of the activity, participants will experience how the game is conducted in the classroom.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **569** | Submission: **12011** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Developing Purpose-Driven Graduates; Supercharge your Teaching and their Employment Outcomes

Presenter: **Heather J. McGregor**, *Heriot-Watt U.*
Presenter: **Mushtak Al-Atabi**, *Heriot-Watt U.*
Presenter: **Kerstin Maier Barcroft**, *Heriot Watt U.*

The effectiveness of university programmes is often measured, especially by higher education stakeholders such as students, parents, employers, accreditation bodies and policy makers, by employability outcomes. In this presentation, we will share an innovative course that was piloted at our Malaysia campus and then scaled up to our business school around the world. In this course students are invited to develop a personal Impact Statement as part of their preparation for their entry to the job market. The objectives of this course include the discovery, development and articulation of a deep sense of purpose and the design of an action plan to mobilise this purpose into positive impact on the world. This was very well received by employers and the students alike, with many of them finding this exercise to be transformative and even life changing. Research has shown that individuals who are clear about their purpose are happier, healthier and more successful and motivated, and our initial findings from this work support this. The course was developed and delivered by both academic and professional services colleagues who volunteered as Impact Coaches to guide the students through this journey. Participants who will attend this session will be able to develop the first part of their own Impact Statement and will be shown how to incorporate purpose into their own teaching.

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

Session Type: **Symposium**
Program Session: **570** | Submission: **17970** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Building a Culture of Inclusive Innovation for Front-Line Workers

Presenter: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*
Presenter: **Sharon McIntyre**, *Humber College Institute of Technology and Advanced Learning*

Front-line workers are often excluded or marginalized in organizational research initiatives and management-backed innovation programs – (token employee surveys, digital suggestion boxes, and sporadic idea contests notwithstanding). Further, much innovation education in business schools emphasizes extraordinary people and projects – from the rapid idea spinning in tech startup incubation, to the fast-growth goals of innovation acceleration, to venture funding "pitch" labs, and case studies of "unicorn" billion-dollar valuation startup founders. However, the reality is that many of our most celebrated business innovations emerged from more ordinary efforts to address everyday needs, annoying inefficiencies, and operational pressures. Three useful business examples of this practical source of innovation are Amazon Web Services (initially addressing internal IT infrastructure inefficiencies), Shopify (crafting a streamlined e-commerce system for their online snowboard shop), and Slack (initially a simple team collaboration tool for their game design employees). Guided by this insight and grounded in participatory innovation research, this 2022 pilot of an inclusive innovation education program engaged staff at a major Canadian polytechnic to design and run an innovation program for the school's non-faculty front-line workers. Conference participants will be invited to experience three key aspects of the inclusive innovation program's workflow. The curriculum design framework and research resources will be shared. Pilot program outcomes, including triple bottom line impacts, will be provided. Next steps for implementation with industry partners will be discussed.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **571** | Submission: **11341** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Bringing Live Cases into the Classroom

Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*
Presenter: **Brent D. Beal**, *U. of Texas at Tyler*

This session will introduce case writers to the concept of live cases, clearly describe how they differ from traditional case writing, provide a step-by-step guide to creating a live case, and suggest how they are most effectively used in a classroom. Our interactive session will cover both live cases based solely on secondary data as well as those based on proprietary data provided by a live case partner company. Writing live cases with companies provides opportunities for live case writers to tailor the case to mimic real world examples, better preparing business students for scenarios they could face upon entering the workforce. Importantly, we will outline how live cases can also be done remotely.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **572** | Submission: **16071** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

How to Design a Simple, No-Code Business Simulation for $0

Presenter: **David Halliday**, *George Washington U.*

Simulations are a critical part of management education. When using simulations, students are more motivated and cognitively engaged, have more flexibility to experiment with different approaches, and better retain management concepts and context (Connoly et al., 2012; Li & Tasai, 2013; Carenys & Moya, 2016). In this teaching practicum, we will explain how to build a simple simulation, composed of only two variables, using only free widely available spreadsheet software with no software engineering required. We will walk through both the theory and practical aspects of building a simulation directly. The management simulation that we model, in real time, will show the dynamic competition between bicycle repair shops that have only two choices for investment each year: product quality or service efficiency. Participants will leave with spreadsheet instructions and a practical understanding of how to build and test a simulation that uses continuous, measurable variables.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **573** | Submission: **15108** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

The Global Classroom: Strategies to Engage Learners Who Know-It-All

Presenter: **Sharon C. Ward**, *Nanyang Technological U.*
Presenter: **Catherine Wu**, *Nanyang Technological U.*

One common challenge global leadership educators face is students who think they already know it all and who express skepticism about the knowledge presented to them. This is especially common among adult learners (e.g., MBA students) who may have accrued significant prior experience and workplace success in global environments. These learners often resist change, preferring to remain with their tried-and-true ways. While research has documented how learning interventions can increase learner confidence, it has also recognized that too much confidence can be detrimental to learning motivation and outcomes. In this workshop, we go beyond strategies to increase learner confidence and introduce evidence-based strategies to engage learners according to their unique experience and learning needs. In the first part of the workshop, we will introduce six learner profiles that we identified from a qualitative study of 100 leaders from 28 nationalities participating in a global leadership training program, and evidence-based strategies to engage these learners. Next, we will chair a roundtable session to discuss how we can use these strategies to provide more inclusive classrooms for learners with diverse levels of experience and learning needs. Finally, we will summarize key insights and learning points and formulate actionable recommendations to implement in our classrooms following the workshop.

Session Type: **Symposium**
Program Session: **574** | Submission: **13558** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Faculty-Enacted Theatrical Case Study Pedagogy for Developing Humane Managers (CANCELLED)

Presenter: **Vikas Rai Bhatnagar**, *Lal Bahadur Shastri Institute of Management, New Delhi, India*
Presenter: **Saloni Sinha**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*

In current times of reduced attention span and many sources of distractions for learners, engaging learners for developing them into humane managers who create sustainable futures is challenging. The experiences learners have in the class contribute a lot to how learners will act in the future workplace. This calls for mindfully designing the experiences of learners. Art, particularly faculty-enacted theater- based pedagogy contributes to enriching learners' experiences by engaging many senses (visual and auditory) and faculties (emotional, cultural, cognitive, and spiritual) of learners that are not made possible by case studies discussed in a prose form. This proposal demonstrates the writing of a theater-based case study, supported with detailed teaching notes, based on the reflections of the lived experience of the faculty, resulting in higher identification and involvement of faculty while discussing the case study, and enhanced engagement of students. The demonstration of pedagogy involves providing experiential learning to participants by enacting one Act and discussing a few questions with the participants. The faculty-enacted theatre case study is a low investment, ie., "no stage" act with only PowerPoint slides as props, and high returns in terms of enhanced learner engagement, aminated discussions, and resulting in constructive learning. This adult learning transformative pedagogy holds the promise of developing learners into more humane managers through the active engagement of their multiple senses and faculties and connecting them to the real world.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **575** | Submission: **13227** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Experience is the Best Teacher (But You Can Help!)

Presenter: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*

As an instructor, there are certain experiences that I know, if learners just engage in them, they will have learned something valuable, regardless of whether or not I am involved in the assessment. Given this knowledge, I designed an Experiential Learning Log for learners in an undergraduate business strategic management class to select activities that fit their interest (allowing agency and choice), complete the activities on their own (supporting autonomy and gaining experience), and then reflect on their experience. Based on Dewey's philosophical approach to learning and Kolb's theory of learning through experiences, activities in the log are aligned with learning objectives and provide learners with choices. The log can be used in large-scale or small-scale courses and overcomes many of the challenges associated with experiential learning. The log activities leverage specifications grading and mastery learning. Activities in the log are scalable, personalized, and experiential, encourage reflective behaviors, and improve overall performance in an associated business simulation. Teaching with a focus on experiential learning requires instructors to identify meaningful activities. Learning with the Experiential Learning Log supports putting the worker front and center by engaging learners in real experiences. In this session, the presenter will share the conceptual background, context, and design of the log, along with lessons learned from implementing the log. Attendees will receive access to templates, grading rubrics, and planning documents, as well as gain insight into the value learners gain from engaging in the log activities. Based on Dewey's philosophical approach to learning and Kolb's theory of learning through experiences, activities in the log are aligned with learning objectives and provide learners with choices. The log can be used in large-scale or small-scale courses and overcomes many of the challenges associated with experiential learning. The log activities leverage specifications grading and mastery learning. Activities in the log are scalable, personalized, and experiential, encourage reflective behaviors, and improve overall performance in an associated business simulation. Teaching with a focus on experiential learning requires instructors to identify meaningful activities. Learning with the Experiential Learning Log supports putting the worker front and center by engaging learners in real experiences. In this session, the presenter will share the conceptual background, context, and design of the log, along with lessons learned from implementing the log. Attendees will receive access to templates, grading rubrics, and planning documents, as well as gain insight into the value learners gain from engaging in the log activities.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **576** | Submission: **14383** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Redesigning a Course with Higher-Level Thinking Course Objectives (CANCELLED)

Presenter: **Frank Lee**, *Georgia State U., J. Mack Robinson College of Business*

Artificial Intelligence (AI) is an emerging technological domain altering every aspect of our social interactions. AI has begun producing enormous teaching and learning solutions that facilitate teaching and learning. Integrating AI technology solutions into academics can benefit both educators and students. Using AI solutions in the classroom may reduce lower-level thinking in-class activities, so faculty can spend their efforts on activities that require higher-level thinking. AI can also assist students in recognizing their areas of weakness and strengths and identify areas of specialization where they can provide maximum impact. Most educators use the Revised Bloom's Taxonomy to determine the thinking level of objectives, assessment, and instruction. The key to creating higher-level objectives, instruction, and assessment is understanding the cognitive processes that students experience when interacting with the content or curriculum. According to Bloom's taxonomy, it's critical to start from the bottom level and work your way up in any learning environment. Redesigning a course with higher-level thinking course objectives by integrating AI solutions can be a great way to improve the quality of learning. This presentation will provide insight into the future direction of integrating AI into the higher education curriculum by demonstrating and sharing the practice of redesigning a course with higher-level thinking course objectives.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **577** | Submission: **12313** | Sponsor(s): **(CM)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 12:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Belvidere Ballroom**

Conflict Management Division Doctoral and Post-Doctoral Consortium

Organizer: **Ming-Hong Tsai**, *Singapore Management U.*
Panelist: **Jimena Ramirez Marin**, *IESEG School of Management (LEM-CNRS 9221)*
Panelist: **Julia Bear**, *Stony Brook U.-State U. of New York*
Panelist: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Panelist: **Qi Zhang**, *Oregon State U.*
Panelist: **Matthew A. Cronin**, *George Mason U.*
Panelist: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Panelist: **Bruce Barry**, *Vanderbilt U.*
Panelist: **Teodora Tomova Shakur**, *Texas Christian U.*
Panelist: **Zahra Heydarifard**, *Bryant U.*
Panelist: **Jonathan Lee**, *U. of Minnesota Duluth*
Panelist: **Michael Gross**, *Colorado State U.*

This Conflict Management Division doctoral and post-doctoral consortium is designed for those interested in developing an academic identity, thinking more strategically about the research process, planning for the job market, and transitioning to faculty. Specifically, we will focus on five main topics important for successfully completing a doctoral or post-doctoral program and launching an academic career: 1) becoming a conflict management and negotiations scholar, 2) managing the dissertation and publication process (for students), 3) managing research and teaching (for post- docs), 4) preparing for the job market, and 5) transitioning to becoming faculty. The PDW will be led by a mix of early, mid-career, and senior scholars, each offering their unique perspective. There will also be a segment led by 6) the AOM Ethics Education Committee. The format will include short presentations, Q&A, and small group discussions.

Please register here: https://forms.gle/1YpcJrn4MEB8NuLr7

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

Session Type: **Meeting**
Program Session: **578** | Submission: **19912** | Sponsor(s): **(HCM)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

HCM Executive Committee Meeting

Division Chair: **Kristine Ria Hearld**, *U. of Alabama, Birmingham*
Division Chair-Elect: **Cheryl Rathert**, *Saint Louis U.*
Program Chair: **Nicholas Edwardson**, *U. of New Mexico*
Professional Development Workshop Chair: **Deirdre McCaughey**, *U. of Calgary*
Past Director: **Brian Hilligoss**, *U. of Arizona*

Executive Committee meeting for the officers, committee chairs, and committee members of the HCM Division.

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

Session Type: **PDW Workshop**
Program Session: **579** | Submission: **12523** | Sponsor(s): **(OB, CAR, DEI, HR, MED, STR)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

We Got by With a Little Help: Perspectives on the Academic Job Market

Organizer: **I-Heng Wu**, *U. of South Alabama*
Organizer: **Daniya Kamran-Morley**, *U. of Pittsburgh*
Speaker: **Daniel Andrews**, *Georgia State U.*
Speaker: **Stav Atir**, *U. of Wisconsin-Madison*
Panelist: **Andrew A. Bennett**, *Old Dominion U.*
Discussant: **Sherry (Qiang) Fu**, *Colorado State U.*
Panelist: **Erik Gonzalez-Mule**, *Indiana U.*
Discussant: **Truit Gray**, *Bowling Green State U.*
Discussant: **Luke Hedden**, *U. of Miami*
Discussant: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*
Discussant: **Remy E. Jennings**, *Florida State U.*
Speaker: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Panelist: **John Lynch**, *U. of Illinois at Chicago*
Panelist: **Fadel Khalil Matta**, *U. of Georgia*
Speaker: **Jieun Pai**, *U. of Virginia*
Discussant: **Jill Waymire Paine**, *IE Business School*
Discussant: **Hyunsun Park**, *Georgia Tech Scheller College of Business*
Discussant: **Ashley Yerves Roccapriore**, *Auburn U.*
Discussant: **Manuel J. Vaulont**, *Northeastern U.*
Speaker: **Wei Wang**, *U. of Manitoba*
Discussant: **Miranda Welbourne Eleazar**, *U. of Iowa*
Discussant: **Taiyi Yan**, *UCL School of Management*
Discussant: **Matthew Yeaton**, *HEC Paris*

This workshop has been an asset to the job-seeking community at Academy of Management for the last three years and strives to continue the tradition of providing crucial knowledge and timely insight to those hoping to broaden and deepen their knowledge about the academic job market. The PDW will consist of three parts: 1) presentations by academics who recently and successfully navigated the job market on best practices and recommendations; 2) a panel consisting of faculty who serve on their schools' search committees on their experiences reviewing candidate applications; and 3) roundtable discussions for an informal deep-dive into relevant market-related topics such as dissertation completion, creating a support system, balancing family needs, and international considerations. In addition to advancing understanding of job market topics, the workshop has been designed to create an interactive and inclusive space for prospective job seekers to connect with each other before, during, and after the conference. Pre-registration will be required.

Due to limited capacity, those interested in participating in this PDW must apply for a spot using the following link: https://forms.gle/icWFveD2R62kE2FJ8. All are welcome to apply, however, because spots are limited we will be prioritizing those applicants who: (a) are late-stage doctoral students, (b) who have not participated in this PDW before, (c) who are currently on the job market, and (d) who are members of the sponsoring or supporting division(s). If you have any questions, please email the PDW organizers: Ray Wu (i-hengwu@southalabama.edu) or Daniya Kamran-Morley (dak173@pitt.edu).

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **580** | Submission: **19938** | Sponsor(s): **(ODC)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon AB**

ODC Junior Faculty Consortium

Organizer: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*
Organizer: **Laura Fey**, *Doctoral Student*
Organizer: **Jill Waymire Paine**, *IE Business School*
Organizer: **Richard W. Stackman**, *U. of San Francisco*
Organizer: **Feirong Yuan**, *U. of Houston, Victoria*

The ODC Junior Faculty Consortium is a developmental opportunity for junior faculty who are working in the areas of organizational development and change. Pre-registration is required. Please email rwstackman@usfca.edu

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **581** | Submission: **19936** | Sponsor(s): **(ODC)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

ODC Doctoral Student Consortium

Organizer: **Richard W. Stackman**, *U. of San Francisco*
Organizer: **Laura Fey**, *Doctoral Student*
Organizer: **Jill Waymire Paine**, *IE Business School*
Organizer: **Feirong Yuan**, *U. of Houston, Victoria*

The ODC Doctoral Student Consortium is a developmental opportunity for doctoral students who are working in the areas of organizational development and change. Pre-registration is required. Email Richard Stackman at rwstackman@usfca.edu.

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

Session Type: **Social Event**
Program Session: **582** | Submission: **20092** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 10:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

AMJ Editorial Review Board

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

By invitation only

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **583** | Submission: **19921** | Sponsor(s): **(DEI)**
Scheduled: **Sunday, Aug 6 2023 9:30AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

DEI Executive Committee Meeting

Program Chair: **Florence Villeseche**, *Copenhagen Business School*
Division Chair: **Eddy S. Ng**, *Queen's U.*
Division Chair-Elect: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Professional Development Workshop Chair: **Sujana Adapa**, *Associate Professor*
Past Director: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Kristin Burton**, *Purdue U. Northwest*
Participant: **Judith A Clair**, *Boston College*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Participant: **Waheeda Lillevik**, *College of New Jersey*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Participant: **Darryl Rice**, *Miami U.*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Raymond Trau**, *Macquarie U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Ny Mia Tran**, *Springfield College, MA*
Participant: **Kayla Follmer**, *West Virginia U.*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Farnaz Ghaedipour**, *Stanford U.*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Yang Yang**, *Rowan U.*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*

DEI Executive Committee Meeting

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

Session Type: **PDW Workshop**
Program Session: **584** | Submission: **16991** | Sponsor(s): **(OB, HR, CAR, ODC, CTO)**
Scheduled: **Sunday, Aug 6 2023 9:30AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

How to Manage Academic Collaborations: Tips and Strategies from Team Scholars (4th Annual)

Organizer: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*
Organizer: **Stefan Berger**, *U. of Groningen*
Organizer: **Hendrik Johan Van De Brake**, *U. of Groningen*
Speaker: **Astrid Carlotta Homan**, *U. of Amsterdam*
Speaker: **Leslie A. DeChurch**, *Northwestern U.*
Speaker: **Steve W J Kozlowski**, *U. of South Florida*
Discussant: **Deborah Ancona**, *Massachusetts Institute of Technology*

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

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **585** | Submission: **10362** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Teaching in and about Web3: Virtual Worlds, AI and Blockchain

Presenter: **Ted Ladd**, *Hult International Business School*

Virtual worlds and artificial intelligence empower increasingly complex interactions between humans and machines. This technology – collectively known as Web3 – provides a potentially enormous opportunity for business professionals, for business students, and for business educators. However, these same technologies pose challenges for teachers attempting to illustrate, explain, and apply these ideas to students. This session demonstrates several of these technologies live, along with some brief non-technological explanations. Together, we will discuss the opportunities and challenges for teaching in and/or about Web3.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **586** | Submission: **10823** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Profiting Students: Project-Based Learning in an Entrepreneurship Course

Presenter: **Steven Austin Stovall**, *Southeast Missouri State U.*
Presenter: **Edward Andrew Crowley**, *Southeast Missouri State U.*

Teaching entrepreneurship in a classroom setting is fraught with challenges. It is easy to lecture on topics such as ideation, start-up financing, operations, and exit strategies, but it is never the same learning experience as actually engaging in these activities. Further, the retention of material from the course is usually applied only to a series of exams or a business plan for an imaginary company – and rarely retained once the course ends. To provide a rich, hands-on learning experience, one Midwestern university implemented a project-based activity across multiple sections of the Principles of Entrepreneurship course. In this activity, the entire class worked together to build a business from start to finish. They were also able to share in the profits made from their venture – thus profiting in real dollars, but also profiting from the learning experience. This workshop explores how the project was developed and implemented as well as how seed money was garnered to provide initial funding. The presenters will also discuss both challenges and successes of the activity. Finally, data collected from students upon completion of the course will demonstrate what students learned and liked/disliked about the project.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **587** | Submission: **11402** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Finding and Creating Experiential Learning Activities for your Classroom

Presenter: **Vicki L. Taylor**, *Shippensburg U.*
Presenter: **Karen MacMillan**, *U. of Western Ontario*

Although many educators are convinced of the benefits of experiential learning and are interested in including such activities in the classroom, they may lack the resources needed to incorporate experiential activities into their teaching practice. This session offers participants a path to designing and implementing experiential learning activities that fulfill specific course learning objectives. Experienced experiential educators will guide participants working in groups through the process of finding, creating, aligning, and debriefing experiential learning activities intended to meet targeted learning objectives. This session will interest members from every division and interest group in the Academy – anyone motivated to improve teaching outcomes through experiential learning.

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

Session Type: **Symposium**
Program Session: **588** | Submission: **12113** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Design Sprints, Writing Retreats and Mindfulness: Energising Learning Communities

Presenter: **Anna Holland**, *U. of Surrey*
Presenter: **Christine Rivers**, *U. of Surrey*

Falling levels of in person student attendance has been challenging for Higher Education Institutions even before the recent impact of the Covid19 pandemic (Oldfield et al, 2017; Sloan et al, 2020). While reduced attendance was understandable due to pandemic and social distancing measures, it is noticeable this continues to be problematic, specifically in Business and Management subjects with lesser need for in person labs or practicals. Thus, learning and teaching has become a fragmented blended-learning experience with a reduced sense of social interaction (Sadeghi, 2019), belonging and an almost absent learning community. In conversations students expressed they feel anxious, less motivated and confident to study on their own, feelings often compounded by a sense of loneliness (Händel et al, 2020), leading us to consider how, as educators, we could facilitate community building in our teaching and learning practice. In this symposium we introduce three alternative and interactive techniques: design sprints, writing retreats and mindfulness sessions. The purpose of designing these sessions was to create a learning community by focusing on increasing emotional energy and interaction (Collins, 2005), and learning together. Initial findings showed that students felt more motivated to learn. They felt energised mentally, physically, and emotionally reducing feelings of anxiety and loneliness. The sessions were well attended in contrast to the regular lectures and seminars, which was surprising yet confirmed the need for learning together as part of a community. We invite participants to explore how they could integrate such approaches in their own teaching practice.

Session Type: **Symposium**
Program Session: **589** | Submission: **16020** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Hybrid Teaching For an International And Culturally Diverse Audience

Organizer: **Katarzyna Bachnik**, *Hult International Business School*
Organizer: **Pamela Campagna**, *Hult International Business School*
Organizer: **Robert Neer**, *Hult International Business School*
Organizer: **Rajendra Shirole**, *Hult International Business School*

Considering that COVID-19 continues to mutate, hybrid teaching can no longer be viewed as a temporary format for delivering business education. If we assume that this is as valid a format as in person, or fully online learning, it makes sense to uncover its full potential, and associated risks. The aim of the session is to share best practices from our experience with hybrid teaching dating back to September 2020. Over the past two years, we have designed, implemented, and tested multiple approaches to identify the most efficient and interactive hybrid learning techniques. Our efforts have been rewarded by strong course evaluations and positive student feedback. We believe that when designing and launching courses, we must always consider the nature of our audience. This is particularly true when, as in our case, 85% of our student body is from outside the United States. International and cultural diversity plays a central role in our course design and delivery. Thus, the practices we will discuss in our session capture diversity and inclusion from both cultural and geographic perspectives. The structure of our session will therefore address both the hybrid and international dimensions of online teaching.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **590** | Submission: **19295** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Gardening: a New Way of Soft Skills Development for Entrepreneurship Teachers?

Presenter: **Christian Makaya**, *CEROS - U. of Paris Nanterre*

Research conducted on the role of entrepreneurship teachers indicates an evolution from the transmissive posture to a posture of support, mentoring and facilitation of access to resources and networks and a lack of professional training for them (Neck & Corbett, 2018). This new posture implies greater individualization of the relationship with learners and more interactions within the classroom and with counterparts during the course. The aim of this TLC session is to explore how teachers can develop skills in interaction management and adapt to this new role. This exploration is based on the metaphor of the "teacher gardener" proposed by Carrier (2009) in her study on alternative entrepreneurial education strategies: "the teacher must stop seeing himself as a transmitter and instead learn to become a good gardener." The attendants will be invited to co-build a conceptual analysis on what we currently know about the role of the gardener while cultivating a garden, guided by an animator. The animator will give restitutions on interviews of 10 gardeners and the attendants will be invited to identify analogies and potential links between the concepts emerging from the interviews and entrepreneurship education tools, teaching strategies and postures. They will finally be invited to draw the profile of the "teacher gardener" and identify concrete potential practices of soft skills development for entrepreneurship teachers that can emerge from the practice of gardening.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **591** | Submission: **17918** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

The “Good Enough” Tutor: Winicottian Psychodynamics to Support Entrepreneurship Education Coaching

Presenter: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*
Presenter: **Sandrine LE PONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Presenter: **Stéphane Foliard**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*

The purpose of this workshop is to discover the ‘Good enough tutor’ wheel through practice to both: - support Entrepreneurship teachers/coaches in their professional development by using a tool to identify the good enough coaching styles linked with the typical events and emotions lived by the nascent entrepreneur coached; - support nascent entrepreneurs in the development of KSAs and competences involved in their entrepreneurial experience. The PDW make the participants experiment four activities: 1/ Activity 1: Understand coaching postures and styles Short presentation of the ‘Good enough tutor’ wheel. 2/ Activity 2: Identify proper coaching posture Individual testimonials analysis using the ‘Good enough tutor’ wheel (3 short videos combining coaches and coachees point of view). 3/ Activity 3: Identify individual ‘natural’ coaching posture style Presentation of ‘The Good enough tutor styles test’. 4/ Integration Finally, the participants are working on how to integrate this tool to their professional practice. Expected Outcomes - Understand the main principles and challenges of teamwork; - Turn student group into teams thanks to learning situations supporting teamwork KSAs and competences by using various types of tools (tests, card games…); - Elaborate a formal feedback for students regarding their individual teamwork softskills - Support the professional development of teachers working with student groups/teams

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **592** | Submission: **15951** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Back (From) the Future: Incorporating Futures into Entrepreneurship and Innovation Disciplines

Organizer: **Charles Kirschbaum**, *Insper Institute of Education and Research*
Presenter: **Lawrence Aronhime**, *Johns Hopkins U.*
Presenter: **Alexander Cocron**, *Johns Hopkins U.*
Presenter: **Flavia Piazza**, *Insper Institute of Education and Research*

Recent applications of Problem-Based learning to Entrepreneurship, Innovation and Product Development disciplines have assumed that innovators and designers imagine proximate and distant futures, thereby avoiding presentist bias. This proposal addresses the need of reemphasizing future thinking within these disciplines. This effort entails several challenges throughout the teaching and learning processes. Instructors will need to adapt their problem-based learning tools, processes and curricula to articulate proximate and distant projected futures. Further, they will need to engage students in creatively projecting distant futures in order to detect problems worth solving. Finally, instructors will support students in developing the skills in bridging distant projected futures to present actions. The session entails understanding the relationship between identification of trends and recognition of problems worth solving; discussing the challenges in adopting an imagined future perspective within Entrepreneurship, Innovation, and Product Development disciplines; sharing past experiences tested at Management and Engineering courses.

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

Session Type: **Symposium**
Program Session: **593** | Submission: **13023** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Developing Students' Professional Skills through Authentic Learning and Assessment.

Presenter: **Georgy Petrov**, *Queen Mary U. of London*

This interactive session discusses the design of authentic learning and assessment in partnership with real employers, and the value this approach can bring to the development of students' academic and professional skills. Drawing on our experiences of working with employers and first year Business and Management undergraduate students at Queen Mary University of London we demonstrate that embedding authentic tasks and assessments in learning and teaching enables students to become independent and confident learners. Furthermore, through working on tasks from and in partnership with real employers students begin to apply their theoretical knowledge to the 'world of work', and by doing so start developing professional attributes, skills and competencies early on in their studies. The session outlines our theoretical and practical approaches to authentic learning, our reflections and key takeaways.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **594** | Submission: **12210** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Futures Studies for Sustainability: A New Approach to Management Education

Presenter: **Marina Anna Schmitz**, *IEDC-Bled School of Management*
Presenter: **Miguel Cordova**, *Pontificia U. Católica de Perú*

Management education needs to equip students with adequate methods, skills, and competencies to deal with complexity and uncertainty. By integrating courses such as "The Futures of Business" in the curriculum, students and lecturers go beyond critically reflecting the status quo (i.e., various problems in specific industries) by exploring probable, possible, and preferable visions and working towards the implementation of these respective futures. In this workshop, we will provide insights into the journey of the different "futures literacy laboratory (FLL) methodology" phases and deliver further application possibilities. Navigating through these phases provides participants with fertile ground to create compelling narratives for sustainable business development by learning about and experiencing selected exercises reaching from trends analysis, foresight, and scenario planning to backcasting and prototyping and how to combine these with workshop elements such as, e.g., improv and Lego® Serious Play®.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **595** | Submission: **15013** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 9:45AM - 10:45AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

The Global Classroom: Developing Cultural Intelligence through Podcasting

Presenter: **Catherine Wu**, *Nanyang Technological U.*
Presenter: **Hui Teng Hoo**, *Nanyang Technological U.*

For years, podcasting has been a popular tool in education. As more educators move away from written assignments due to the integrity threats posed by the emergence of AI supported writing tool such as ChatGPT, the interest in podcasting in education will only continue to grow. There are many benefits to involving students in podcasting for communication skills and engagement. In international and culturally diverse classrooms, we believe that podcasting can also be used to develop soft-skills such as cultural intelligence—the capability to work effectively in culturally diverse settings. In this workshop, we will share how we have introduced podcasting in our own teaching to help students translate intercultural experience into cultural intelligence. The workshop will have three parts. In part one, we will present three podcasting assignments that we have used in our classes. In part two, we will guide participants through the technical steps of creating a podcast. In part three, we will allocate time to answer questions on podcasting for education. Participants joining this workshop will walk away with three templates of podcast assignments to use in their classes and a practical guide for creating podcasts.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **596** | Submission: **19983** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Ethics Forum: Unions and Graduate Student Work

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Organizer: **Jessica Peck**, *Cleveland State U.*

In the spirit of this year's theme of "Putting the Worker Front and Center," and the AOM Code of Ethics which requires us to build trust, avoid harm, and recognize individual dignity and merit, the Ethics Education Committee will focus this session on helping graduate students navigate unionized and non-unionized workplaces. Although unionization in the United States is at an all-time low, unionization within public universities remains high and recently there have been increased unionization efforts among graduate students. This forum will focus on some of the differences in unionized and non-unionized environments for graduate students as well as for faculty members. The goal of this in-person session is to promote a better understanding of what students can expect, particularly when on the job market and interviewing at both unionized and non-unionized workplaces. We hope this session will leave graduate students feeling more informed about both environments when seeking employment.

Session Type: **Symposium**
Program Session: **597** | Submission: **12780** | Sponsor(s): **(AAT, MSR)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Empowering Diverse Workers through Conscious Leader Sunita Singh Sengupta & Payal Kumar

Session Chair: **SUNITA SINGH SENGUPTA**, *Professor Faculty of Management Studies U. of Delhi*
Moderator: **Payal Kumar**, *Indian school of hospitality*
Panelist: **Arup Varma**, *Loyola U. Chicago*
Panelist: **Meredith A. Newman**, *Florida International U.*
Panelist: **Ashish Malik**, *Newcastle U. Business School*
Panelist: **Jon P. Briscoe**, *Northern Illinois U.*

The changed global scenario because of COVID -19 has put challenges before business leaders. The pandemic taught us the importance of wellbeing of the employees and the great resignation movement has also put the workers in the front as lots of people are leaving jobs because they want more fulfillment in life and they are looking for different personal and career directions. Conscious Leadership is based on higher human possibilities and creates an environment of work that is 'inclusive' and 'worker-centric.' The Conscious Leader is an integral leader who is ethically and spiritually mature…able to understand inherent interconnections with others, awareness of the unity in all living things resulting in the care and concern for all. (Pappas, 2010; Singh Sengupta, 2021). For decades literature has placed the leader at the centre of the model of leadership, be it trait theory, charismatic theory, or transformational leadership. Only recently the 'other' actor - namely the follower or the worker - has become a focus of scholarly work (Baker, 2007; Bligh, 2011), and yet even then the follower is seen as a recipient of a leader's influence rather than an organizational agent in his own right (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). Even the word 'follower' subservience and passivity, rather than free agency. After decades of leadership-centric research, there appears to be more and more interest in worker-centric literature, for example, the 5 volumes produced in the series Palgrave Studies in Leadership and Followership (Kumar, 2017) had 95,000 chapter downloads. Increasingly, studies acknowledged that the worker identity is not necessarily static and is more multifaceted than was earlier presumed (Collinson, 2006). Furthermore, one aspect that leader-centric literature perhaps does not consider is that there is an interrelation between the leader and the worker in which both can and do impact each other: it is not only the leader that influences the worker but there is an upward influence also at play in organizations, in which there is sense-making at different levels of the hierarchy. "Clearly, it is difficult to separate the roles of authentic follower and authentic leader from the processes whereby individuals who occupy these roles." (Gardner, W. L. 2017). The workers are no longer silent recipients of orders, they want to be a partner. The facilitative uses of power enable to the creation of a worker-centric organizational culture. Marry Parker Follett's management theory (Fox 1968) talks about Power With, i.e., instead of establishing a strict hierarchy and delegating power to specific individuals over others, Follett believed that workers should practice co-active power. Powering with their team is better than power over them; this way, each member feels just as valued as the next. When leaders and workers operate from a deep awareness of their consciousness – they naturally behave responsibly beyond what appears to be their own self-interest (Singh Sengupta, 2001; 2007, p. 11). The high-performing organization is reported to have high people alignment and high people engagement. Organizations today need to create a culture of love and truth for wellness and happiness at the workplace so that people flourish together by helping and nurturing each other. The question arises how can we have a HUMAN framework of leadership in the workplace that binds all irrespective of what their personal beliefs and perceptions are? How can we align and engage each and every employee to work towards a common goal with the same enthusiasm and effort? How can we dig deep into human consciousness and find the common meaning and purpose that puts that human advancement and mutual growth at the forefront? The challenge is to focus on pure human consciousness and find the elements that make us human and bring us together as a collective force. Therefore, the purpose of this Panel Symposium is to engage a group of panelists in a formal, moderated, interactive discussion of (1) the context of empowering a diverse workforce and the role of conscious leadership; (2) the panelists' interpretation of them; (3) the relationships among them; (4) the implications of their use in a culturally diverse work environment; and (5) how they can be measured.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **598** | Submission: **16177** | Sponsor(s): **(AAT, OB)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

Sounding Off for Social Good: An Examination of Voice Behaviors for Social and Moral Issues

Organizer: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Organizer: **Preeti Vani**, *Stanford Graduate School of Business*
Discussant: **Dave Mayer**, *U. of Michigan, Ross School of Business*
Presenter: **Zachariah Berry**, *Cornell U.*
Presenter: **Merrick Osborne**, *Haas School of Business, UC Berkeley*
Presenter: **Mohammad Atari**, *Harvard U.*
Presenter: **Morteza Dehghani**, *U. of Southern California*

Voice is a critical mechanism through which organizations can address important issues in organizations. As such, it seems relevant to understand voice pertaining to social and moral issues to understand how organizations can address and improve matters ranging from diversity, equity, and inclusion (DEI) to organizational misconduct. To this end, the focus of this symposium is to understand the circumstances that encourage or discourage employees from speaking up about social and moral issues in the workplace, as well as the circumstances under which employees view themselves and others positively (or negatively) after voicing their thoughts and concerns about social and moral issues. The projects collectively focus on two key stakeholders related to voice behaviors—voice actors (i.e., individuals who use their voice) and voice bystanders (i.e., individuals who witness and make judgments about others who use their voice). Through these presentations, we hope to deepen our understanding of how social and moral issues are addressed in organizations through voice behaviors.

Prospective Allies' Willingness to Engage in Allyship Behavior

Author: **Preeti Vani**, *Stanford Graduate School of Business*

When and Why Economic Frames Have Negative Effects on Leaders' Support for Social Equity Issues

Author: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*

The Unexpected Burden of Loyalty

Author: **Zachariah Berry**, *Cornell U.*

Enforcing Moral Values in Morally Diverse Communities

Author: **Merrick Osborne**, *Haas School of Business, UC Berkeley*
Author: **Mohammad Atari**, *Harvard U.*
Author: **Morteza Dehghani**, *U. of Southern California*

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **599** | Submission: **12240** | Sponsor(s): **(AFAM)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 12:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

AFAM Executive Board Meeting

Participant: **Samuel Aryee**, *U. of Surrey*

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **600** | Submission: **10738** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

The Employees of Self-Managing Organizations: Free as a Bird, Chained to the Ground, or in Between?

Organizer: **Julian Jonathan Markus**, *WU Vienna*
Organizer: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

Self-managing organizations (SMOs) are radically decentralized and flat entities that provide high freedom and flexibility to employees. Research has shown contradictory results regarding the experiences of SMO workers. Therefore, robust empirical evidence is needed. This caucus aims to connect members and encourage the development of research ideas and opportunities.

For any questions regarding the topic, discussions, caucus format, and your participation, please feel free to contact Julian Jonathan Markus at julian.jonathan.markus@wu.ac.at. We look forward to hosting you at the caucus!

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **601** | Submission: **11876** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Building A Micro-Community for Studying Virtual and Remote Work

Organizer: **Barbara Zepp Larson**, *Northeastern U.*
Organizer: **Erin E. Makarius**, *U. of Akron*
Speaker: **N. Sharon Hill**, *George Washington U.*
Speaker: **Elana Feldman**, *UMass Lowell*
Speaker: **Daniya Kamran-Morley**, *U. of Pittsburgh*

Virtual and remote work scholarship is growing, and has accelerated dramatically in recent years. Yet this research spans a wide range of domains and disciplines, and therefore can be siloed. This Caucus connects researchers across AOM divisions to initiate a virtual/remote work micro-community to foster collaboration and advance the field.

This interactive caucus will allow researchers studying different aspects of virtual/remote work to learn about the broader field and network outside their traditional research communities. Participants will help shape a plan for a micro-community representing the interests of virtual/remote work scholars across the Academy.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **602** | Submission: **13191** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Platform Workers' Voice Management Practices

Organizer: **Maria Kapsali**, *UWE Bristol*
Organizer: **Rea Prouska**, *London South Bank U.*

This Caucus addresses this year's Academy of Management "Putting the Worker Front and Center" conference theme as it brings the emerging topic of platform workers' voice at the forefront of academic debate. The discussion is planned to encourage the free exchange of ideas with the aim to expand collaboration and create a community that works to this topic.

The aim of this Caucus is to encourage the development of a community that creates new ideas about voice in non-traditional employment relationships that take place in the digital environment. In this Caucus, we will, first, discuss the lack of conceptualization of a digital employment relationship that now involves a triad between worker-platform-client rather than the traditional 'employee-employer' relationship; second, problematize the meaning of 'voice' for platform workers; and third, debate the role of HR in creating voice avenues for these workers.

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

Session Type: **PDW Workshop**
Program Session: **603** | Submission: **18562** | Sponsor(s): **(CTO, TIM)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

AI in the WIld

Organizer: **Alan Zhang**, *MIT Sloan School of Management*
Organizer: **Hila Lifshitz-Assaf**, *Warwick Business School*
Organizer: **Aron Lindberg**, *Stevens Institute of Technology*
Organizer: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Melissa Valentine**, *Stanford U.*
Participant: **Stefan Seidel**, *U. of Cologne*
Participant: **Sebastian Krakowski**, *Stockholm School of Economics*
Participant: **Marleen Huysman**, *Vrije U. Amsterdam*

Artificial intelligence (AI) is increasingly common and important across multiple industries, in settings as varied as drug development, healthcare, music composition, and food production. Constantly advancing in its capabilities, AI can generate knowledge and perform activities on par with, if not surpassing, humans in many domains, as it increasingly informates, automates, augments, alters, and creatively generates key aspects of work. This is to say, AI can do more than assist, as most technologies do; rather, AI-based technologies can be fully agentic contributors to work done across contemporary organizations, producing contributions beyond what previously was thought possible. Consequently, there is generally widespread hope that AI can and will improve how work is done, but whether this comes to pass in practice will depend on how practitioners engage with AI and the tools, technologies, and information systems that constitute them. Hence, we need to understand how AI is developed and used "in the wild." In this PDW, we seek to examine the development and use of AI in several different work settings and domains of work. Through presentations of empirical work, group discussions, and conversations with a panel of senior scholars, this workshop is intended to contribute a nuanced and grounded view of the opportunities and obstacles to using AI in practice.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **604** | Submission: **21189** | Sponsor(s): **(EXH)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Booth 516**

Join De Gruyter and authors Rikke Nielsen and Danielle Bjerre Lyndgaard to celebrate the launch of Navigating Leadership Paradox

Coordinator: **Heather Goss**, *De Gruyter*

Don't miss the launch of the new book, "Navigating Leadership Paradox: Engaging Paradoxical Thinking in Practice" with co-authors Rikke Nielsen and Danielle Bjerre Lyndgaard. Learn about their expertise in leadership and management and join us for a toast at this special celebration. Copies will be for sale at a special discount you cannot beat! "Navigating Leadership Paradox" is the latest in the De Gruyter series, Transformative Thinking and Practice of Leadership and Its Development.

KEY TO SYMBOLS

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

Session Type: Showcase Symposium
Program Session: **605** | Submission: **12716** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Talent Management Café: Exploring Priorities for Future Research in Macro Talent Management

Presenter: **Shaista Ehsan Khilji**, *George Washington U.*
Presenter: **Karin A. King**, *London School of Economics*
Presenter: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Presenter: **Vlad Vaiman**, *California Lutheran U.*

Macro Talent Management (MTM), a stream of research emerging within the field of scholarly Talent Management (TM) literature, has been described as the talent systems which exist nationally and globally (Khilji, Tarique & Schuler 2015) at the macro level. Micro talent management, the management of talent which takes place at the firm level, is heavily influenced by the macro talent context, process and conditions. Adopting a nested systems approach (King & Vaiman 2018), scholars have argued that the interaction of the micro-macro talent systems creates both strategic opportunity and potential risks or constraints to the effectiveness of firm-level strategic management of human capital through talent management (King & Vaiman 2019). Scholars have argued that MTM offers opportunities for increased management agency in leveraging talent as a strategic human capital resource (King & Vaiman 2019). Management effectiveness can be supported through deeper understanding as to how the micro-macro systems interact and thereby what levers are available and have utility for management to employ in seeking to optimize talent management at the firm level, existing within one or more macro talent contexts in which the firm operates nationally and globally. To develop the macro level talent management literature, further research is needed. Consistent with this year's Academy Meeting theme – Putting the Worker Front and Center – this presenter symposium considers the talent which is at the heart of business performance, innovation, and advantage through presenting compelling views as to what we know about macro talent management and where future research offers potential to address some of the most compelling questions in this topic. This symposium brings together leading scholars in macro talent management for a series of presentations which raise questions of key priority to the development of knowledge in the MTM field followed by informal and interactive Café-style roundtable discussions which will sharpen our focus on priorities towards advancing research in MTM.

Talent Management Café: Exploring Priorities for Future Research in Macro Talent Management

Author: **Shaista Ehsan Khilji**, *George Washington U.*
Author: **Karin A. King**, *London School of Economics*
Author: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Author: **Vlad Vaiman**, *California Lutheran U.*

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

Session Type: **Plenary Session**
Program Session: **606** | Submission: **19866** | Sponsor(s): **(MH)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

A Potent New Vein of Research: The History of Entrepreneurship

Coordinator: **Jeffrey Muldoon**, *Emporia State U.*
Participant: **Derek Lidow**, *Princeton U.*
Participant: **Howard Aldrich**, *U. of North Carolina*
Participant: **Daniel Wadhwani**, *U. of Southern California*
Participant: **William B. Gartner**, *Babson College*

The recent assembly and analysis of artifacts concerning the emergence and evolution of entrepreneurial impact on society has led to the publication of conclusions that challenge core tenants of management history. These challenges include ‘where’, ‘when’, and ‘how’ entrepreneurship emerged as a distinct behavior, distinctions between entrepreneurial and managerial motivations and actions, critical differences between the innovation generated under entrepreneurial leadership and that caused under professional management, crucial differences between the frequency and magnitude of unintended consequences developed by entrepreneurial leaders and professionally managed organizations, among others. The panel will discuss and debate the relevance of these challenges and suggest fertile avenues for future research.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **607** | Submission: **16919** | Sponsor(s): **(OB, MOC, IM)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Leadership in a Multicultural World: Developing and Identifying Effective Leaders on a Global Stage

Organizer: **Shiyu Yang**, *Texas A&M International U.*
Organizer: **Jackson Lu**, *MIT Sloan School of Management*
Discussant: **Jennifer Chatman**, *U. of California, Berkeley*
Presenter: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Participant: **Carolyn Egri**, *Simon Fraser U.*
Participant: **Peter W. Dorfman**, *New Mexico State U.*
Participant: **Richard Cotton**, *U. of Victoria*
Presenter: **Ya-Ru Chen**, *Cornell U.*
Participant: **Jean SK Lee**, *China Europe International Business School (CEIBS)*
Participant: **Joel Brockner**, *Columbia U.*
Presenter: **Xiao-Ping Chen**, *U. of Washington*
Participant: **Misha Mariam**, *U. of Washington, Bothell*
Participant: **Xiaoran Hu**, *London School of Economics and Political Science*
Presenter: **Shiyu Yang**, *Texas A&M International U.*
Participant: **Qiongjing Hu**, *Zhejiang U.*
Participant: **Jihyeon Kim**, *Purdue U.*
Participant: **Jackson Lu**, *MIT Sloan School of Management*

What does it take to be an effective leader? This is a fundamental question that intrigues management scholars across the world. Featuring four papers by research teams from 14 different institutions across four countries (i.e., Canada, China, the UK, the US), the proposed symposium aims to advance discussions on the cultural determinants of effective leadership with a focus on three interconnected themes: (1) the changing dynamics of globalization, (2) cultural differences in effective leadership, and (3) universality of effective leadership across culture. By incorporating theories and evidence from multiple levels (societal level, team level, individual level), diverse contexts, and mixed methodologies, the present symposium offers important theoretical and practical insights into the development and identification of effective leaders on a global stage.

GLOBE 2020: Preliminary Findings on Leadership Across 134 Countries

Author: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Author: **Carolyn Egri**, *Simon Fraser U.*
Author: **Peter W. Dorfman**, *New Mexico State U.*
Author: **Richard Cotton**, *U. of Victoria*

Leader Effectiveness in Multicultural Teams: Global Identity, Culture Status, Warmth, and Competence

Author: **Ya-Ru Chen**, *Cornell U.*
Author: **Jean SK Lee**, *China Europe International Business School (CEIBS)*
Author: **Joel Brockner**, *Columbia U.*

From Communication Style to Leadership Potential: A Cross-Cultural Study on China and the U.S.

Author: **Xiao-Ping Chen**, *U. of Washington*
Author: **Misha Mariam**, *U. of Washington, Bothell*
Author: **Xiaoran Hu**, *London School of Economics and Political Science*

Leaders on a Moral Pedestal: How Culture Influences Implicit Theories of Leaders' Personal Morality

Author: **Shiyu Yang**, *Texas A&M International U.*
Author: **Qiongjing Hu**, *Zhejiang U.*
Author: **Jihyeon Kim**, *Purdue U.*
Author: **Jackson Lu**, *MIT Sloan School of Management*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **608** | Submission: **10240** | Sponsor(s): **(ONE)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence B**

ONE Publications from Underrepresented Regions of the World

Organizer: **Remy Balarezo**, *U. de Piura*
Organizer: **Christina Bidmon**, *Copernicus Institute of Sustainable Development, Utrecht U.*
Organizer: **Nancy E. Landrum**, *Munich Business School*
Panelist: **Maoliang Bu**, *Nanjing U.*
Panelist: **Maria Jose Murcia**, *CESIS Austral & IAE Business School*
Panelist: **Ralph Hamann**, *U. of Cape Town*
Panelist: **Divya Singhal**, *Goa Institute of Management*
Panelist: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*

Across disciplines, the majority of publications in top journals are authored by males in Western high-income countries. This panel symposium aims to increase the range of voices heard as authors on sustainability topics and represent concerns too often marginalized or excluded from management journals. Geographic diversity is particularly important for research on organizations and the natural environment, as regions worldwide have different perspectives on sustainable development. To seek and recognize the contributions of researchers working in and on under-represented contexts, a panel of authors from diverse geographic locations outside North America and Europe will share their experiences in publishing in sustainability management journals, and the challenges they had to overcome in their work to break through barriers. An Editor will share recommendations on how to get research from different parts of the world published in management journals.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **609** | Submission: **15250** | Sponsor(s): **(ONE, STR, TIM)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

The Biodiversity Moonshot. System Thinking to Co-Create a Biodiversity Embedded Future for Companies

Organizer: **Alberto Di Minin**, *U. of California, Berkeley*
Organizer: **Francesco Testa**, *Scuola Superiore Sant'Anna*
Organizer: **Valentina Cucino**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Organizer: **Duccio Tosi**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Organizer: **Gianmaria Ontano**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Discussant: **Valentina Tartari**, *Stockholm School of Economics*
Participant: **Frederik Dahlmann**, *U. of Warwick*
Participant: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*
Participant: **Judith Louise Walls**, *HSG U. of St. Gallen*
Participant: **Claire Holland**, *U. of Manchester*
Participant: **Adam McCarthy**, *U. of Manchester*
Participant: **Priscila Ferri De Oliveira**, *U. of Manchester*
Participant: **Philip Shapira**, *Alliance Manchester Business School, U. of Manchester*
Participant: **Frank Figge**, *ESCP Business School*
Participant: **Andrea Stevenson Thorpe**, *Kedge Business School*
Participant: **Nicole Darnall**, *Arizona State U.*
Participant: **Michael V. Russo**, *U. of Oregon*
Participant: **Bobby Banerjee**, *Bayes Business School (formerly Cass), City, U. of London*

The detrimental consequences for general economic and social well-being as a result of biodiversity loss and the subsequent degradation of natural ecosystems are emerging as a wicked challenge that the whole societal and economic system must urgently faces. The severity of the impacts of incremental biodiversity depletion calls for substantial and imperative action by all actors and in particular by companies and institutions. Moreover, it is also pivotal an in-depth reflection that allows the management studies to develop as a scientific branch and to play its part in the fundamental transition to a biodiversity embedded future for companies. To further stimulate academic debate, this Symposium aims to encourage discussions on how companies can manage their relationship with the natural environment so as not to destroy the very life-supporting foundations provided by biodiversity.

Embedding business within biodiversity

Author: **Frederik Dahlmann**, *U. of Warwick*

Understanding biodiversity impacts and dependencies

Author: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*
Author: **Judith Louise Walls**, *HSG U. of St. Gallen*

Innovation intermediaries in the new bioeconomy

Author: **Claire Holland**, *U. of Manchester*
Author: **Adam McCarthy**, *U. of Manchester*
Author: **Priscila Ferri De Oliveira**, *U. of Manchester*
Author: **Philip Shapira**, *Alliance Manchester Business School, U. of Manchester*

Biodiversity as if management theory mattered

Author: **Frank Figge**, *ESCP Business School*
Author: **Andrea Stevenson Thorpe**, *Kedge Business School*

Public procurement as leverage for biodiversity protection

Author: **Nicole Darnall**, *Arizona State U.*

Biodiversity: Taking an Interdisciplinarity Approach Seriously

Author: **Michael V. Russo**, *U. of Oregon*

Biodiversity and land: towards a relational ontology

Author: **Bobby Banerjee**, *Bayes Business School (formerly Cass), City, U. of London*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **610** | Submission: **19838** | Sponsor(s): **(PNP)**
Scheduled: **Sunday, Aug 6 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

PNP Scholarly Development: Writing Impactful Research Narratives

Session Chair: **Erynn Beaton**, *Ohio State U.: John Glenn College of Public Affairs*

This consortium is designed for nonprofit and public administration scholars, as well as others, that are interested in better conveying the impact of their research through narrative. The workshop will cover how to develop an effective and impactful research narrative for job applications and tenure/promotion dossiers. During the workshop, participants will hear from scholars who have written such a narrative as well as those that have read many (as advisors, search committee members, letter writers, or faculty members). We will discuss how to effectively frame research and how to convey impact within academia as well as beyond it (public/community impact). Part of the session will be spent breaking out into groups according to participants' career stages to address the unique questions that arise at different stages of the scholarly career from job application to promotion to full professor.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **611** | Submission: **21281** | Sponsor(s): **(EXH)**
Scheduled: **Sunday, Aug 6 2023 10:15AM - 11:15AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Booth 421**

Meet Henry Mintzberg at 10:15 on Sunday, 6 August at Berrett-Koehler Publishers, booth 421!

Host: **Henry Mintzberg**, *McGill U. - Desautels Faculty of Management*

Professor Henry Mintzberg of McGill University will be in the Berrett-Koehler Publishers booth (421) at 10:15, signing copies of his new book, “Understanding Organizations…Finally!”, as well as any of his older books you might have with you. We’ll have copies of the books he’s published with us on hand for purchase, while they last.

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

Session Type: **PDW Workshop**
Program Session: **612** | Submission: **16560** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 6 2023 10:15AM - 5:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

2023 STR Junior Faculty Teaching Consortium

Participant: **Melissa Schilling**, *New York U.*
Participant: **Luiz Felipe Monteiro**, *INSEAD*
Participant: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*
Participant: **Sheena S. Iyengar**, *Columbia U.*
Participant: **Vijaya Zinnoury**, *U. of Denver*
Participant: **Niron Hashai**, *Arison School of Business, The Interdisciplinary Center (IDC), Israel*
Participant: **Hyunjin Kim**, *INSEAD*
Participant: **William M. Emmons**, *Harvard Business School*

This consortium focuses on core business- and corporate-level strategic management teaching concepts, methods, and class management topics. The content will be most impactful to those early in their career, and the topics should be of particular interest to those relatively new to teaching strategic management. Our target audience is both research- and teaching-oriented Junior Faculty who are 0-5 years out. In particular, the consortium is organized around a series of topics: a) designing your syllabus; b) combining teaching and research; c) experiential teaching; d) online teaching; d) practical issues such as student engagement and class management; e) teaching with simulations; and f) teaching to different audiences.

Session Type: **Plenary Session**
Program Session: **613** | Submission: **19956** | Sponsor(s): **(CMS)**
Scheduled: **Sunday, Aug 6 2023 10:30AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

CMS Plenary: Being Critical of Climate Injustices

Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Kristin Samantha Williams**, *Acadia U.*

Join us for a thought-provoking plenary session that delves into the urgent concept of "climate justice". With a focus on the ethical dimension of climate action, this session will challenge existing economic, social, and political institutions as contributors to the unfair and unrepresentative nature of climate change. Explore the intricate links between climate change and rising global inequality, as climate justice identifies the interconnectedness of these issues. Discover how climate change serves as a symptom of systemic injustices and how addressing it necessitates addressing broader societal challenges. Engage in discussions on building fair and inclusive solutions, fostering a more just and sustainable future for all.

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

Session Type: **Social Event**
Program Session: **614** | Submission: **20093** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 10:30AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton AB**

AMP Editorial Review Board

Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

By invitation only

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

Session Type: **PDW Workshop**
Program Session: **615** | Submission: **19867** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 6 2023 10:45AM - 12:45PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

Crafting a Journal Submission That Makes a Strong Theoretical Contribution

Discussant: **Tingting Yan**, *Texas Tech U.*
Discussant: **Andreas Wieland**, *Copenhagen Business School*
Panelist: **Lisa Ellram**, *Miami U.*
Panelist: **Mark Pagell**, *U. College Dublin*
Panelist: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*
Panelist: **Paul Skilton**, *Washington State U.*
Discussant: **Wendy Tate**, *U. of Tennessee*

In this session, we will invite a panel of scholars with experiences in a wide diversity of theory building approaches to talk about how to craft a journal submission that makes a strong theoretical contribution.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **616** | Submission: **19982** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Ethics Forum: AI, Ethics, and Academia

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Rachel McCullagh Balven**, *Arizona State U.*
Organizer: **Rebecca Wendy Frankel**, *Sage Publications*
Organizer: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*

Artificial intelligence platforms such as Chat GPT are changing the academic landscape. As universities embark on handling the transformation that AI brings to the classroom, we can see that their approaches are widely varied. While some colleges are opting for a full ban on the use of AI within the classroom, others are taking a more nuanced approach. In this forum, the Ethics Education Committee hosts a debate-style presentation on different approaches to managing AI in the classroom. The forum will include small group discussions as well as a presentation on best practices with respect to ethics and AI in academia.

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

Session Type: **Symposium**
Program Session: **617** | Submission: **12212** | Sponsor(s): **(AAT)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

The Current Upsurge in Worker Organizing and Activism: Flash in the Pan or Transformational Moment

Participant: **Thomas A. Kochan**, *Massachusetts Institute of Technology*
Participant: **John Ahlquist**, *U. of California, San Diego*
Participant: **Jacob Grumbach**, *U. of Washington*
Participant: **Tashlin Lakhani**, *Cornell U.*
Participant: **Chris Tilly**, *UCLA*
Participant: **Sean O'brady**, *DeGroote School of Business, McMaster U.*
Participant: **Alex Kowalski**, *ILR at Cornell*
Participant: **Ariel Avgar**, *ILR at Cornell*

We address the meeting's Theme of "Putting the Worker Front and Center" by reporting on and discussing research of the "Worker Empowerment Research Network". We focus on surveys of employees in five industries and explore how the upsurge in worker organizing and activism in the US is evolving and whether it will be just a temporary "flash in the pan" or a transformational moment for restoring worker voice, power, and representation. We will suggest directions for future research and invite AOM members to take up these issues and participate in this new research network.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **618** | Submission: **19883** | Sponsor(s): **(CAR)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Careers Division Executive Committee Meeting

Participant: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Participant: **Richard Cotton**, *U. of Victoria*
Participant: **Jos Akkermans**, *Vrije U. Amsterdam*
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Alison M. Dachner**, *John Carroll U.*
Participant: **Erin E. Makarius**, *U. of Akron*
Participant: **Victor Chen**, *Tulane U.*
Participant: **Melika Shirmohammadi**, *U. of Houston*
Participant: **Janine Bosak**, *Dublin City U.*
Participant: **Silvia Dello Russo**, *Luiss U.*
Participant: **Mel Fugate**, *Mississippi State U.*
Participant: **Noemi Nagy**, *U. of South Florida*
Participant: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Participant: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Participant: **Caitlin M. Porter**, *U. of Memphis*
Participant: **Jeffrey Yip**, *Simon Fraser U.*
Participant: **Sherry E. Sullivan**, *Bowling Green State U.*

This meeting is for the executive committee of the Careers Division.

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

Session Type: **Meeting**
Program Session: **619** | Submission: **20112** | Sponsor(s): **(MBR)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

AOM Scholars On… Teaching Management Best Practices

Panelist: **Elena Obukhova**, *McGill U.*
Panelist: **Todd Bridgman**, *Victoria U. of Wellington*
Panelist: **Mary Gentile**, *U. of Virginia Darden School of Business*
Panelist: **Carol T. Kulik**, *U. of South Australia*
Panelist: **Margaret E. Heffernan**, *School of Management, RMIT U.*

Higher education at large and its students have experienced massive change and disruption in recent years and have had to adapt through a pandemic and a changing business landscape. How can we best approach the curriculum and pedagogy to prepare them to be our next business leaders? Join AOM Scholars as they share their expertise and research-based insights for a discussion on these topics.

This panel will provide research-based actionable insights on best practices on teaching management to develop the best future business leaders.

Specific topics include:
• Pedological best practices and examples of successes in management education in today's classroom.
• Challenges of the increasingly multigenerational workforce and realities facing current graduates.
• What business schools in the U.S., Australia and New Zealand can learn from one another.
• The demand for scholar educators to create moral and ethical future scholars and practitioners.
• How the current social climate impacts management education and how business schools can have an impact.
• The evolving role of Artificial Intelligence and other technology tools like Chat GPT in teaching management—positives and challenges.

Visit AOM's Subject Matter Expert page (aom.org/sme) for additional information.

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

Session Type: **Meeting**
Program Session: **620** | Submission: **19972** | Sponsor(s): **(MOC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 1:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

MOC Executive Committee Meeting

Program Chair: **Beth Ann Livingston**, *U. of Iowa*
Division Chair: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Professional Development Workshop Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Session Chair: **Pauline Schilpzand**, *Oregon State U.*

This meeting is restricted to members of the MOC Executive Committee.

Session Type: **Symposium**
Program Session: **621** | Submission: **10644** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Closing the Gap in Responsible Management Education Through Student-Led Extracurricular Activities

Presenter: **Lilian Ngozi Schofield**, *Queen Mary U. of London*
Presenter: **Xue Zhou**, *Queen Mary U. of London*
Presenter: **Lisa Diane Morrison**, -

Developing students' competencies in sustainable development has become an important part of responsible education incorporated into the learning outcomes in Business and Management postgraduate programmes. The topic explores how to close the gap in responsible management education through extracurricular skills development activities such as the postgraduate student-led case competition and undergraduate collaborative student-led symposiums. We explore how the activities can be mapped to indirect measures for measuring students' assurance of learning. The authentic pedagogic approach lends itself to developing competencies for sustainable development through extracurricular activities, which links to the direct measures for measuring assurance of learning. The extracurricular nature of the two cases makes this proposal unique. For example, with the student-led case competition, the student sustainability champions plan, advertise, recruit student participants for the case competition and deliver the event. They are supported by the programme director and the school by providing resources, partner organisations, support with developing ideas linked to the programme learning outcomes and a platform to host the event. The gap we attempt to explore is mapping the activities to learning outcomes and how these activities contribute to indirect measures for the assurance of learning. The two cases are aligned with the University's sustainability mission and relevant to the objectives of UK Principles for Responsible Management Education PRME as students are exposed to sustainability issues, and develop and proffer ideas, which ultimately link to integrating sustainability into the curriculum.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **622** | Submission: **14977** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

The Global Classroom: Engaging Students through Collaborative Online International Learning (COIL)

Presenter: **Hui Teng Hoo**, *Nanyang Technological U.*
Presenter: **Catherine Wu**, *Nanyang Technological U.*
Presenter: **Chie Misumi**, *Amsterdam U. of Applied Sciences*
Presenter: **Brenda Choo**, *Nanyang Technological U.*

To increase diversity in classrooms, instructors can consider the incorporation of collaborative online international learning (COIL) into their curriculum design. COIL promotes web-based learning between students from different institutions around the world, thereby increasing the cross-cultural interaction without placing burden on too much fiscal resources for travelling and accommodation. In this workshop, we share a body of literature on COIL design and processes, as well as opportunities and challenges of COIL implemented in different institutions of higher learning. We then examine an empirical study on COIL which the presenters have designed and implemented. The workshop will have three parts. First, we will share research studies on COIL via a scoping review; and our practical application via an empirical study to develop cultural intelligence and teamwork competencies in students through COIL. Second, we will chair a roundtable discussion to collect wisdom from TLC participants and brainstorm ideas to incorporate collaborative online international learning (COIL) in the curriculum so that students get the chance to learn with culturally diverse others, and thereby increase their cultural intelligence and teamwork competencies. In part three, we will summarize key insights and learning points from the discussion and formulate actionable recommendations to implement in our classrooms following the workshop.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **623** | Submission: **12280** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Learning 'Futuring under Ambiguity' in Large-Scale Teaching Contexts

Presenter: **Tony Wall**, *Liverpool Business School, Liverpool John Moores U.*
Presenter: **Olatunde Amoo Durowoju**, *Liverpool Business School, Liverpool John Moores U.*
Presenter: **Laura Dixon**, *Liverpool Business School, Liverpool John Moores U.*

Post-pandemic work sustains the pressure for graduates to positively and collectively deal with difficult situations in real-time, ambiguous contexts. Drawing from a Swedish Research Council funded study to examine high impact teaching practices, this session illustrates a highly novel and innovative teaching model for 'futuring' in large-scale teaching (e.g. in classes of 140+ students). 'Futuring' is the act of understanding or influencing 'the future' and can involve predicting, scenario-exploring, and critical perspective-taking techniques. The session demonstrates key aspects of the teaching model: (1) fast-paced cycles of emergent and ambiguous (fictional) events in a large lecture theatre followed by collective reflection and theorizing, (2) the students' existing (implicit and intuitive) knowledge of futuring techniques and building on them with facilitated group dialogue around the limitations and extensions of that knowledge, (3) the recording of student decisions practically in the form of a shared group diaries (emphasizing the practical nature of futuring), and (4) an environment framed with positive affect and humor to reinforce points (1), (2) and (3). The emergent events reflect sustainability challenges (e.g. extreme weather events) and encourages the consideration of wider impacts of responding as a group of workers with limited resource and within the context of ambiguity. Evaluation of the teaching model indicates that students reported positive changes in 7 of the 8 eight indicators of sustained behavior change and self-generated practical ways to take positive collective action. As such, we argue that the teaching model can develop practical capabilities to 'put the worker front and center'.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **624** | Submission: **20114** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Teaching in the Age of Machines

Organizer: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*
Organizer: **Dante Di Gregorio**, *California State U., Monterey Bay*

Generative AI tools such as ChatGPT have sparked debates about their impact on education, from fears of job loss and academic dishonesty to opportunities for personalization and fostering essential skills in students. While early versions of generative AI existed in the form of chatbots since the 1960s, recent advancements in transformers and large language models have led to explosive growth in these tools, including ChatGPT as released in November 2022 by OpenAI. These developments have raised questions about assessment and learning design and the need to prepare students for a future working alongside AI. Universities and faculty have responded to these concerns by advocating for policies and guidelines to limit or combat the use of generative AI tools in the classroom. However, there is also growing excitement and optimism about the potential of these tools to transform teaching practices. This session will provide an overview of the latest advancements in generative AI and foster discussion on its possible uses in teaching contexts. The presenter will offer guidance to instructors on how to leverage these tools to personalize learning experiences for students and encourage the development of curiosity, creativity, critical thinking, and collaboration skills. While there are legitimate concerns about the impact of generative AI on education, this session will explore its potential to enhance teaching practices and better prepare students for the future workforce.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **625** | Submission: **12994** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Why Write Cases? A Panel Discussion on Cases as Research, Pedagogy, and Community Connection

Panelist: **Eric Dolansky**, *Brock U., Canada*
Panelist: **Karin Schnarr**, *Wilfrid Laurier U.*
Panelist: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Moderator: **Raymond L. Paquin**, *Concordia U.*

The purpose of this panel discussion is to present the perspective that case research is not only a worthwhile endeavor for business faculty, but also a way to fulfill the role of the professor (research, teaching, and service) and the strategic plan of a college or university. Through short presentations and a question-and-answer period, the panelists will present research, evidence, and learnings from experience to the audience, making the overall point that case research is a valuable tool for any professor. Leading journals in several different management fields have repeatedly suggested that different forms of research, particularly those that are more proximate to business practice, are necessary for our field to remain vibrant and relevant. Case research accomplishes this. The panel is focused on three themes: cases as academic research; cases as experiential and valuable classroom content; and cases as a bridge to the business community.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **626** | Submission: **18723** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

How Clients in Experiential-Learning Consulting Projects Envision Their Roles

Presenter: **Heather Swenddal**, *U. of Illinois at Urbana-Champaign*
Presenter: **Heejin Kim**, *U. of Illinois at Urbana-Champaign*
Presenter: **Kari Keating**, *U. of Illinois at Urbana-Champaign*

Higher-education business schools are increasingly integrating experiential-learning components into their curricula, complementing traditional lecture-based courses with activities designed to provide students with hands-on experience in their disciplines. A prominent experiential course model involves client-based projects (CBPs), in which students use their emerging business expertise to conduct consulting work for actual organizations. CBPs supply authenticity for students' learning, exposing them to real-world challenges that their business skills can help to address. Engagement with live clients in CBPs is valuable for student learning, yet clients' involvement can also complicate a course's pedagogical dynamic. With their range of backgrounds, beliefs and styles, project clients introduce ambiguity to the learning landscape, moving learning interactions beyond the structured purview of instructors. How these professionals approach their work with students will vary from project to project, impacting students' learning and development in different ways. Despite the critical role that clients play in CBPs, surprisingly little research has explored how clients envision their involvement in this enterprise. The current presentation will help to address this knowledge gap. The presenters—all experienced CBP course educators—will discuss their ongoing research on CBP client perspectives, sharing insights from their interviews with clients about their orientations to student projects. In this interactive session, presenters will analyze the complex pedagogical positioning of CBP clients, outline their working theories about CBP client role orientations, and discuss ways that instructors might successfully engage CBP clients in their experiential-learning course activities.

Session Type: **Symposium**
Program Session: **627** | Submission: **14534** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Course Dev. for User-Centered Research and Design Innovation: A Hands-On Workshop for Educators

Presenter: **Abby Fifer Mandell**, *U. of Southern California*

BAEP 471: Social Innovation Design Lab, winner of the 2018 AOM Entrepreneurship Division Innovation in Pedagogy Award, is an undergraduate course that guides multidisciplinary teams of students in developing sustainable solutions to challenges faced by under-resourced communities. Students learn and apply user-centered design (aka human-centered design or "design thinking"), a systematic approach to problem solving that starts with consumer empathy and iterates toward more effective solutions. Now in it's eleventh year, BAEP 471 was the first design course offered to non-design students at USC. For several years, students in BAEP 471 investigated the needs of farmworkers in the Central Valley of California and developed businesses and business approaches that respond to workers' needs. In this session, attendees will review the fundamentals of user-centered design, learn how to design and implement a graduate or undergraduate course or program in which students identify the needs of workers (or any other marginalized population), identify a population that they wish to explore, and obtain teaching materials with which to craft a syllabus.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **628** | Submission: **13041** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Emotions in the Classroom – How to Use Emotions Meaningfully to Aid Student Learning and Engagement

Presenter: **Anita Boey**, *Trent U.*
Presenter: **Binhua Eva Huang**, *Wilfrid Laurier U.*

Depending on one's cultural background, showing emotions in a professional setting is often viewed as taboo. However, it is these emotions that can enrich learning experience. Therefore, it is beneficial for instructors to know how to cultivate a supportive learning environment to help students establish and build confidence in embracing their emotions as they learn and engage with learning content. This dynamic, interactive session will provide practical suggestions on how to build activities that encourage students to recognize and express their emotions to enhance their learning experience, through various activities of group discussions, participants will learn how to: 1) create space in the classroom for expressing emotions, 2) build activities that incorporate/evoke emotions with the learning content; and 3) how to debrief an activity to cement the learning after an emotional ride. Participants will takeaway slides and information on various in-class activities and strategies. These takeaways will be useful for participants to foster their own meaningful emotion-embracing engaging classes.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **629** | Submission: **13190** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Creative Praxis in the Classroom: Using the Impactful-five (i5) Pedagogy with the PRME Community

Host: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*
Presenter: **Dirk C. Moosmayer**, *Kedge Business School*
Presenter: **Mette Morsing**, *professor*
Presenter: **John Goodwin**, *Lego*
Presenter: **Jeremy Williams**, *Zayed U.*

Considering the sustainable development issues facing our world, it has become increasingly clear that leaders with holistic skill-sets are in scarce supply. Our education system is struggling to equip young learners with the breadth of skills they need to navigate uncertain times. Following this trend into adulthood, the need to educate for creative and impactful skills development is well documented across various disciplines. A recent Microsoft report highlights the gap in "sustainability skills" that are needed to empower the workforce to support sustainability transformations. These skills include developing systems thinking, futures thinking, circular thinking, design thinking, sustainability science, digital skills, transdisciplinary, and change management. The Principles for Responsible Management Education (PRME) initiative is building on The LEGO Foundation research to apply lessons in pedagogical development. The Impactful Five (i5) are five practices that can be used to infuse more joy, meaning, active engagement, social inclusion, and iteration to pedagogy and praxis in business schools. The (i5) project seeks to bridge the skills gap that exists in graduates who have experienced 'business education as usual' in the hopes of influencing the sustainability skills needed in today's workforce. In this PDW, participants will have the opportunity to learn the (i5) process for integrating values of creativity in their pedagogy and praxis; learners will be invited to join the global community of PRME (i5) educators actively making changes in their classrooms, business school, research, and practice.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **630** | Submission: **14037** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Learning Through Mini Cases; An Effective and More Affordable Experiential Option

Presenter: **Alex Tawse**, *Georgia State U.*

The experiential benefits of the case method have been highlighted in management education literature for decades. In my proposed activity/exercise session, I introduce an effective and more affordable way to apply the case method through Fast Company Magazine articles in undergraduate and graduate courses in a variety of management class contexts. Specifically, I elaborate on the pedagogical benefits of using articles as "mini cases", walk attendees through an example exercise, and share data regarding the assignment's effectiveness. Participants will be provided with instructions on how to facilitate the exercise, a list of potential benefits, and a link to a discounted student subscription to the magazine.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **631** | Submission: **18422** | Sponsor(s): **(AAT, CAR)**
Scheduled: **Sunday, Aug 6 2023 11:30AM - 1:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Understanding the Antecedents and Influences of Family Supportive Supervisor Behaviors in Workplace

Organizer: **Wenjuan Guo**, *Valdosta State U.*
Organizer: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Tori Crain**, *Portland State U.*
Panelist: **Matthew B. Perrigino**, *Zicklin School of Business, Baruch College, City U. of New York*
Panelist: **Hoda Vaziri**, *U. of North Texas*
Panelist: **Jamie Warner**, *Lincoln Financial Group*

The last several years have placed a significant burden on employee work-life balance. In order to help employees balance their work and family responsibilities, companies are encouraged to create a family supportive organizational culture. Supervisors play a critical role in creating the family supportive organizational environment. Work-family scholars have proposed a concept specifically highlighting supervisor behaviors that support employee work-family balance, namely family supportive supervisor behavior (FSSB). FSSBs are associated with many individual and organizational outcomes, such as lower work-family conflicts, turnover intentions, perceived stress, as well as greater satisfaction with work-family balance, job satisfaction, work engagement and employee performance. Yet, gaps in the research about FSSB remain. The purpose of this panel symposium is to gather established work-family scholars and practitioners to discuss the gaps in our understanding of FSSBs and its influences in the workplace, and to provide scholars with insights regarding future research directions for areas of FSSB research. Topics include, but are not limited to, the factors that influence FSSBs, FSSBs' influences on supervisors themselves, and navigating FSSBs in virtual work environments.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **632** | Submission: **19925** | Sponsor(s): **(DEI)**
Scheduled: **Sunday, Aug 6 2023 11:30AM - 1:30PM ET (UTC-4)** at **Offsite** in **Earl's Kitchen & Bar**

Executive Committee Lunch

Program Chair: **Florence Villeseche**, *Copenhagen Business School*
Division Chair-Elect: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Division Chair: **Eddy S. Ng**, *Queen's U.*
Past Director: **Joy E. Beatty**, *Eastern Michigan U.*
Professional Development Workshop Chair: **Sujana Adapa**, *Associate Professor*
Participant: **Judith A Clair**, *Boston College*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Participant: **Waheeda Lillevik**, *College of New Jersey*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Darryl Rice**, *Miami U.*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Raymond Trau**, *Macquarie U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Ny Mia Tran**, *Springfield College, MA*
Participant: **Kayla Follmer**, *West Virginia U.*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Farnaz Ghaedipour**, *Stanford U.*
Participant: **Kristin Burton**, *Purdue U. Northwest*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Participant: **Yang Yang**, *Rowan U.*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*

Join us for this 50th anniversary EC dinner - a thank you to all that serve the division in this special year.

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

Session Type: **Social Event**
Program Session: **633** | Submission: **20095** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 11:30AM - 1:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

AMD Incoming & Outgoing Editorial Review Board and Awards

Presenter: **Kevin W. Rockmann**, *George Mason U.*
Presenter: **C. Chet Miller**, *U. of Houston*

By invitation only

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

Session Type: **Meeting**
Program Session: **634** | Submission: **12244** | Sponsor(s): **(AFAM)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Africa Academy of Management Business Meeting

Participant: **Samuel Aryee**, *U. of Surrey*

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **635** | Submission: **10849** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

The Metaverse and the Future of Work: Challenges and Opportunities for Workers and Organizations

Organizer: **Pamela Lirio**, *U. of Montreal*
Organizer: **Marco Marabelli**, *Bentley U.*

We will discuss the opportunities and challenges for workers interacting in and organizations adopting the metaverse. We aim to connect scholars and practitioners from various disciplines and backgrounds, who share an interest in brainstorming around how the metaverse will change work practices and the associated ethical implications that will arise.

Keywords: immersive experience, metaverse, virtual reality, ethics, DEI. The caucus will be organized as follows: 1) The organizers introduce the caucus (10 minutes); 2) Talk by industry leader involved in metaverse projects focused on the future of work (30 minutes); 3) Panel involving the caucus organizers, industry partners and academics with topical expertise/knowledge (30 minutes); 4) Broader discussion (Q&A session) with attendees (30 minutes); 5) Concluding remarks (caucus organizers).

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **636** | Submission: **11969** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Building Connection: Fostering Work Relationships in Remote/Hybrid Environments

Organizer: **Sarah Kostanski**, *PhD Student at UMass Lowell*
Organizer: **Elana Feldman**, *UMass Lowell*

This caucus will explore workplace relationships in remote/hybrid environments. Its goal is to generate pressing research questions and spark new collaborations to further understanding of how connections are built, maintained, and experienced when face-to-face work interactions are infrequent or nonexistent.

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

Session Type: **Caucus**
Program Session: **637** | Submission: **15425** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Catalyzing New Pathways for MSR and AOM Research on Social Issues: Worker as Sacred Human Being

Organizer: **Judith A. Neal**, *Edgewalkers International*
Organizer: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Host: **Julia Storberg-Walker**, *George Washington U.*

The purpose of this caucus is to explore new collaborations, research orientations, and contexts of action and inquiry for AOM and MSR members committed to making our world a more peaceful, equitable, flourishing, and conscious planet. We offer provocative questions about our relationship to the planet and society for discussion.

This caucus offers a special invitation to the wider AOM community to engage in the conversation about amplifying management research impact on critical social issues. The caucus aims to be interactive, with table discussions generated by provocative questions about our relationship to each other, the planet, and society. Questions, for example, might be: what should we accomplish, as AOM citizens and scholars, in this period of increasing social, economic and political volatility? How might spirituality, religion or higher consciousness amplify the impact of secular research and practice? (See other questions below). The caucus will be facilitated by scholars aiming to amplify the impact of MSR research across the Academy and in the world, grounded by the belief that being human—a C-suite leader, laborer, homemaker or peasant—includes an element of mystery, awe, consciousness, spirituality, or religion. Further, by acknowledging the significance of intrinsic experience in organizational life, we suggest the emerging first-person research methods within the MSR research community contribute towards expanding management research. As noted by Peter Bamburger in the 2023 AOM Conference Theme, "Management research has paid a lot of attention to…workers as objects. We have paid far less attention to workers as subjects." There is no one size that fits all to find the answers. Workers--human beings—present management scholars with a wide diversity of belief systems with a multiplicity of options, avenues, and routes towards equity, wholeness, and flourishing for all. This caucus is a space for discussing these diverse pathways and the social, economic, political, and environmental fractures we are collectively facing. It is an opportunity for scholars and practitioners to confirm how our individual and collective research and activism have the potential to shift global consciousness towards integration rather than exclusion, exploitation and extraction. Questions this caucus asks might include: • What social issues are you most passionate about? Is there a story behind your passion? What should be the role of passion in management research? In management practice? How does passion show up in your work? • What is your experience in first-person research? How might first-person research expand your capacity to impact management research? Management practice? • How should management research expand a conceptualization of 'worker' to include more human and humane elements, such as dignity, connection to purpose, consciousness, or the sacredness of being human? • What does global consciousness mean to you? Is your work related to global consciousness in any way, or if it isn't yet, in what ways does this topic interest you? • How might spirituality or religion catalyze new thinking in your domain of management research expertise? Caucus Agenda (90 minutes total—exact timing of each element TBD based on number of participants). 1. Welcome & meeting the room 2. Brief description of global consciousness & first-person research 3. First conversation: Participants select one question from a list on each table 4. Full group discussion 5. Second conversation: participants select a second question from the list 6. Full group discussion and next steps

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **638** | Submission: **18131** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Extreme Uncertainty in Entrepreneurship: Characterizing Working Conditions of Extreme Uncertainty

Session Chair: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
Organizer: **Qifan Chen**, *U. of Nevada*
Panelist: **Sharon Alvarez**, *U. of Pittsburgh*
Panelist: **Viktor Dorfler**, *U. of Strathclyde Business School*
Participant: **Peter G. Klein**, *Baylor U.*
Participant: **Michael D. Meeks**, *Louisiana State U. Shreveport*
Panelist: **Mark D. Packard**, *Florida Atlantic U.*
Panelist: **J C. Spender**, *Kozminski U.*
Moderator: **David Matthew Townsend**, *Virginia Tech*
Participant: **Russ McBride**, *U. of California, Merced*

Both front-line workers and entrepreneurs work under conditions of extreme uncertainty, with potential for great personal loss. In keeping with AoM's 2023 theme of Putting the Worker Front and Centre, this caucus considers research methods to characterize the extent to which the entrepreneur is subjected to extreme uncertainty.

Entrepreneurs operate under conditions of extreme uncertainty, characterized by many as "Knightian uncertainty" (Knight, 1921). Under these conditions, entrepreneurs must make decisions that can lead to entrepreneurial outcomes with potential for great personal gain or loss. Can empirical research help us describe (or quantify) entrepreneurial uncertainty and its effect on entrepreneurial outcomes? To what extent is experimental design important? The purpose of this caucus is to exchange points of view on our understanding of extreme uncertainty and stimulate new ideas about characterizing working conditions of extreme uncertainty for a variety of contexts, including that of front-line workers.

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

Session Type: **PDW Workshop**
Program Session: **639** | Submission: **19846** | Sponsor(s): **(OB, HR, OMT, DEI, MOC, CAR)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Enduring Through Gender Biases in Academia: Understanding Experiences, Challenges, and Solutions

Organizer: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Organizer: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Organizer: **Edwyna Theresa Hill**, *U. of South Carolina*
Organizer: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Panelist: **Michelle K. Duffy**, *U. of Minnesota*
Panelist: **Ivona Hideg**, *Schulich School of Business, York U.*
Panelist: **Laura McAndrews Little**, *U. of Georgia*
Panelist: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Panelist: **Alexis Nicole Smith**, *Oklahoma State U.*

As in organizational life, there are numerous barriers that detriment female scholars in academia generally and in the field of organizational sciences, specifically. Indeed, akin to the ‘glass ceiling’ phenomenon within organizations, women in academia suffer from similar gender inequities (e.g., field-level structural barriers, lack of organizational support, social support concerns, and limited allyship). As such, the aim of the proposed professional development workshop (PDW) is to shed light on the challenges that female scholars face in our field and generate ideas and solutions for changes that can help women overcome some of these barriers. To do so, this session invites leading scholars to apply insights from their own, and others’, research and knowledge on gender and organizational bias to the field of management. The panelist presentations will be followed by breakout sessions where participants are able to have open conversations with the panelists and engage in a discussion of possible solutions to the barriers women scholars face. Combined, this PDW seeks to broaden our understanding of women’s experiences in the Academy and find solutions to better meet the needs of female scholars and facilitate their success in the field. This PDW is slated to be one of the flagship PDWs of the OB Division.

When you register to attend, please also invite a male ally to attend with you! Ideally, this ally would also register to attend the workshop given the maximum capacity of 150.

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

Session Type: **Meeting**
Program Session: **640** | Submission: **19892** | Sponsor(s): **(ONE)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

ONE Executive Meeting

Division Chair: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Division Chair-Elect: **Martina K. Linnenluecke**, *U. of Technology, Sydney*
Program Chair: **Nardia Haigh**, *U. of Massachusetts*
Professional Development Workshop Chair: **Sara B. Soderstrom**, *U. of Michigan*

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

Session Type: **Social Event**
Program Session: **641** | Submission: **20012** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

TIM Distinguished Scholar Luncheon

Division Chair-Elect: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Speaker: **Alfonso Gambardella**, *Bocconi U.*

Since 1996, the Technology & Innovation Management Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field. As individuals, each recipient embodies a career of scholarly achievement and has had a significant impact on TIM scholarship. Join the TIM Division to hear from our 2023 Distinguished Scholar, Alfonso Gambardella (Bocconi University).

Session Type: **Symposium**
Program Session: **642** | Submission: **21082** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 12:15PM - 2:15PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

The Entrepreneurial Educator: All Disciplines Invited

Speaker: **Heidi M. Neck**, *Babson College*

How we teach is just as important as what we teach. Heidi discusses that teaching management, and its many related disciplines, requires a more "entrepreneurial" approach – an approach that inspires students to learn on the edge of their comfort zone. Heidi discusses her five-part methodology that helps educators of all kinds better engage, inspire, and connect with students. Join Heidi at the edge of our own comfort zones! How entrepreneurial are you?

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **643** | Submission: **15920** | Sponsor(s): **(AAT)**
Scheduled: **Sunday, Aug 6 2023 12:30PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

It's Not Just You! Let's Have an Honest Conversation about Failure

Organizer: **Maria Rita Micheli**, *IESEG*
Organizer: **Jeanine Pieternel Porck**, *Oklahoma State U.*
Organizer: **Georg Wernicke**, *HEC Paris*
Panelist: **Nikos Dimotakis**, *Oklahoma State U.*
Panelist: **Francesca Gino**, *Harvard U.*
Panelist: **Koen Heimeriks**, *Warwick Business School*
Panelist: **Bryant A. Hudson**, *IÉSEG School of Management*
Panelist: **Cindy Muir-Zapata**, *U. of Notre Dame*
Panelist: **Lamar Pierce**, *Washington U. in St. Louis*
Panelist: **Andre Spicer**, *City U. London*

Dealing with failure is one of the most common challenges scholars face in their academic careers. Failure might concern the publication process, one's career path, or the ability to disseminate knowledge to students and the broader society. In general, scholars encounter more failures than successes; yet, in public, we mainly talk about successes and often form narratives of negativity around failure. In this Professional Development Workshop (PDW), we aim to rebalance this discussion and to add nuance to the stories of success putting failure experiences 'front and center'. This PDW provides an opportunity to hear from a diverse and distinguished panel of scholars about their failures, ranging from dry spells in publishing, to not getting tenure, the acceptance of the 'wrong' job, and much more. Through these personal stories from our panelists and participants, we aim to (a) normalize failure and initiate an open and honest discussion about it, (b) illustrate how to ask for help if one needs it, and (c) offer ways to overcome or even embrace failure sometimes. Interactive roundtable discussions and dialogues follow the panel presentations. Panelists and panel organizers lead each roundtable. The roundtable sessions allow participants to suggest strategies to build resilience, share ideas and become more comfortable talking about failure in a safe environment.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **644** | Submission: **11862** | Sponsor(s): **(AAT)**
Scheduled: **Sunday, Aug 6 2023 12:30PM - 2:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Putting The Worker Front and Center by Honoring the Dignity of Work and Workers

Session Chair: **Michael Andreas Pirson**, *Fordham U.*
Distinguished Speaker: **Bob Chapman**, *Chairman and CEO Barry-Wehmiller*
Distinguished Speaker: **Rajendra Sisodia**, *Conscious Capitalism Inc*
Distinguished Speaker: **Sandra A. Waddock**, *Boston College*
Distinguished Speaker: **Donna Hicks**, *Harvard U.*

We argue that when you put the worker front and center you honor the dignity of work and that of the worker. By dignity we refer to the intrinsic value of people as invaluable, i.e. priceless. In this symposium several leading scholars and practitioners will explore the concept of dignity as the “highest common denominator” and how it can inform leadership practices that put the human being front and center. Michael Pirson will set the conversation in the context of humanistic organizing practices. Donna Hicks, a leading dignity expert will share the conceptual background and why dignity is such a critical element for good leadership. Bob Chapman, CEO of a Multi-Billion Dollar manufacturing business will share his practical experience putting workers front and center and share insights on how this contributed to a better, more performing organization where "everybody matters." Raj Sisodia, his co-author of a book with the same title will reflect from a scholarly perspective and Sandra Waddock will share ideas on how we can align the needs of workers with that of the environment to address the polycrisis successfully.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **645** | Submission: **14612** | Sponsor(s): **(OB, HR)**
Scheduled: **Sunday, Aug 6 2023 12:30PM - 2:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Finding a Job in Europe

Organizer: **Julia Backmann**, *U. of Münster*
Organizer: **Abiola Sarnecki**, *Wiesbaden Business School*
Organizer: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Panelist: **Irina Cojuharenco**, *Surrey Business School*
Panelist: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Panelist: **Fang He**, *U. of St. Gallen*
Panelist: **Bart De Jong**, *Durham U. Business School*
Panelist: **Olli-Pekka Kauppila**, *NEOMA Business School*
Panelist: **David Leonard Patient**, *Vlerick Business School*
Panelist: **Ansgar Richter**, *Erasmus U. Rotterdam*

Europe, with its numerous highly ranked universities and business schools and ease of mobility between countries, is an attractive location for pursuing an academic career. However, navigating different recruiting and selection processes, cultures, and languages can be challenging. Although this PDW is particularly targeted towards late-stage PhD students and junior faculty who are interested in starting or continuing their academic careers at a European university, it is also relevant for all AOM members interested in finding an academic job in the European market, regardless of career level and country where they completed their PhD. Our panelists currently work at European universities and are either involved in and/or have recently gone through the recruiting process in a country different from where they completed their PhD. Our discussion will include topics such as where to search for job openings, how to manage the application process and how to build an academic profile for the European market. The PDW begins with panelists sharing their individual experiences with the application and recruiting processes, a joint discussion, and a short Q&A session. These will be followed by roundtable discussions focusing on job search strategies and recruiting processes in the six European countries. The workshop will conclude with a final Q&A session.

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

Session Type: **PDW Workshop**
Program Session: **646** | Submission: **11086** | Sponsor(s): **(OB, HR, MOC, ODC, CM, CAR)**
Scheduled: **Sunday, Aug 6 2023 12:30PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Making the Most of It: Being Successful in a Post-Doc and Beyond

Organizer: **Dana Harari**, *Technion - Israel Institute of Technology*
Organizer: **Laura Maria Giurge**, *London School of Economics and Political Science*
Organizer: **Min Young Lee**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Distinguished Speaker: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*
Distinguished Speaker: **Ella Miron-Spektor**, *INSEAD*
Distinguished Speaker: **Nancy Rothbard**, *U. of Pennsylvania*
Panelist: **Moran Anisman Razin**, *U. of Limerick*
Panelist: **Einav Hart**, *George Mason U.*
Panelist: **Lauren Christine Howe**, *U. of Zurich*
Panelist: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Panelist: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Panelist: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Panelist: **Njoke Thomas**, *Boston College*
Panelist: **Ning Xu**, *Stockholm School of Economics*
Discussant: **Salvatore J. Affinito**, *Harvard Business School*
Discussant: **Tianna Shari' Barnes**, *Dartmouth College, Tuck School of Business*
Discussant: **Binyamin Cooper**, *Morgan State U.*
Discussant: **Charles Adam Dorison**, -
Discussant: **Elinor Flynn**, *The Wharton School, U. of Pennsylvania*
Discussant: **Stéphane Francioli**, *The Wharton School, U. of Pennsylvania*
Discussant: **Lyangela Gutierrez**, *U. of Virginia*
Discussant: **Jae Kwon Jo**, *Emory U.*
Discussant: **Karren Kimberly Knowlton**, *U. of Texas at Dallas - Jindal School of Management*
Discussant: **Lindsay Elizabeth Larson**, *Florida International U.*
Discussant: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Discussant: **Kaylene McClanahan**, *U. of California, Los Angeles*
Discussant: **Michael Rosenblum**, *U. of Notre Dame, Mendoza College of Business*
Discussant: **Jordan Starck**, *Stanford U.*

Post-doc positions in management can be a critical stepping-stone for academic positions. Notably, an increasing number of successful management scholars are starting their careers in post-doc positions. However, the conversation about post-docs is mostly absent from The Academy of Management (AOM) Annual Meeting. This PDW seeks to provide an essential opportunity for Ph.D. students to learn more about such positions. It can also benefit current post-docs by creating a community through building connections. Specifically, this PDW is designed to help Ph.D. students who are considering (or starting) a post-doc position as well as current post-docs. It is intended to provide informal career advice from a diverse set of academic scholars on how to be successful during, and after, a post-doc position. Notably, this PDW will address three main questions: (1) What are the long-term career benefits of post-doc positions? (2) What does it mean to be successful as a post-doc, including being productive and becoming well-positioned to find an academic job? and (3) How can Ph.D. students obtain post-doc positions? All invited presenters have previously held or currently hold academic post-doc positions. They also represent a diverse set of career stages, geographic locations, research interests, academic institutions, and therefore are well-positioned to provide a rich set of perspectives on post-doc positions and beyond.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **647** | Submission: **19987** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 6 2023 12:45PM - 1:45PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

Division & Interest Group 3-Year Review Orientation Session (2023-24)

Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Facilitator: **Sabine Hoidn**, *U. of St. Gallen*

During this orientation session, an overview of the new 3-Year review process and timeline will be provided for DIGs under review in 2023-24.

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

Session Type: **PDW Workshop**
Program Session: **648** | Submission: **17564** | Sponsor(s): **(CTO, STR, OMT)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Video Games, Digital Age Organizations, and Management Research

Session Chair: **Nicholas Berente**, *U. of Notre Dame*
Session Chair: **Sirkka Jarvenpaa**, *U. of Texas at Austin*
Session Chair: **Lior Zalmanson**, *Coller School of Management, Tel Aviv U.*
Speaker: **Julian Lehmann**, *Arizona State U.*
Speaker: **Stefan Seidel**, *U. of Cologne*
Speaker: **Julien Clement**, *Stanford U.*
Speaker: **Dominik Gutt**, *Erasmus U. Rotterdam*

This Professional Development Workshop (PDW) focuses on collaboratively exploring research into video game ecosystems, emphasizing how this context helps us to understand organizing in the digital age. Video game ecosystems are leading practice in various digital domains, such as autonomous design (procedural generation with AI), virtual, augmented, and immersive technologies, user engagement, communities, gamification, and the Metaverse. Video game organizations are continually experimenting with various business and revenue models, pioneering many areas of data-driven design and innovation management and blurring the lines between work and leisure. Video games provide a compelling context for studying important organizational issues relating to ethics, creativity, engagement, strategy, and other timeless topics in exciting and novel ways. The PDW aims to inspire research and ignite collaborations in this exciting context.

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

Session Type: **PDW Workshop**
Program Session: **649** | Submission: **10282** | Sponsor(s): **(IM, AAM, AFAM, DEI, ENT, HR, IAM, INDAM, OB, STR, TIM)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 2:00PM ET (UTC-4)** at **Offsite** in **Northeastern University**

International Management Division Meet the Editors Session ✈ 💻

Coordinator: **Ilya Cuypers**, *Singapore Management U.*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Stav Fainshmidt**, *Florida International U.*
Panelist: **Rosalie L. Tung**, *Simon Fraser U.*
Panelist: **William Wan**, *Chinese U. of Hong Kong*
Panelist: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

The session gathers the Editors of the major journals that publish research on aspects of international management and business. It is a great opportunity to learn about these journals, discuss factors to consider when choosing among them, get tips on how to write papers for successful publication, and avoid common pitfalls.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **650** | Submission: **19898** | Sponsor(s): **(OB)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

Organizational Behavior Division Global Committee Meeting

Organizer: **Marjo-RIitta Diehl**, *Aalto U. School of Business*

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **651** | Submission: **19935** | Sponsor(s): **(ODC)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

ODC Doctoral Student and Junior Faculty Consortium

Organizer: **Richard W. Stackman**, *U. of San Francisco*
Organizer: **Laura Fey**, *Doctoral Student*
Organizer: **Jill Waymire Paine**, *IE Business School*
Organizer: **Feirong Yuan**, *U. of Houston, Victoria*

The ODC Doctoral Student and Junior Faculty Consortium is a developmental opportunity for doctoral students and junior faculty who are working in the areas of organizational development and change. Pre-registration is required. Please email rwstackman@usfca.edu

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **652** | Submission: **19948** | Sponsor(s): **(PNP)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 2:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

PNP Executive Committee Meeting

Program Chair: **Elizabeth Searing**, *U. of Texas at Dallas*

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **653** | Submission: **20068** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Crafting for ImPact at AMP

Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

Would you like to publish in AMP? If so, AMP Editors-in-Chiefs, Gideon Markman & Geoffrey Wood, and Associate Editors will clarify the type of papers that AMP publishes, explain how you can assess whether your paper is making a contribution, and provide tips on how to write a powerful introduction. Attendees will interact with the AMP editorial team and obtain answers to their questions. All are welcome.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **654** | Submission: **17971** | Sponsor(s): **(AAT, RM)**
Scheduled: **Sunday, Aug 6 2023 1:30PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Finding Voice, Identity, Purpose and Belonging at Work Using Extended Epistemologies

Session Chair: **Kerrie Fleming**, *Ashridge Executive Education at Hult International Business School*
Discussant: **Donna Ladkin**, *Birmingham Business School, U. of Birmingham*
Presenter: **Sibylle Erdmann**, *Ei SMART Early Intervention for Infants and Young Children*
Presenter: **Elana Haviv**, *Antioch U.*

In this symposium, we will showcase a qualitative approach using action research which puts the worker front and centre, creating new insights into how the authors have developed a way of working in their respective organisations and practice. Action Research as an approach asks questions concerning “knowledge-in action”, “human flourishing”, “practical issues” and “participation and democracy” (Reason and Bradbury, 2008, pg.2). It presents a truth telling which usually has no place in more traditional paradigms and although is not revolutionary, it focuses on the natural behaviour of people and their perceptions of the social world (Denzin and Lincoln 2005; Yin, 1994). This symposium demonstrates how to shift the current focus away from systems and structures which dominate how organisations and their people are organised. We offer some empirical examples of these cycles of inquiry from technology and healthcare sectors. we offer extended epistemologies and presentational form (art, poetry, voice, journaling, photography) within qualitative methods to explore, scrutinise and navigate the personal and professional practice of the presenters and how it has helped to make small but important changes in the world of work (Anderson, R., & Braud, W. (2011). This use of qualitative methods for evaluation purposes in social policy and health care is something which has been a powerful medium for us to closely investigate the practice of ‘being’ alongside the ‘doing’ at work.

Parenting: Side Hustle or Main Gig? How Do I Locate My Parenting Work?

Author: **Sibylle Erdmann**, *Ei SMART Early Intervention for Infants and Young Children*

Silence- A First Person, Art-Based, Epistemological Inquiry into Voice, Power, Choice, and Truth

Author: **Tanya Shlovogt**, *King's College London*
Author: **Elana Haviv**, *Antioch U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **655** | Submission: **12243** | Sponsor(s): **(AFAM)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 4:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Africa Journal of Management Editorial Review Board

Participant: **Samuel Aryee**, *U. of Surrey*

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **656** | Submission: **10862** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Hybrid Work Arrangements

Organizer: **Karin Sanders**, *UNSW Business School, Australia*
Organizer: **Andrew Dhaenens**, *UNSW Sydney*
Participant: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Participant: **Almina Besic**, *Johannes Kepler U. Linz*
Participant: **Michal Biron**, *U. of Haifa*
Participant: **Michael Butler**, *Bangor Business School*
Participant: **Shelia Hyde**, *Texas Woman's U.*
Participant: **Alfred Presbitero**, *Deakin U.*
Participant: **Paula Marie O'Kane**, *U. of Otago*
Participant: **Dana L. Ott**, *U. of Otago*
Participant: **Christian Reimers**, *Arctic U. of Norway*
Participant: **Huadong Yang**, *U. of Liverpool*

The COVID-19 pandemic has further challenged traditional work arrangements. Researchers worldwide are studying hybrid work arrangements concerning the various needs and preferences of working in organizations. This caucus aims to openly discuss research relating to hybrid work arrangements and explore ways of collaboration.

The COVID-19 pandemic has further challenged traditional work arrangements. Researchers worldwide are studying hybrid work arrangements concerning the various needs and preferences of working in organizations. This caucus aims to openly discuss research relating to hybrid work arrangements and explore ways of collaboration.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **657** | Submission: **12039** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

#HumanizingDigitalWork: Research and Dissemination Platform

Organizer: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana*
Organizer: **Amadeja Lamovšek**, *School of Economics and Business, U. of Ljubljana*

Designing, organizing and leading (in) non-traditional work arrangements represent an important managerial challenge in light of new forms of work (e.g., remote, hybrid) and the future of work. #HumanizingDigitalWork is a research collaboration and dissemination platform addressing these challenges, bringing together international crew members, existing and potential collaborators.

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

Session Type: **Caucus**
Program Session: **658** | Submission: **14463** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Putting the Worker Front and Center: The Native, Aboriginal & Indigenous People's Caucus

Organizer: **Kiri Dell**, *U. of Auckland*
Organizer: **Dara Kelly**, *Simon Fraser U.*
Organizer: **Francois Bastien**, *U. of Victoria*
Participant: **Robert Brent Anderson**, *U. of Regina*
Participant: **Bobby Banerjee**, *Bayes Business School (formerly Cass), City, U. of London*
Participant: **Jason Paul Mika**, *U. of Waikato*
Participant: **Michelle Marie Evans**, *U. of Melbourne*
Participant: **Ella Henry**, *Auckland U. of Technology*
Participant: **Ana Maria Peredo**, *U. of Ottawa*
Participant: **Joseph Scott Gladstone**, *Washington State U.*
Participant: **Rick Colbourne**, *Sprott School of Business, Carleton U.*
Participant: **Mary E. Doucette**, *Cape Breton U.*
Participant: **Moses Edward George Gordon**, *First Nations U. of Canada*
Participant: **Jarrod Haar**, *Massey U. Business School*
Participant: **Matthew Murphy**, *U. of Victoria*
Participant: **Peter Nicholas Pomart**, *Social Issues in Management*
Participant: **Shelley Price**, *Gustavson School of Business, U. of Victoria*
Participant: **Emily Salmon**, *U. of Victoria (PhD Student)*
Participant: **Diane Rongo Ruwhiu**, *U. of Otago*
Participant: **Chellie Margaret Spiller**, *Waikato Management School*
Participant: **Amy K. Verbos**, *U. of Wisconsin, Whitewater*
Participant: **Julia Storberg-Walker**, *George Washington U.*
Participant: **Daniel Stewart**, *Gonzaga U.*
Participant: **James C. Spee**, *U. of Redlands*
Participant: **Magnolia Perron**, *U. of Victoria*
Participant: **Bobby Kayseas**, *First Nations U. of Canada*

This 13th Native, Aboriginal & Indigenous People's Caucus offers management scholarship discussion relevant for, and by Native and Indigenous People. The Caucus continues to provide a space for AOM's commitment to recognizing value in using non-Western thought to improve management science that enhances the well-being of Indigenous communities and provides dialogue and solutions towards global challenges.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Caucus**
Program Session: **659** | Submission: **18654** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Digital Ethnography in Management Research

Organizer: **Micah Rajunov**, *Boston U. Questrom School of Business*
Organizer: **Arvind Karunakaran**, *Stanford U.*

Fundamental shifts in digital technology present novel forms of social action. However, traditional ethnographic methods were developed when co-location and/or physical presence was a requirement to conduct any form of field research. With the changing nature of work, how can ethnographers more fully capture contemporary organizational life in a digital world?

KEY TO SYMBOLS

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

Session Type: **Plenary Session**
Program Session: **660** | Submission: **19922** | Sponsor(s): **(DEI)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

50th Anniversary Plenary - Past, Present and Future of DEI Research

Session Chair: **Florence Villeseche**, *Copenhagen Business School*
Division Chair-Elect: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Division Chair: **Eddy S. Ng**, *Queen's U.*
Professional Development Workshop Chair: **Sujana Adapa**, *Associate Professor*
Past Director: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Judith A Clair**, *Boston College*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Participant: **Waheeda Lillevik**, *College of New Jersey*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Participant: **Darryl Rice**, *Miami U.*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Raymond Trau**, *Macquarie U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Ny Mia Tran**, *Springfield College, MA*
Participant: **Kayla Follmer**, *West Virginia U.*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Farnaz Ghaedipour**, *Stanford U.*
Participant: **Kristin Burton**, *Purdue U. Northwest*
Participant: **Yang Yang**, *Rowan U.*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*

Come join us for this landmark plenary, celebrating the 50th anniversary of the division. We have come a long way since our founding as the (Status of) Women in Management Interest Group and Minorities Interest Group in 1973/74. This is an important foundation from which we have grown and changed. Ten years later, in 1983, we became an official Division of AOM--Gender and Diversity in Organizations. This year we also celebrate our new division name: Diversity, Equity, and Inclusion (DEI). We hope you will join us for this special plenary that will take the form of a panel discussion with members from different horizons, longstanding members and more recent joiners.

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

Session Type: **Meeting**
Program Session: **661** | Submission: **19988** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Cross-DIG Strategic Sharing Forum

Organizer: **Michael McShane**, *Academy of Management*
Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Facilitator: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*

This forum will enable Divisions & Interest Groups to share best practices, innovations, and strategic activities with each other, i.e., fellow DIG leaders and volunteers.

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

Session Type: **Social Event**
Program Session: **662** | Submission: **20203** | Sponsor(s): **(ONE)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Remembering Ivan Montiel

Participant: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Participant: **Lucrezia Nava**, *Bayes Business School (formerly Cass), City, U. of London*
Participant: **Junghoon Park**, *Loyola Marymount U.*

This year we lost an important colleague and friend. Join us to remember Ivan and celebrate his life.

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

Session Type: Showcase Symposium
Program Session: **663** | Submission: **10918** | Sponsor(s): **(ONE, SIM, MED)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence A**

Integrating Sustainability into Every Course: Insights from ONE Distinguished Educator Award Winners

Organizer: **Shelley F. Mitchell**, *Hult International Business School*
Organizer: **Stuart A. Allen**, *Robert Morris U.*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Rae Andre**, *Northeastern U.*
Panelist: **Christopher Craig**, *Murray State U.*
Organizer: **Georg Reischauer**, *WU Vienna U. of Economics and Business*

Sustainability has become a core part of graduate and undergraduate programs in business schools across the globe. However, in many instances this integration means that courses dedicated to this topic are offered as either electives or core courses. This symposium aims to push the boundaries of this current academic practice by focusing on how sustainability can be integrated into every course to prepare future workers and managers. For this purpose, past ONE Distinguished Educator Award winners will reflect upon this approach as well as share best practices and tips for how participants can incorporate sustainability into their teaching strategies.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **664** | Submission: **20025** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence B**

OSCM Division New Member Cafe

Organizer: **Sean M. Handley**, *Darla Moore School of Business, U. of South Carolina*
Organizer: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*

If you are a new OSCM division member, please join us to know what the division can offer

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

Session Type: **Social Event**
Program Session: **665** | Submission: **20097** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

AMR OUTGOING Editorial Review Board and Awards

Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

By invitation only

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **666** | Submission: **20096** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

AMLE OUTGOING Editorial Review Board

Presenter: **Paul Hibbert**, *U. of St Andrews*

By invitation only

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

Session Type: **Meeting**
Program Session: **667** | Submission: **19986** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

AOM Ethics Education Committee meeting

Organizer: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*

By invitation only

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

Session Type: **Meeting**
Program Session: **668** | Submission: **19902** | Sponsor(s): **(OB)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 4:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton AB**

OB Division Executive Committee Meeting

Organizer: **Elizabeth George**, *Cambridge Judge Business School*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **669** | Submission: **10680** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Specialized Educational Programs to Enhance Students' Well-Being and Soft Skills

Session Chair: **Andrea Honal**, *DHBW Mannheim / Germany*
Presenter: **Alexandra Advani**, *DHBW Mannheim / Germany*
Presenter: **Dorothee Beez**, *DHBW Mannheim / Germany*
Presenter: **Volker M. Rundshagen**, *U. of Applied Sciences Stralsund*

Advances in globalization, digitalization, and emerging new technologies have placed entirely new demands on students and their required skillsets to succeed in professional fields charactarized by uncertainty, complexity, and ambiguity. Although the Covid-19 crisis has increased the importance of this debate, turning the attention of universities towards the question of how to integrate soft skills and mental health training into the curriculum, there is still hesitation when it comes to its implementation in the classroom. Within the PDW, the impact of programs offering mental health support will be shown, and how well-being formats influence the positive development of soft skills of young people, such as critical thinking, problem-solving, collaboration, and agility, which are considered key factors in the future workplace. Moreover, the PDW demonstrates different educational formats that have already been successfully implemented in German universities. By offering both an interactive presentation as well as a discussion segment, in which participants can share the specific problems they face regarding how to prepare students for the future workplace and the solutions they have adopted consequently, an inspiring idea-set of practical approaches and innovative methods will be achieved.

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

Session Type: **Symposium**
Program Session: **670** | Submission: **13090** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Workplace Harassment in a Virtual Reality: Preparing Students for Reality by Using Virtual Reality (CANCELLED)

Presenter: **Robert Steinbauer**, *Brock U.*

We are in midst of a technological revolution that has the potential to revolutionize management education. I propose Virtual Reality (VR) as a pedagogical tool that can live up to and exceed the expectations of today's students. Specifically, I argue that experiencing the impact an organizational climate has on personal decision making can help students transform from being a bystander to becoming an upstander when observing workplace harassment in VR. In this session, I will discuss lessons learned from developing two open access VR simulations that let students observe and experience workplace harassment in a controlled environment and allow them to apply their knowledge and intervene. In addition, I will elaborate how to use VR in the classroom and present the results of a pilot study that indicates that students clearly prefer the VR simulations to traditional text-based cases as they are impactful, engaging, immersive, and realistic.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **671** | Submission: **13595** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Bubble-Hopping. A Method to Bridge Differences

Presenter: **Emma Stenstrom**, *Stockholm School of Economics*

The session will introduce a pedagogical method called bubble-hopping, where we encourage students to have curious conversations with people unlike themselves. To bridge differences, which is important in society as well as in organizations - and in the classroom. To prepare the students, we give them both a theoretical foundation and practical skills training. We teach and practice listening, asking, sharing, non-verbal communication, overcoming cognitive biases, handling conflicts, calming down, and many other helpful skills. So far, we have used the method with over 2 000 students at the undergraduate, master- and executive levels at a business school. Afterwards, we collected and analyzed their stories to improve the method. In this session, we will share the research behind the method and our experiences using it in different contexts. We will pay special attention to how to turn research into embodied learning experiences and practice some of the many exercises we use in bubble-hopping. Two specific skills that can be useful in teaching, non-verbal communication and socially sustainable storytelling, will be practiced. The session will be conducted in an interactive, co-creative way, where all participants will be encouraged to share their best practices and, of course, build bridges.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **672** | Submission: **14606** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Stay Ahead of the Disruption: Managing Hybrid Learners to Feel Present, Engage, Connect and Perform

Presenter: **Bert Verhoeven**, *Flinders U.*
Presenter: **Theodore L. Hill**, *Fox School of Business, Temple U.*
Presenter: **Bora Ozkan**, *Fox School of Business, Temple U.*
Presenter: **David C. Nash**, *Fox School of Business, Temple U.*

Hybrid teaching and learning uses technology to create a variety of student learning environments and interactions that enhance flexibility, reach, connectivity and immediacy. The post-Covid-19 demand for hybrid learning and the disruptive implications for schools and universities creates a competitive advantage for teachers, managers and institutions that develop best practice experience. Hybrid learning, done well, offers more opportunities for collaborative interaction and connection as well as flexibility and cost savings. But what does hybrid learning "done well" look like? We involve participants in a co-learning discussion about hybrid learning done well, drawing on the experiences of four educators at two universities across two continents conducting experiential classes on design thinking, finance and strategic management with undergraduate, masters-level, doctoral, and executive-education students. We will discuss and facilitate interactive activities about: 1. Challenges with hybrid delivery model and experiential learning pedagogy. How to provide same engaging student experience and learning outcomes across face to face and online students? Topics include interactive activities and finding the right technologies, including virtual reality. 2. Designing and facilitating the hybrid classroom experience: Topics include the challenge of managing self-directed experiential design thinking and research projects in a hybrid learning setting; facilitating effective group work; managing the cognitive overload of toggling between face-to-face and online; involving students in management; and navigating our own transition from "sage on the stage" to a behind-the-scenes designer and nimble facilitator. 3. Disruption potential following increased student demand and economics of hybrid teaching: what are challenges for the future?

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

Session Type: **Symposium**
Program Session: **673** | Submission: **10676** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Case Writing 101: Building a Case that Works

Session Chair: **Karen MacMillan**, *U. of Western Ontario*
Presenter: **Brent D. Beal**, *U. of Texas at Tyler*
Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*

Educators who can write effective cases have the power to: fill in worrisome voids in a teaching plan; engage students with relevant, current material; gain a competitive edge by tailoring executive education programs; develop research ideas with practitioners; and, increasingly, receive publishing credit applicable to tenure decisions. Royalty payments can also make writing best-selling cases lucrative. This dynamic, interactive session will offer practical advice on how to tackle each step of the case writing process, including: determining what kind of case to write; finding leads in the field; collecting data; writing a well-liked case and teaching note; getting the case released and tested; and publishing the case.

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

Session Type: **Symposium**
Program Session: **674** | Submission: **10045** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Student-Focused Inclusive Teaching

Organizer: **Shoshana Schwartz**, *Christopher Newport U.*
Presenter: **Elizabeth A. Adair**, *California State U., Monterey Bay*
Presenter: **Pooria Assadi**, *California State U. Sacramento*
Presenter: **Emily Rosado-Solomon**, *Babson College*

In this session on student-focused inclusive teaching, participants will gain exposure to three different approaches within the broad domain of inclusive teaching. The session will begin with each of three faculty members introducing a specific inclusive teaching practice. The three specific practices are as follows: 1) fostering inclusive participation assessment to promote student learning and engagement while overcoming barriers experienced by traditionally marginalized groups, 2) utilizing service learning in course redesign to achieve equitable outcomes for students from historically disadvantaged groups, and 3) creating accessible and equitable digital content for students with visual disabilities. Participants will then split into interactive breakout groups for a deeper dive into whichever of the three approaches they would like to explore further. Participants will be left with actionable takeaways and relevant teaching resources to consider whether and how to incorporate specific inclusive teaching tactics into their own pedagogy.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **675** | Submission: **19337** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Beyond Reflection: Learning Logs as a Feedback Tool for Teachers During (Large) Online Classes

Presenter: **Sunitha Tumkur**, *Assistant Professor (Management Communication), IIM Visakhapatnam*

The COVID-19 pandemic and the abrupt transition to online courses in higher education posed new problems to the teaching-learning process. While students battled with the expectation that they would remain glued to the computer screen from session to session, teachers had to make numerous adjustments to their instructional strategies to ensure student participation and engagement. Following their online classes, 190 students in management filled out a semi-structured learning log on a weekly basis. The 923 learning logs collected over a 5-week period were analysed thematically to determine how learners perceived the relationship between what was taught and its applicability in managerial jobs. Few students demonstrated this meta-skill of reflection, with the majority of students merely providing a list of topics presented during the sessions. In addition to serving the function of what the students appear to have learned, some students used this as an opportunity to provide feedback to the instructor, as well as to request clarification, express concerns, and set expectations for future sessions. A post-hoc analysis was conducted by analysing end-of-term student feedback to understand the relevance of this exercise. Few students viewed this as an opportunity to provide feedback to the instructor and alter course content, while the majority viewed it as a burdensome activity of limited value. This research is essential for instructors who seek to engage students in post-class reflection and who must anticipate how this activity may affect students' views of learning.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **676** | Submission: **15642** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Don't Try This in the Classroom: Reflections on Failing and Adapting

Presenter: **Belgin Okay-Somerville**, *U. of Glasgow*
Presenter: **Adina Dudau**, *Adam Smith Business School, U. of Glasgow*
Presenter: **Alvise Favotto**, *U. of Glasgow*
Presenter: **Paul Hunter**, *Adam Smith Business School, U. of Glasgow*

During this session, we will share our teaching mistakes/failures and encourage the participants to do so as well. A great part of improving our teaching practice involves reflecting on what worked well and what didn't work so well. TLC@AOM offers a brilliant opportunity to learn from others and share our own practice. Over the years, the presenters have taken away and applied many positive lessons from attending the TLC@AOM sessions – some more successfully than others. Understandably, discussions are often focused on what works well – offering viable solutions to our teaching dilemmas or keeping up with the latest developments. However, we know from experience, there is a darker (and sometimes somewhat challenging) side to teaching when we realise that some of our teaching practices did not work, or when we adapted in response to unexpected changes in higher education! In this session, we will be reflecting on such instances and aim to learn from each other's mistakes and adaptations. In doing so, we will also aim to consider some of the constraints that impact on our teaching practice – e.g., institutional policies, culture, or more external issues, such as a global pandemic.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **677** | Submission: **15573** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Designing a Super Course by Using Seven Research Based Best Learning Practices

Presenter: **Elina Ibrayeva**, *Associate professor of practice management*

This presentation discusses the seven best learning practices that can be incorporated into the design of any management course. These best learning practices are: repeated practice, use of frameworks, application, integration, storehouse vs snakeskin model of learning, use of stories and analogies, and multimedia. These practices are universal to good course design and can be used in any course format (online, hybrid, or on-campus) and at any level (graduate and undergraduate). The goal of employing these practices is to create more thought-provoking, creative, and engaging assignments. The presenter will illustrate the use of these practices within several original assignments which had proved successful with students from three online MBA courses. Participants will be asked to share the use of these learning practices in their own teaching practice. The goal of the presentation is to help the session participants become more skillful, confident, and pedagogically savvy teachers of their disciplines.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **678** | Submission: **17987** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Queering Management Education: The Value of Inclusion of 2SLGBTQ+ People & Perspectives

Presenter: **Susan Charlene Graham**, *U. of Prince Edward Island*

Within management education, cisheteronormativity is a dominant perspective and foundation, and the field is falling behind other professional programs in terms of being more inclusive and representative of historically marginalized communities, including 2SLGBTQ+ people. This is problematic for two broad reasons. First, these practices exclude significant groups of people who are unable to see aspects of themselves reflected in management programs and who may experience harm(s) as a result of these practices. Second, management students of all backgrounds and identities may fail to develop the skills and knowledge they will need to effectively work with and for diverse people in myriad contexts. This proposal will consider ways to be more inclusive and representative of 2SLGBTQ+ people in management education curricula and pedagogies, physical spaces that management education occupies, and relationships among peers and faculty members. By examining common, but problematic, management teaching practices, attendees will be better able to identify cisheteronormativity in their teaching practices, understand why it is important to develop 2SLGBTQ+ inclusive programming and practices, begin developing their own toolbox to suggestions, tips, and strategies for greater 2SLGBTQ+ inclusion, and know where to find supports, information, and strategies from a like-minded community of management educators.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **679** | Submission: **19724** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Developing Leaders Cultural Intelligence Through Films

Presenter: **Marco Aponte**, *U. of Southern California -Marshall School of Business*

Cultural intelligence is the ability to interact effectively across cultures. It is often defined in terms of three factors: having knowledge of other cultures, being mindful about cultural differences, and being able to behave according to other cultures' norms. Cultural intelligence is a critical leadership skill when working in cross-cultural settings. In this session, we discuss how short films from other cultures can be used to develop leaders' cultural intelligence. Drawing from Hofstede's framework on cultural differences, we propose a film-based three-step approach to develop cultural intelligence: watching the film, analyzing the culture in the film according to Hofstede's framework, and reflecting on the cultural differences noted in the film.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **680** | Submission: **20099** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 3:00PM - 4:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

AMR INCOMING Editorial Review Board

Presenter: **Kris Byron**, *Georgia State U.*

By invitation only

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **681** | Submission: **20098** | Sponsor(s): **(PUBS)**
Scheduled: **Sunday, Aug 6 2023 3:00PM - 4:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton AB**

AMLE INCOMING Editorial Review Board

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

By invitation only

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

Session Type: **Social Event**
Program Session: **682** | Submission: **19878** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 6 2023 3:00PM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

STR Consortia Networking Social

Organizer: **Brian Wu**, *U. of Michigan*

This event is open to all 2022 and 2023 STR PhD and Junior Faculty consortia participants and panelists. By invitation only.

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

Session Type: **PDW Workshop**
Program Session: **683** | Submission: **19002** | Sponsor(s): **(AAT)**
Scheduled: **Sunday, Aug 6 2023 3:30PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

What Does it Mean to Put Workers Front and Center?

Organizer: **Nagaraj Sivasubramaniam**, *Duquesne U.*
Organizer: **Tanvi H. Kothari**, *San Jose State U.*
Organizer: **Aarti Ramaswami**, *ESSEC Business School*
Organizer: **Senthil K. Muthusamy**, *Slippery Rock U.*
Presenter: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*
Presenter: **Krzysztof Dembek**, *Centre for Social Impact, Swinburne U. of Technology*
Presenter: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Presenter: **Indu Rao Kaveti**, *Pandit Deendayal Energy U.*

The primary objective of this PDW is to provide Academy Members from different divisions the opportunity to work together to address the challenge of designing organizational systems, designs and work practices that put workers front and center. Given the renewed attention on employment practices due to unionization attempts at progressive companies and "quiet quitting," it is critical to address the meaning of employee-centric work systems from multiple theoretical perspectives and knowledge traditions. Subject matter experts, video and other multimedia information will be available to participants to work through and develop new research ideas to examine the theme. The PDW will conclude with a summary of research design outcomes. The participants will leave with a broader understanding of the theme and a set of new research ideas to further inform research and practice.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **684** | Submission: **13955** | Sponsor(s): **(AAT, SIM)**
Scheduled: **Sunday, Aug 6 2023 3:30PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Craft, Inequality, and the Future of Work

Organizer: **Monika Zebrowska**, *U. of Cambridge*
Organizer: **Charmi Patel**, *Henley Business School, U. of Reading*
Moderator: **Monika Zebrowska**, *U. of Cambridge*
Moderator: **Charmi Patel**, *Henley Business School, U. of Reading*
Panelist: **Howard Aldrich**, *U. of North Carolina*
Panelist: **Sophie Alkhaled**, *Lancaster U. Management School*
Panelist: **Candace Jones**, *U. of Edinburgh*
Panelist: **Jochem Kroezen**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Aruna Ranganathan**, *Haas School of Business, UC Berkeley*

In this panel symposium we collectively explore the relationship between craft organizing and inequality, and its consequences for the future of work. While management scholars have long paid attention to various craft contexts such as: beer brewing, heritage crafts, or textile crafts, more recently we also see increased number of attempts that propose craft as an alternative approach to organizing. Typically, such conceptualizations, depict craft in overwhelmingly positive manner bringing attention to the meaningfulness of craft work, its more sustainable nature, or its accessibility and importance for local communities and cultures. As such, craft is often depicted as a potential pathway to solving issues caused by social processes such as globalization, or industrialization. Yet, perhaps unsurprisingly, there seems to be also a dark side to craft organizing. Insights from other disciplines and empirical reality suggest that craft can also perpetuate social inequality – a relationship which remains largely understudied phenomenon in management and organization literature. The purpose of this symposium is to bring together a diverse panel of scholars to rebalance the conversation around craft work and craft organizing by drawing attention to both their light and dark sides. By bringing more nuance to conceptualizations of craft, we hope to spark a conversation about opportunities and challenges stemming from adopting craft-based approaches and their consequences for the future of work.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **685** | Submission: **20047** | Sponsor(s): **(CM)**
Scheduled: **Sunday, Aug 6 2023 3:30PM - 4:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Conflict Management Division Executive Board Meeting

Program Chair: **M. Audrey Korsgaard**, *U. of South Carolina*
Division Chair-Elect: **Pri Pradhan Shah**, *U. of Minnesota*

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

Session Type: **PDW Workshop**
Program Session: **686** | Submission: **11952** | Sponsor(s): **(OB, CAR)**
Scheduled: **Sunday, Aug 6 2023 3:30PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley AB**

Thinking of a Position Outside the US and Europe? "Dos and Don'ts" of International Business Schools

Organizer: **David Leonard Patient**, *Vlerick Business School*
Organizer: **Ying Chen**, *U. of Rhode Island*
Organizer: **Marylene Gagne**, *Curtin Uni*
Organizer: **Dan V. Caprar**, *U. Of Sydney*
Panelist: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Panelist: **Martha Jeong**, *Hong Kong U. of Science and Technology*
Panelist: **Christine M. Chan**, *U. of Hong Kong*
Panelist: **Jason D. Shaw**, *Nanyang Technological U.*
Panelist: **Steven Grover**, *Macquarie U.*
Panelist: **Karin Sanders**, *UNSW Business School, Australia*
Panelist: **Gavin M. Schwarz**, *UNSW Sydney*
Panelist: **Gillian Yeo**, *U. of Western Australia*

Many management scholars are interested in taking their career to a new culture and context. Although the opportunities to teach and conduct organizational research at business schools around the globe have significantly increased, first-hand information on business schools outside of North America and Europe can be hard to come by. This PDW is designed for both junior and senior OB scholars who would like more information regarding academic careers at reputable business schools outside of North America and Europe. It will bring together eight panelists currently working at schools in Australia, mainland China, Hong Kong, and Singapore. The panelists include junior and more senior faculty, who are 'international hires" themselves, and/or have experience in recruiting and hiring international faculty for institutions in this region. The panel will provide information, highlight challenges, and share distinctive features for academic careers in each country/region, including tacit knowledge and unspoken rules that applicants should be aware of. Topics for discussion include: What does the hiring and job application process look like? How are faculty evaluated, and what types of tenure and contracts are used? What are key challenges that international faculty experience in adapting to the national culture and university system? What was most surprising for international faculty, so far? What are norms of professional conduct (e.g., dos and don'ts in presenting oneself and one's work)? The PDW includes individual presentations by panellists, country-specific roundtable discussions, and a closing Q&A.

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

Session Type: **Meeting**
Program Session: **687** | Submission: **20029** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 6 2023 3:30PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

OSCM Division Business Meeting

Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*
Organizer: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Organizer: **Stephanie Eckerd**, *U. of Tennessee*
Organizer: **Sean M. Handley**, *Darla Moore School of Business, U. of South Carolina*
Organizer: **Anand Nair**, *Michigan State U.*

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

Session Type: **Meeting**
Program Session: **688** | Submission: **20015** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 6 2023 3:30PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

TIM Executive Committee Meeting

Division Chair: **Maryann P. Feldman**, *Arizona State U.*
Division Chair-Elect: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Program Chair: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Past Director: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Representative-at-Large: **Raffaele Conti**, *ESSEC Business School*
Representative-at-Large: **Colleen Cunningham**, *U. of Utah, David Eccles School of Business*
Representative-at-Large: **Nilanjana Dutt**, *Bocconi U.*
Representative-at-Large: **Hila Lifshitz-Assaf**, *Warwick Business School*
Representative-at-Large: **Denisa Mindruta**, *HEC Paris*
Representative-at-Large: **Markus Perkmann**, *Imperial College London*
Representative-at-Large: **Ram Ranganathan**, *U. of Texas at Austin*
Representative-at-Large: **Maria Roche**, *Harvard Business School*
Representative-at-Large: **Eunhee Sohn**, *Georgia Institute of Technology*
Representative-at-Large: **Susan L. Cohen**, *U. of Georgia*
Representative-at-Large: **Paul Huenermund**, *Copenhagen Business School*
Representative-at-Large: **Llewellyn D W Thomas**, *IESE Business School*
Representative-at-Large: **Valentina Tartari**, *Stockholm School of Economics*
Representative-at-Large: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Representative-at-Large: **Hyunjin Kim**, *INSEAD*
Representative-at-Large: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Representative-at-Large: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Representative-at-Large: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*

This is an invitation-only meeting of the TIM Executive Committee (all officers and reps at large should attend).

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

Session Type: **Symposium**
Program Session: **689** | Submission: **12674** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Geographic Diversity, Gender Diversity and Psychological Safety in Global Student Teams

Presenter: **Pamela Campagna**, *Hult International Business School*
Presenter: **Thomas Sullivan**, *Hult International Business School*

Working conditions in today's classrooms and workplaces usually include challenges in communication, collaboration and performance, which makes working in teams more important than ever before. In most higher education classrooms around the world, students understand that, to succeed in the global labor marketplace, they need to prepare themselves for working across borders and cultures. Business students pursuing master's degrees will often choose to leave their home countries and pursue degrees abroad. These students presume they are going to widen their network, perfect language skills and deepen and develop the required analytical and interpersonal skills to become strong individual contributors as well as managers and leaders in their work settings. What they may not realize and appreciate until they arrive, is how much they are going to rely on teams and teaming in the academic setting, which will prepare them for the opportunities and challenges that they will face when they are in a workplace setting. In our university, students work together in at least five different diverse teams made up of students from around the world, over the course of their one-year graduate program. The aim of this interactive session is to share insights and observations about student work in global teams, based on our research from hundreds of graduate student teams, and compare best practices with our colleagues. How does our experience in working with students in a global, diverse educational environment compare to others'? Are there "best practices" that we can identify in a consistent way?

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

Session Type: **Symposium**
Program Session: **690** | Submission: **13116** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Giving MBA Students a Seat at the Table: Public Policy as a Critical Element of Business Education

Presenter: **Aimee Williamson**, *Suffolk U.*
Presenter: **Tammy MacLean**, *Suffolk U.*

Businesses are subject to a growing number of nonmarket forces, including government regulations and other public policies. Such government activities have a significant impact on companies and the economy more broadly, serving simultaneously as both opportunities and threats, yet many business leaders have relatively little understanding of the public policy process compared with other strategic imperatives. The speed at which recent public crises have generated government activity impacting day-to-day business processes has heightened awareness of these issues. It is critical that business leaders of today and tomorrow understand the implications of government affairs and social issues for their companies, including how they can play a role in the policy process, but these functions and skills are often excluded from business education programs. This session will engage the audience in a discussion of the importance of government affairs and nonmarket forces as a critical element of business education today. We will share background on a dedicated course, the Washington Policy Seminar, as a required course for EMBA students that leverages interdisciplinary collaboration, experiential learning, and alumni engagement. We will facilitate a discussion on the role of nonmarket forces, public policy, and government affairs in the broader business school curriculum, engaging the audience to identify other ways to embed such topics in the curriculum and discuss the future of public policy content in business school curriculum.

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

Session Type: **Symposium**
Program Session: **691** | Submission: **13932** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Learning with Intention: Using Free Digital Resources to Encourage Mindful Learning

Presenter: **Rashimah Rajah**, *National U. of Singapore*

Research on mindfulness has been expanding rapidly in the past decade. With certified programs and structured courses in place, evidence-backed mindfulness training has been incorporated as legitimate interventions at the workplace in various countries around the world. Research has also shown that mindfulness increases leader effectiveness and reduces individual work stress. In the classroom, mindfulness does not have to be a concept that is merely taught for students' future success in employee or management roles. Instead, mindfulness can be practiced in the classroom itself to increase individuals' cognitive resources for learning and reflection. While there are mindfulness courses, and even full-time degrees on the topic, we are suggesting that mindfulness be integrated in general management classes, where it is not typically discussed at length. In this proposal, we illustrate how three elements can be consciously incorporated into lectures and seminars to set the intention for learning and to further concretize concepts learnt. These three elements are: i) guided meditation, ii) individual written reflection, and iii) call to action. Free digital tools and resources can be leveraged to poll students and play free videos or sounds for guided meditations. This method has been tried at both undergraduate and graduate levels, for local and international students, as well as in physical and online/hybrid classes. Prior rapport between teachers and students is crucial. Effectiveness of this method vary depending on student level and background knowledge. These results, as well as various student feedback, will be shared with other TLC participants during the conference.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **692** | Submission: **14169** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Rethinking Class Projects During COVID-19

Organizer: **Opal Leung**, *St. Francis Xavier U.*
Organizer: **Shoshana Schwartz**, *Christopher Newport U.*
Organizer: **Lisa T. Stickney**, *The U. of Baltimore*

During the COVID-19 pandemic, instructors were forced to rethink how they assigned projects in the new remote learning environment. Simultaneously, COVID-19 has changed many work environments with a rapid increase in hybrid and remote work. While many instructors adapted their class projects or created entirely new class projects suitable for the COVID-19 circumstances, some projects created due to necessity during COVID-19 may be well-suited for preparing students for the new post-pandemic world of work. In this interactive session, we will present some of the projects created out of necessity and kept after the pandemic. Our session will leave participants with a deeper understanding of how to design class projects that will effectively prepare students for the post-pandemic world of work.

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

Session Type: **Meeting**
Program Session: **693** | Submission: **21087** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

How to Get Your Case Published: Case Writing Tips and Topic Insights from Ivey Publishing and Guests

Organizer: **Candis McInnes**, *Director Ivey Publishing*
Panelist: **Violetta Gallagher**, -
Panelist: **Karen MacMillan**, *U. of Western Ontario*

Join us for an informative session where we will delve into the case publishing process, providing practical tips and best practices. We will explore the key elements of effective case writing, from selecting a compelling topic to crafting a well-structured and engaging case and teaching note. We will also provide insights into the publishing process, including how to navigate the submission and review process, understand the expectations of a case and teaching note, and getting your case accepted for publication. Afterwards there will be time for a brief Q&A. This session is ideal for educators, researchers, and authors who are eager to learn strategies to successfully publish their cases and make a meaningful impact in class. Looking for feedback for your case ideas? After the session, we invite participants to sign up at our booth for a free 30-minute feedback consultation on their case proposals.

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

Session Type: **Symposium**
Program Session: **694** | Submission: **14267** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Enhancing Learning Experiences with use of AI/ML in Virtual Learning Environments

Presenter: **Suchitra Veera**, *Snayu Inc*

Colleges and Universities were quick to adopt new and innovative learning approaches including flipped classrooms, MOOCs, hybrid and virtual learning in response to the challenges of the Coronavirus pandemic. Even as the impacts of the Coronavirus pandemic are now controlled, the digital tools and technologies and innovative teaching methods that came into play during the pandemic are here to stay. Student engagement and achievement in a flipped format classroom, including hybrid and/or online learning environments can be enhanced with the use of AI (artificial intelligence) /ML (machine learning) based adaptive learning systems. Understanding these new developments in available tools and technologies can be helpful for all those involved in higher education. The presenter will begin with an overview of basic AI/ML concepts relevant to this discussion, followed by describing AI/ML based techniques for purposes of enhancing teaching and learning, and benefits that each can provide. Next, the presenter will present some of the AI-based learning solutions that are available in the market, and go into details of the AI/ML models, providing some research and experience-based insights. The presentation will end with an overview of how these technologies are continuing to evolve and key takeaways from the presentation.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **695** | Submission: **18964** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Think Like a Manager: Cognitive Apprenticeship in Management Education

Presenter: **David Brown**, *Ohio U.*

One of the challenges of management education is aiding students in developing the proper mindset for analyzing and executing managerial decisions. Particularly at the novice level, students cannot effectively learn to consider the needs of diverse stakeholders, plan multiple steps ahead, or exhibit the soft skills necessary in management simply by being passive consumers of knowledge. Rather, we teach these behaviors by having students actively engage in them. This session will give attendees the theoretical grounding and tools to evaluate and improve their own teaching practices using Cognitive Apprenticeship—an instructional approach that illuminates thought processes that often remain hidden. Included will be sample activities incorporating Cognitive Apprenticeship that undergraduate and graduate students have, over several years, identified as transformative experiences in introductory-level management courses. Participants can expect to leave this session with actionable design strategies that can be applied in creating new teaching materials or improving existing ones across a variety of management topics at both the undergraduate and graduate levels.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **696** | Submission: **13663** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Introducing a Board Game to Promote Experiential Learning in the Teaching of Research Philosophy

Presenter: **Madeleine Stevens**, *Liverpool Business School, Liverpool John Moores U.*

This submission discusses the development of a new teaching resource in research philosophy: the Research Methods Roadmap © (RMR) game. Research methods are notoriously difficult to teach and understand and thus the need was identified to provide a solution to address these difficulties for research methods lecturers and students. The resource is aimed at undergraduate, intermediate, and advanced postgraduate students. The game was developed by gaining student and expert data which resulted in five iterations, underpinned by participatory action research (PAR) methodology. The game helps students navigate the challenging journey of deciding and understanding ontology, epistemology and research methodology including qualitative, quantitative, and mixed methods. Students use small electric cars to follow an experimental journey which essentially represents a decision tree through choosing a research philosophy paradigm and moving their little cars along the road to park at each of the 5 key stops. At each stop, students rationalize their own research journey relevant to the topic at the stop. Gameplay is facilitated through interactive cards and dice rolling to help stimulate discussion. Students are awarded 'electric charges' via a token by the lecturer, based on their explanation at each stop and the student with the highest total of token charges at the end of the roadmap wins the game. Through the use of the gameboard, student satisfaction has increased to a 100%. Currently, there is no other similar, pedagogical approach available to help lecturers and students to learn this complex topic in a fun, playful engaging environment.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **697** | Submission: **19119** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 3:45PM - 4:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

The Impact Lab: Co-creating the Design and Implementation of Educational Innovations

Presenter: **Amanda Porter**, *Vrije U. Amsterdam*
Presenter: **Damla Diriker**, *Vrije U. Amsterdam*
Presenter: **Philipp Tuertscher**, *Vrije U. Amsterdam*

Impact Lab is an engaged research initiative that offers a bottom-up approach for educational managers to design and implement educational innovations. Our novel ‘challenge-driven co-creation’ process combines an online collaborative platform with face-to-face workshops to create scalable education solutions that integrate diverse stakeholder knowledge. Students and other stakeholders gain the unique opportunity to directly shape their learning environment by having their voice heard and exercising decision-making power regarding the design and implementation of educational innovations. This presentation will share our blueprint for challenge-driven co-creation, along with evaluation data on two Impact Lab pilots at a large university in the Netherlands. Participants will be engaged to experience ‘challenge-driven co-creation’ first-hand in a fun innovation brainstorm that utilizes our unique collaboration tools.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **698** | Submission: **14494** | Sponsor(s): **(AAT, HR)**
Scheduled: **Sunday, Aug 6 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

Technology vs. Employee? The Impact of the Increased Role of Technology at Work

Session Chair: **Oyinkansola Sodiya**, *U. of Texas At Arlington*
Presenter: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Presenter: **Margriet Bentvelzen**, *Amsterdam Business School, U. of Amsterdam*
Presenter: **Carlotta Bunzel**, *Amsterdam Business School, U. of Amsterdam*
Presenter: **Tao Zhou**, *U. of British Columbia*
Presenter: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*
Presenter: **Dan Chen**, *Marshall U.*
Participant: **Corine Boon**, *U. of Amsterdam*
Participant: **Deanne N. Den Hartog**, *U. of Amsterdam*
Participant: **Robert M. Verburg**, *Delft U. of Technology*
Participant: **George Benson**, *U. of Texas At Arlington*

While Artificial intelligence (AI), algorithmic management, process automation and new communication technologies are improving productivity and efficiency for organizations, these technologies have also incited fear of job loss and loss of control for many employees (Cooper et al 2022). These technologies are being increasingly adopted in highly skilled and professional jobs as companies seek to promote efficiency and create competitive advantage. However, the successful implementation of these technologies for the professional workforce often means workers will be expected to embrace these technologies and use them to support their work. The purpose of this symposium is to bring scholars together to investigate how technology innovations such as AI, people analytics and algorithmic management impacts employees and provide recommendations for organizations to optimally support workers through the adoption of these new technologies. We aim to provide insights into approaches for organizations and institutions to better support the workforce amid technological innovations. Together, our session dives deeper into the relationship between technological advances, the employees, and how their professional lives are likely to be impacted.

Leveraging line manager communication to provide technology support to older workers

Author: **Sanjeewa Samanmali Perera**, *U. of South Australia*

A Person-Centered Approach to Individual People Analytics Adoption

Author: **Margriet Bentvelzen**, *Amsterdam Business School, U. of Amsterdam*
Author: **Corine Boon**, *U. of Amsterdam*
Author: **Deanne N. Den Hartog**, *U. of Amsterdam*

A Qualitative Study on the Socialization Process of AI-Augmented Decision-Making

Author: **Carlotta Bunzel**, *Amsterdam Business School, U. of Amsterdam*
Author: **Corine Boon**, *U. of Amsterdam*
Author: **Deanne N. Den Hartog**, *U. of Amsterdam*
Author: **Robert M. Verburg**, *Delft U. of Technology*

How A.I.- based Recommendations Increase Employees' Unethical Decision-making

Author: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*
Author: **Tao Zhou**, *U. of British Columbia*

How Algorithm-Based Decision Aids Influence Decision-Making in Application Screening

Author: **Dan Chen**, *Marshall U.*
Author: **George Benson**, *U. of Texas At Arlington*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Caucus**
Program Session: **699** | Submission: **11524** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Sustainability: Got it, What's Next?

Participant: **Philip H. Mirvis**, *Babson Social Innovation Lab*
Participant: **Bradley Googins**, *Boston College*

The sustainability agenda in business is set and scholars have addressed why companies embrace sustainability, barriers to and success factors in implementation, and associated social and economic costs/benefits. But as currently defined, "sustainable means 100% less bad." What would it take for business to smartly address "grand challenges" and become a "force for good" in the world? What should be on this next agenda for our theorizing and research? Let's caucus together and set a new course--for business and our doings!

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **700** | Submission: **13125** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Sexual Harassment Research Following #MeToo: Opportunities in the Shadows and Spotlights

Organizer: **Anne M. O'Leary-Kelly**, *U. of Arkansas*
Organizer: **Shannon Rawski**, *Ivey Business School*

The #MeToo Movement created significant changes in awareness and perceptions of sexual harassment (SH). In this caucus, we will discuss aspects of SH phenomena that were spotlighted and those that fell into the shadows as a result of #MeToo. Organizers will lead the caucus in identifying shadow and spotlight research topics and will facilitate development of a research network among caucus members so that this research may commence.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **701** | Submission: **15424** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Off-and-On Again: Managing Careers Across Remote and In-person Work Locations

Organizer: **Caitlin M. Porter**, *U. of Memphis*
Organizer: **Mel Fugate**, *Mississippi State U.*

This incubator-style caucus will focus on cultivating conversation amongst researchers interested in studying how remote and hybrid work arrangements impact workers' opportunities to develop and maintain rewarding careers, including how employing organizations can effectively support hybrid and remote workers.

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

Session Type: **Caucus**
Program Session: **702** | Submission: **19105** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Can You See Me? Intersectional Invisibility at the Workplace

Organizer: **Barnini Bhattacharyya**, *Ivey Business School*
Organizer: **Alexis Nicole Smith**, *Oklahoma State U.*
Participant: **Erika V. Hall**, *Emory U., Gozuieta Bus Sch*
Participant: **Jamie Jocelyn Ladge**, *Northeastern U.*
Participant: **Jennifer L. Berdahl**, *U. of British Columbia*
Participant: **Keimei Sugiyama**, *U. of wisconsin milwaukee*
Participant: **Marla Baskerville Watkins**, *Northeastern U.*
Participant: **Samantha E. Erskine**, *UMass Boston College of Management*
Participant: **Rebecca Ponce de Leon**, *Columbia Business School*

This caucus aims to examine intersectional invisibility and who is perceived as worthy of attention at work. We have invited experts on intersectional invisibility, as well as those who wish to learn and advance scholarship on this topic, to join this conversation and develop evidence-based research programs based on prior research and theory on intersectional invisibility, to advance this field of scholarship and build new knowledge on intersectional invisibility.

Organizers: Barnini Bhattacharyya, bbhattacharyya@ivey.ca, 604-719-5724 Ivey School of Business, University of Western Ontario Alexis Smith Washington, lex.washington@okstate.edu, 405-744-7669 Spears School of Business, Oklahoma State University

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **703** | Submission: **21080** | Sponsor(s): **(NDSC)**
Scheduled: **Sunday, Aug 6 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

NDSC Social

Organizer: **Jose Antonio Cerecedo-Lopez**, *U. of Texas At San Antonio*

Social for the NDSC Participants. A space for early doctoral students and pre-doc students to meet, network and mingle.

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

Session Type: **Meeting**
Program Session: **704** | Submission: **19919** | Sponsor(s): **(ODC)**
Scheduled: **Sunday, Aug 6 2023 4:00PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

ODC Inaugural Event: In Conversation

Organizer: **Richard W. Stackman**, *U. of San Francisco*
Organizer: **Quy Nguyen Huy**, *INSEAD*

In this inaugural ODC Division event, we bring together two prominent scholars -- Donald Hambrick and Henry Mintzberg -- who have contributed to our understanding of organizational development and change. These scholars, who have made significant, sustained contributions to scholarship and practice, will converse with each other about the meaning of rigor and relevance and what is the best balance between them in the pursuit of sustained impact over time. Audience members will be able to join in on what should be a very practical, high impact session.

KEY TO SYMBOLS

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

Session Type: **PDW Workshop**
Program Session: **705** | Submission: **20022** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

TIM Sponsored Meet the Editors Panel

Facilitator: **Susan K. Cohen**, *U. of Pittsburgh*
Discussant: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Participant: **Mary J. Benner**, *U. of Minnesota*
Participant: **C. Chet Miller**, *U. of Houston*
Participant: **J.P. Eggers**, *New York U.*
Participant: **Maryann P. Feldman**, *Arizona State U.*

TIM invites you to join a lively and informative discussion about how to publish research on innovation and technology management. The panel includes a diverse mix of Editors whose work at prestigious journals influences the shape of our collective knowledge regarding how and when technological innovation happens and its implications for business models and organizations, industries and ecosystems, communities and countries. The Editors will share their perspectives on what constitutes a publishable advance in our knowledge, important methodological and epistemological considerations for scholars seeking to publish in their journals, and important questions they believe the field of innovation and technology management must address over the next 10 years or so.

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

Session Type: **Meeting**
Program Session: **706** | Submission: **20045** | Sponsor(s): **(CM)**
Scheduled: **Sunday, Aug 6 2023 4:30PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Conflict Management Division Open Business Meeting

Program Chair: **M. Audrey Korsgaard**, *U. of South Carolina*
Division Chair-Elect: **Pri Pradhan Shah**, *U. of Minnesota*
Division Chair: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Professional Development Workshop Chair: **Laura Rees**, *Oregon State U.*
Past Director: **Kristin Jackson Behfar**, *London Business School*

All are welcome to the conflict management business meeting. Join us to find out the latest CM division developments and celebrate the accomplishments of our members.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **707** | Submission: **11264** | Sponsor(s): **(IM)**
Scheduled: **Sunday, Aug 6 2023 4:30PM - 6:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

International Management Division Hyundai Motor Eminent Scholar Award

Award Recipient: **Tatiana Kostova**, *U. of South Carolina*
Session Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*
Discussant: **Klaus Meyer**, *Ivey Business School*
Discussant: **Srilata Zaheer**, *U. of Minnesota*

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

Session Type: **Social Event**
Program Session: **708** | Submission: **19997** | Sponsor(s): **(MSR)**
Scheduled: **Sunday, Aug 6 2023 4:30PM - 6:00PM ET (UTC-4)** at **Offsite** in **Greystone Cafe**

JMSR Editorial Board Meeting

Organizer: **Yochanan H. Altman**, *WirtschaftsU. Wien*
Organizer: **Kathryn Pavlovich**, *U. of Waikato Management School*

Meeting of the Editorial Board of the Journal of Management, Spirituality & Religion

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **709** | Submission: **21085** | Sponsor(s): **(TLC)**
Scheduled: **Sunday, Aug 6 2023 4:55PM - 5:10PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Closing Words & Thanks

Organizer: **Sharon Simmons**, *Jackson State U.*
Organizer: **Christine B. Rivers**, *U. of Surrey*

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

Session Type: **Meeting**
Program Session: **710** | Submission: **15162** | Sponsor(s): **(ENT)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

ENT Division Executive Meeting

Organizer: **Rachida Justo**, *IE Business School*
Participant: **Jon C. Carr**, *North Carolina State U.*
Participant: **April Franco**, *U. of Toronto*
Participant: **Vishal K. Gupta**, *U. of Alabama*
Participant: **Sarah Jack**, *Stockholm School of Economics*
Participant: **Susan L. Young**, *Kennesaw State U.*
Participant: **Louis Marino**, *U. of Alabama*

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

Session Type: **Social Event**
Program Session: **711** | Submission: **10352** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 6:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

HR Division Executive Committee Business Social

Organizer: **Rebecca Rheinhardt Kehoe**, *Cornell U.*

This social event is only for the executive committee members of the HR Division.

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

Session Type: **Meeting**
Program Session: **712** | Submission: **20108** | Sponsor(s): **(IAM)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

La Familia Business and Social Meeting

Organizer: **Carlos Jesus Alsua**, *U. of Arizona*

La Familia: Connect, network, and celebrate with fellow Latinos-as academics.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **713** | Submission: **20103** | Sponsor(s): **(MH)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 6:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Management History Executive Meeting

Program Chair: **Jeffrey Muldoon**, *Emporia State U.*

A gathering of the executive team.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **714** | Submission: **10706** | Sponsor(s): **(MSR)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

MSR & Friends

Organizer: **Joan F. Marques**, *Woodbury U.*

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **715** | Submission: **19894** | Sponsor(s): **(ONE)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 8:00PM ET (UTC-4)** at **Offsite** in **Westin Lobby**

ONE ISC Impact Safari

Host: **Sylvia Grewatsch**, *Brock U.*
Host: **A. Wren Montgomery**, *Ivey Business School*

The Impact Scholar Community (ISC) would like to invite ONE and other division members to join us on a neighbourhood tour as we make our way to visit Haley House (haleyhouse.org), an organization at the frontlines of addressing Boston's food justice and housing crisis. We will engage with Haley House's leadership team to see impact in action and to discuss and co-create solutions together. Our objective is to show participants what impact work looks like in practice. Please meet Sylvia Grewatsch and Wren Montgomery no later than 5pm in the Westin Copley Place main lobby. Participation will be limited to the first 50 arrivals due to space constraints at Haley House. We thank Ivey Business School for generously sponsoring refreshments and speaker honorariums to make this special event possible.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **716** | Submission: **19947** | Sponsor(s): **(PNP)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 6:00PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

PNP Division Meeting and Awards Ceremony

Program Chair: **Elizabeth Searing**, *U. of Texas at Dallas*

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

Session Type: **Social Event**
Program Session: **717** | Submission: **19974** | Sponsor(s): **(SAP)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Strategizing Activities and Practices Interest Group - Executive Meeting

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

Session Type: **Meeting**
Program Session: **718** | Submission: **20026** | Sponsor(s): **(OSCM)**
Scheduled: **Sunday, Aug 6 2023 5:15PM - 6:45PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

Journal of Supply Chain Management (JSCM) Award Presentation

Organizer: **Tingting Yan**, *Texas Tech U.*
Organizer: **Wendy Tate**, *U. of Tennessee*
Organizer: **Andreas Wieland**, *Copenhagen Business School*

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

Session Type: **Social Event**
Program Session: **719** | Submission: **20046** | Sponsor(s): **(CM)**
Scheduled: **Sunday, Aug 6 2023 5:30PM - 6:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Celebrating Don Conlon

Program Chair: **M. Audrey Korsgaard**, *U. of South Carolina*
Division Chair-Elect: **Pri Pradhan Shah**, *U. of Minnesota*
Division Chair: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Participant: **Catherine Tinsley**, *Georgetown U., McDonough School of Business*
Participant: **Robin L. Pinkley**, *Southern Methodist U.*
Participant: **Bruce Barry**, *Vanderbilt U.*

Please join us to celebrate the life and work of the late Don Conlon - scholar, mentor, colleague and friend.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **720** | Submission: **19981** | Sponsor(s): **(GOV)**
Scheduled: **Sunday, Aug 6 2023 5:30PM - 9:00PM ET (UTC-4)** at **Offsite** in **Northeastern University**

The AOM Fellows Group Annual Program

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Host: **Donald Siegel**, *Arizona State U.*
Host: **Miriam Erez**, *Technion - Israel Institute of Technology*

By Invitation Only: Join us at our fellows dinner as we welcome new inductees into The Fellows Group of the Academy of Management. The purpose of the Fellows Group is to recognize and honor members of Academy of Management (AOM) who have made significant contributions to the science and practice of management, and to provide opportunities for fellowship and a forum for discussion among persons so recognized and honored.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **721** | Submission: **20023** | Sponsor(s): **(SIM)**
Scheduled: **Sunday, Aug 6 2023 5:30PM - 7:30PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

SIM IABS Executive Board Meeting

Coordinator: **Heather Elms**, *American U.*

This is an invitation-only Governance Meeting for IABS Executive Committee Members.

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

Session Type: **Meeting**
Program Session: **722** | Submission: **20016** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 6 2023 5:30PM - 6:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

TIM Business Meeting

Division Chair: **Maryann P. Feldman**, *Arizona State U.*
Division Chair-Elect: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Program Chair: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Past Director: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

Please join us to learn more about the Technology and Innovation Management Division's activities and how you can become more involved with our community. The Business Meeting is the place to learn about the workings of the division, acknowledge the hard work of the many dedicated committee members who help put the program together, and congratulate our award winners, best reviewers, and newly elected officers. This session will be followed by a cocktail social hour. All conference attendees interested in the TIM community are welcome.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **723** | Submission: **11534** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 7:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

The Strategy and Change Interface: Workers Interacting and Applying Different Discretionary Schemas

Organizer: **Kate Hughes**, *Macquarie Graduate School of Management*
Organizer: **Angelina Zubac**, *AIM Business School, Australian Institute of Management*
Session Chair: **Ofer Zwikael**, *Australian National U.*
Discussant: **Peter Thomas Bryant**, *IE Business School*
Distinguished Speaker: **Danielle Tucker**, *U. of Essex*
Distinguished Speaker: **Maris G. Martinsons**, *City U. of Hong Kong*
Distinguished Speaker: **Huong Le**, *Central Queensland U.*
Distinguished Speaker: **Zhou Jiang**, *RMIT U.*
Distinguished Speaker: **Shelley A. Kirkpatrick**, *The MITRE Corporation*
Distinguished Speaker: **Czeslaw Mesjasz**, *Cracow U. of Economics*
Participant: **Neal M. Ashkanasy**, *U. of Queensland*
Participant: **Oguz N. Baburoglu**, *Sabanci U.*
Participant: **Philip Bromiley**, *U. of California, Irvine*
Participant: **Steven R. Cofrancesco**, *None*
Participant: **Marie Dasborough**, *U. of Miami*
Participant: **Linda Duxbury**, *Sprott School of Business, Carleton U.*
Participant: **Wojciech Dyduch**, *U. of Economics in Katowice*
Participant: **Jane Hendy**, *Brunel Business School*
Participant: **Elizabeth More**, *Study Group Australia*
Participant: **Shaul Oreg**, *Hebrew U. of Jerusalem*
Participant: **Connie Shao-mei Zheng**, *U. of South Australia*

Building on the insights from seven previous AOM caucuses and publications from this group, this caucus considers how workers with different backgrounds, training and propensities to apply different discretionary schemas interact when implementing a strategy and if these interactions are critical for achieving strategic success or a timely strategic reorientation. This work has the potential to inform strategic management, strategy as practice, organizational change, organizational behavior, organizational theory, human resource and project scholarship. Previous caucuses have already led to a special issue, edited book of chapters involving 17 scholars and symposia on the subject. Other collaborative projects are currently being planned. We believe this caucus would be of great interest to practitioners too, as much still needs to be learned about how employees apply themselves and use their discretion to solve their organisations' strategic problems.

We plan to serve light refreshments. All welcome.

KEY TO SYMBOLS

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

Session Type: **Caucus**
Program Session: **724** | Submission: **12587** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 7:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Lessons Learned by Management in the Wake of Covid, the Great Resignation, and Antiwork

Organizer: **Ari Stillman**, *U. of Edinburgh*

: This caucus seeks to understand the lessons learned by management since the beginning of the Covid-19 pandemic. Compounding a meteoric rise in remote work and blurred work-life boundaries (Manohka, 2020), physical and mental health concerns of employees (Hamouche, 2020) and management (Graf-Vlachy, 2020), global inflation adding financial stress (Fetzer et al., 2021), and other socioeconomic phenomena, management has had to rewrite the playbook to adroitly handle exigent worker needs during an extended crisis (Kirchner et al., 2021). This caucus seeks to draw from a variety of perspectives to illuminate learnings from this tipping point in employee-management relations.

Management has had to adapt to many changing norms and worker values over the years, from the 'new' spirit of capitalism (Boltanski and Chiapello, 2018) taking hold in the 60s in which employees desired more personal meaning from their work to corporate citizenship (Windsor, 2017) and more recent diversity, equality, and inclusion initiatives (Moon and Ogbonna, 2020). While institutional isomorphism will continue to inform corporate norms (Dimaggio and Powell, 1983), a confluence of socioeconomic phenomena over the last few years has precipitated restlessness and malcontent among workers at a scale that has caused widespread disruption and forced management to adapt with alacrity while wrestling with the issues themselves (Rodrigues et al. 2021; Hamouche, 2021). What has been effective for decreasing attrition during this time? In what ways have employees responded positively to managerial interventions directly or indirectly stemming from Covid-19? How have managers balanced their own mental health with increased pressure to shepherd the well-being of their employees? This caucus seeks to answer such questions by engaging in the intersection of various topical areas broached by attending members. Participants will begin by discussing how their research expertise illuminates lessons learned by management before opening the floor to other members. Thomas Kochan will speak about recent changes in industrial relations, organizing efforts, and worker collective actions (Kochan et al. 2022). Jackie Coyle-Shapiro will speak to the psychological contract between workers, managers, and their companies in light of changes since Covid (Coyle-Shapiro, 2019). Other perspectives that would enrich this discourse include the rise in work and life precarity (Kalleberg, 2021), work-life boundary management with the rise of remote work (Golden and Jorgenson, 2022), as well as the role of social discourse and knowledge exchange surrounding the Great Resignation, Antiwork movement, and other forms of protest of capitalism (Stillman, 2023). Attending members will openly be asked how their research and expertise further contributes to lessons learned before attempting to synthesize our shared findings at the conclusion of our caucus. In drawing from multifarious literatures and addressing contemporary social forces, this caucus hopes to facilitate a greater understanding of both theoretical and empirical approaches to effective management in unprecedented times.

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

Session Type: **Caucus**
Program Session: **725** | Submission: **15757** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 7:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Shift(ing) Work: Let’s Talk about Changing Professionalism in the Post-Pandemic Workplace

Organizer: **Sidika Nihal Colakoglu**, *Norfolk State U.*

This caucus is designed to encourage a scholarly discussion about professionalism in post-pandemic workplaces. The caucus will focus on the factors contributing to the changing definition of professionalism; changes to professionalism over time; challenges faced by organizations/workers in this transformation; and possible strategies to address professionalism challenges in today's workplaces.

Recent technological advancements and the coronavirus outbreak have led to a tremendous shift in the ways companies conduct their day-to-day operations. The pandemic has disrupted workplaces by normalizing remote work and enforcing hybrid work models. These new work models are here to stay because majority of millennials and Gen-Z workers prefer to remain in flexible, remote, and hybrid work arrangements after the pandemic (Moore, 2021). These changes consequently have challenged how organizational members view and experience professionalism in the modern workplace. This caucus is designed to encourage dialogue and discussion in the following areas: 1. Factors contributing to the shift in the definition of professionalism (e.g., technological advancements, desire for flexibility, and generational differences in attitudes/perceptions). 2. Changes in professionalism over time (e.g., conforming to traditional standards of appearance, etiquette, and the rules of engagement; strict separation of work from non-work; hiding emotions; perfectionist attitude; work being central part of one's life). 3. Challenges faced by organizations and workers regarding the new definition of professionalism (e.g., differing values, beliefs, and expectations about professionalism, acculturating to work during the pandemic with limited resources). 4. Strategies/solutions used to inspire and encourage new professionalism norms in today's workplaces. This discussion is timely and important because the change is inevitable and stakes are high for multiple stakeholders (e.g., business students, professors, college administrators, business owners, workers, and managers). Organizations need to adapt to the new workplace models to attract and retain today's digitally inclined workforce. Workers are required to learn the rules of new professionalism to achieve personal fulfilment and career success. The universities are expected to provide a pipeline of graduates who are ready to succeed in this new world of business. Thus, the topic of this caucus invites and benefits from a diverse group of conference attendees, namely, the academicians, administrators, researchers, business owners, and managers. The caucus is related to the theme of the conference “Putting the Worker Front and Center” because it deals with the topic of professionalism which impacts today's workers significantly. When workplaces go through structural changes (e.g., remote or hybrid models) the workers and organizations are required to adapt by learning the revised rules of engagement in these new organizational structures. Our hope is that the caucus participants will share experiences and successful adaptations learned during the pandemic, as they relate to maintaining a professional demeanor, appearance, and environment at work. Another outcome for caucus attendees will be to take away insights and ideas to initiate new research streams and strategies to use in their workplaces to promote professionalism. To achieve the proposed outcome, the caucus will be designed with three parts: Part 1. Introduction of the topic with a power point presentation. Participants will also introduce themselves and note their questions/concerns for the caucus. Part 2. Round-table discussions—the tables will be grouped according to the four topics presented above. Part 3. Reporting of each table, followed by a big group discussion, and wrap-up. Plans for future research collaborations will be shared as they emerge.

Session Type: **Caucus**
Program Session: **726** | Submission: **19298** | Sponsor(s): **(CAU)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 7:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Working It Out: A Caucus on The Study of Work in and Around Organizations

Organizer: **Pedro Monteiro**, *Copenhagen Business School*

The study of work is foundational for research and practice in management, organizations, careers, and related areas. After some years of decline, it is resurging. Yet there seems to be some fragmentation in the debate, which may lead to missed opportunities, such as overlooking broader literature and developing a less rich conversation on the topic. Thus, this caucus aims to bring together scholars exploring—or interested in doing so—work as a topic in AOM in order to strengthen our collective research agenda.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **727** | Submission: **20032** | Sponsor(s): **(CTO)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 7:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

CTO Executive Committee Meeting

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

Meeting for the CTO Division's Executive Committee only.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **728** | Submission: **19851** | Sponsor(s): **(INDAM)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 9:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

INDAM SOCIAL on Sunday, August 6, 2023 at 6:00 pm

Division Chair-Elect: **Sumit Kumar Kundu**, *Florida International U.*

Please join the Indian Academy of Management (INDAM) Social event in the Sheraton Hotel at 6:00 pm on Sunday, August 6, 2023. The Center for International Business Education and Research, Florida International University is a co-sponsor of the event.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **729** | Submission: **19949** | Sponsor(s): **(PNP)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

PNP Social Event

Program Chair: **Elizabeth Searing**, *U. of Texas at Dallas*
Coordinator: **Jo Crotty**, *Edge Hill U.*

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

Session Type: **Social Event**
Program Session: **730** | Submission: **10350** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 6 2023 6:30PM - 7:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

HR Division New Member Social

Organizer: **Crystal M. Harold**, *Fox School of Business, Temple U.*
Organizer: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Organizer: **Brian W. Swider**, *U. of Florida*
Organizer: **Hannah Park**, *Rutgers U., School of Management and Labor Relations*

Join us for the HR Division New Member Social! This is a wonderful opportunity to network with fellow HR professionals, academics, and students.

Session Type: **Social Event**
Program Session: **731** | Submission: **20017** | Sponsor(s): **(TIM)**
Scheduled: **Sunday, Aug 6 2023 6:30PM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Ballroom A**

TIM Social

Division Chair: **Maryann P. Feldman**, *Arizona State U.*
Division Chair-Elect: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Program Chair: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Past Director: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

Come join the TIM Community for our in-person social hour. This is a great opportunity to meet and network with other TIM Division and Academy members in a casual setting.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **732** | Submission: **20039** | Sponsor(s): **(CM)**
Scheduled: **Sunday, Aug 6 2023 7:00PM - 9:30PM ET (UTC-4)** at **Offsite** in **Harvard Club of Boston**

Conflict Management Division Reception

Program Chair: **M. Audrey Korsgaard**, *U. of South Carolina*
Division Chair-Elect: **Pri Pradhan Shah**, *U. of Minnesota*

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

Session Type: **Social Event**
Program Session: **733** | Submission: **10349** | Sponsor(s): **(HR)**
Scheduled: **Sunday, Aug 6 2023 7:00PM - 8:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

HR Division Business Meeting Social

Organizer: **Jill Ellingson**, *U. of Kansas*
Organizer: **Anthony J. Nyberg**, *U. of South Carolina*
Organizer: **David Collings**, *Trinity College Dublin*
Organizer: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Organizer: **Kaifeng Jiang**, *Ohio State U.*
Organizer: **Joel Koopman**, *Texas A&M U.*

Please join us as we share highlights from the HR Division’s ongoing initiatives and gather to socialize with our diverse membership.

Session Type: **Social Event**
Program Session: **734** | Submission: **19945** | Sponsor(s): **(MC)**
Scheduled: **Sunday, Aug 6 2023 8:00PM - 9:30PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **State Suite AB Combined**

MC Members and Friends Dinner

Participant: **Shola Ajiboye**, *Case Western Reserve U.*

This is the annual social for members and friends of MCD

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **735** | Submission: **21253** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

AOM Networking Hub- Marriot

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **736** | Submission: **21102** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 12:00AM - 11:59PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

AOM Networking Hub-Sheraton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge when you check in or before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **737** | Submission: **21261** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 12:00AM - 11:59PM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

AOM Networking Hub- Park Plaza

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

Session Type: **Meeting**
Program Session: **738** | Submission: **21267** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 12:00AM - 11:59PM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

AOM Networking Hub-Hilton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **739** | Submission: **21249** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 12:00AM - 11:59PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

AOM Networking Hub- Westin

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

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

Session Type: **Social Event**
Program Session: **740** | Submission: **10700** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 7:00AM - 8:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Columbus II**

Morning Meditation with MSR IV

Participant: **Joan F. Marques**, *Woodbury U.*

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **741** | Submission: **21166** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Hall A Pre-function Area**

Hynes Coffee Break - Monday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ENT and RM today!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **742** | Submission: **21156** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

Marriott Coffee Break - Monday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with TIM, MSR, MH and STR today!

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **743** | Submission: **21161** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 9:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

Sheraton Coffee Break - Monday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with HCM, ODC, HR, MED, CAR and OB today!

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

Session Type: **Meeting**
Program Session: **744** | Submission: **21181** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

Park Plaza Coffee Break - Monday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with PNP, SIM, CMS, SAP and OMT today.

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

Session Type: **Meeting**
Program Session: **745** | Submission: **21176** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 9:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

Hilton Coffee Break - Monday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with IM, CM and MC today!

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

Session Type: **Meeting**
Program Session: **746** | Submission: **21171** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 9:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

Westin Coffee Break - Monday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with MOC and OSCM today!

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

Session Type: **Social Event**
Program Session: **747** | Submission: **10354** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

HR Division Breakfast and Awards Presentation

Organizer: **Kaifeng Jiang**, *Ohio State U.*
Organizer: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Organizer: **Pat Downes**, *U. of Kansas*
Organizer: **Samantha A. Conroy**, *Colorado State U.*
Organizer: **Anastasiia Agolli**, *Fox School of Business, Temple U.*

Join us bright and early for the HR Division's Breakfast and Awards Presentation where we celebrate excellence and innovation in our field. Enjoy a delightful breakfast while we honor the contributions of our peers and present awards for outstanding achievements.

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **748** | Submission: **21092** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Foyer**

Information Booth

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

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **749** | Submission: **12195** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 7:45AM - 9:15AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

Politics at Work: Challenging "Politics-Blind" Perspectives

Organizer: **Jeffrey Martin Lees**, *Princeton U.*
Organizer: **Brittany Solomon**, *U. of Notre Dame*
Discussant: **Jesse Graham**, *U. of Utah, David Eccles School of Business*
Presenter: **Hannah Benner Waldfogel**, *Princeton U.*
Presenter: **Devon Proudfoot**, *Cornell U.*
Presenter: **Charles Adam Dorison**, -

"Politics" means different things to different people. The goal of this symposium is to expand upon the conception of what is "political" in the workplace, whether it's perceived as good or bad, and challenge the assumption that "politics" in the workplace are experienced uniformly by all people and groups. We seek to challenge the common refrain "politics should be kept out of the workplace." While the sentiment is understandable, it is also frequently deployed in opposition to DEI initiatives, reforms to combat workplace sexual harassment, and demands for greater workers' rights and protections. Like "color-blind" perspectives, scholarship which adopts this "politics-blind" ideology may incorrectly assume that people in organizations have a narrow conception of politics-at-work and experience politics-at-work uniformly and negatively, and as such may inadvertently reinforce existing inequalities.

Morally Reframed Information About Inequality Increases Conservatives' Accurate Detection of It

Author: **Hannah Benner Waldfogel**, *Princeton U.*
Author: **Arnold Ho**, *U. of Michigan*
Author: **Nour Kteily**, *Northwestern Kellogg School of Management*

People Attend Less to the Ideological Nature of the Status Quo than Alternatives

Author: **Devon Proudfoot**, *Cornell U.*

The Contingent Reputational Benefits of Selective Exposure to Partisan Information

Author: **Molly Moore**, *Harvard Kennedy School*
Author: **Charles Adam Dorison**, -
Author: **Julia Alexandra Minson**, *Harvard Kennedy School*

How Workers and Managers Reason About Politics in Managerial Decision-Making

Author: **Jeffrey Martin Lees**, *Princeton U.*
Author: **Brittany Solomon**, *U. of Notre Dame*

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **750** | Submission: **21142** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **105**

Speaker Ready Room (Hynes Convention Center)

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

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

Session Type: **Meeting**
Program Session: **751** | Submission: **21243** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **First Aid**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **752** | Submission: **21237** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Mamava Pod**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **753** | Submission: **21140** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Rhode Island**

Speaker Ready Room (Marriott)

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **754** | Submission: **21141** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boardroom**

Speaker Ready Room (Sheraton)

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

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

Session Type: **Meeting**
Program Session: **755** | Submission: **21145** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Commonwealth**

Speaker Ready Room (Park Plaza)

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

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

Session Type: **Meeting**
Program Session: **756** | Submission: **21139** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Mother's Nursing Room**

Mother's Nursing Room

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

Session Type: **Meeting**
Program Session: **757** | Submission: **21143** | Sponsor(s): **(AAA)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom North West**

Speaker Ready Room (Westin)

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

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **758** | Submission: **20256** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Active Career (Self)Management and Career Outcomes

Session Moderator: **Francisco Wilhelm**, *U. of Bern, Work and Organisational Psychology*

CAR: **The Multidimensional Career Self-Management Behavior Scale: Measurement Development and Validation**

Author: **Francisco Wilhelm**, *U. of Bern, Work and Organisational Psychology*
Author: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*
Author: **Dawa Schläpfer**, *U. of Bern, Work and Organisational Psychology*

Career self-management (CSM) is an umbrella term for various activities that individuals use to direct their career. Existing measures of CSM behavior have several problems, including a non-systematic selection of behaviors and a lack of consideration of the relation of the individual behaviors to the general construct. In the present study, we develop and validate a new multidimensional measure of CSM. Evidence over three employee samples provides support that (a) the proposed 7-factor CFA solution fits better than alternative solutions in the original and replication samples; (b) the measure has adequate reliability; (c) a bifactor model represents the relation of the general construct to the better than alternative models; (d) the measure demonstrates evidence for convergent and discriminant validity with constructs in CSM's nomological network; and (e) the measure demonstrates incremental validity in the prediction of important outcomes over and above prior measures of CSM behavior and related constructs. The results suggest that CSM behavior should be seen as a multidimensional construct with multiple specific behaviors and a general construct dimension. Furthermore, the developed measure provides a comprehensive but succinct tool for researchers and practitioners aiming to understand how individuals shape their careers through various CSM behaviors.

CAR: **Workplace Participation and Career Success**

Author: **Thomas Ng**, *U. of Hong Kong*
Author: **Haoran Xu**, *Department of Management and Strategy, The U. of Hong Kong*
Author: **Yinuo Zou**, *U. of Hong Kong*
Author: **HAOYANG CHEN**, *U. of Hong Kong*

In this paper, we examine how workplace participation, in terms of voice and participative decision-making, is related to career success. Through a meta-analysis we found that most previous studies reported that workplace participation was positively correlated with objective (corrected correlation = .26) and subjective career success (corrected correlation = .32). The effect size for subjective career success was stronger in recent years. The cultural dimension of power distance did not have a moderating effect. These results provide initial evidence that workplace participation should be further considered in career success research. We demonstrate that the greater the degree to which an individual participates in work, the more likely he or she will be to have a successful career, which extends current theories on careers.

CAR: **Living a Values-Based Work Life: Individual Values as Predictors of Career Outcomes**

Author: **Marne Lynn Arthaud-Day**, *Kansas State U.*
Author: **Joseph Charles Rode**, *Miami U. Ohio*
Author: **Kyle J. Bradley**, *Kansas State U.*
Author: **Laurens Bujold Steed**, *U. of Cincinnati*

We use Schwartz's theory of universal human values as an integrative framework for testing relationships between values and career success. Utilizing a longitudinal study design, we collected values data from a sample of undergraduate students prior to graduation and re-surveyed the same subjects approximately 10 years later to collect data on career outcomes. We analyzed the data using hierarchical linear regression, controlling for known covariates such as cognitive ability, academic performance, personality, socioeconomic status, gender, and race at Time 1 as well as marital status and number of children at Time 2. Five of our eight hypotheses were supported. Achievement values positively predicted compensation and job level; stimulation values positively predicted job level; benevolence values positively predicted work engagement; and security values were negatively related to number of international locations. We discuss the implications of these findings for values theory and the literature on career choice and development.

CAR: **Building Bridges Between Work-Related Learning Approaches: Insights From a Secondary Meta-Analysis**

Author: **Carolin Graßmann**, *VICTORIA International U. of Applied Sciences*
Author: **Julian Decius**, *U. of Bremen*
Author: **Laura Elisabeth Creon**, *SRH Berlin U. of Applied Sciences - Institute for New Work and Coaching*

In this study, we quantitatively summarize the results of 43 primary meta-analytic studies that have investigated the relationship between different workplace learning approaches and learning outcomes. By using a secondary meta-analytic approach, we aim to build bridges between disconnected research silos to help inform current and future research in the realm of workplace learning. We found positive and significant relationships between work-related learning on all learning outcome levels: reaction ($k = 3$, $r = .29$, 95% CI [.25, .34], $p < .001$), learning ($k = 14$, $r = .43$, 95% CI [.32, .54], $p < .001$), behavior ($k = 10$, $r = .26$, 95% CI [.19, .32], $p < .001$), results ($k = 26$, $r = .23$, 95% CI [.18, .27], $p < .001$), and overall outcomes ($k = 6$, $r = .36$, 95% CI [.25, .48], $p < .001$). The results highlight standardization as a moderator to the learning-outcomes relationship. We therefore provide a systematic synthesis of almost 30 years of research on the effects of workplace learning by synthesizing the current state of knowledge, critically assessing its strengths and weaknesses, and pointing towards directions for future research. Our findings emphasize the beneficial role of work-related learning in organizational practice.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **759** | Submission: **20250** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

Top-Down Approaches to Careers Research

Session Moderator: **Patricia Cristiana Guragata**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

CAR: **Fostering Callings in Organizations: Trickle-Down and Mediation Effects**

Author: **Sophie Gerdel**, *U. of Padova*
Author: **Sabine Bergner**, *U. of Graz*
Author: **Michelangelo Vianello**, *U. of Padova*

Career calling is a pervasive, purposeful and passion driven way to approach work that is central to individuals' identity, contributes to the greater good, transcends their selves and for which employees are willing to make sacrifices. Research on outcomes of career calling has grown, yet little is known about the antecedents of calling. This paper proposes that leaders' calling foster employees' calling through the mediating effects of perceived leaders' support and quality of the leader-member exchange. We found empirical evidence supporting our model by employing a multi-source study with 87 leaders and 360 employees working for Italian organizations. Theoretical and practical implications are discussed.

CAR: **How Top Management Team Career Variety And Turnover Influence Firms' Effectual Orientation**

Author: **Patricia Cristiana Guragata**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

Growingly, scholarship has encouraged established firms to reap the benefits of effectuation at corporate level, elevating it to a firm-level strategic orientation. Yet, there is still little understanding of the fundaments of large organizations' effectual orientation. Drawing on upper echelons and human capital literature, we theorize that both the career variety of the top management team (TMT) and their turnover offer limited benefits for firms' effectual orientation. We propose a curvilinear relationship between the average TMT career variety and firms' effectual orientation. Also, we put forward a curvilinear relationship between TMT turnover rates and firms' effectual orientation. Further, we suggest that the latter relationship is moderated by market turbulence. We test and find support for both inverted U-shape relationships using a secondary panel dataset comprising 3,021 firm-year observations from 373 firms listed in the S&P 500 between 2006 and 2018. Our research sheds light on the intersection between the TMT and corporate effectuation literature streams. We validate key managerial antecedents to firms' effectual orientation, providing insights into the underexplored antecedents of effectuation at corporate level.

CAR: **Sick of Leading? Supervisory Responsibility and its Consequences for Sickness Absence & Presenteeism**

Author: **Stephanie Funk**, *U. of Augsburg*

This research investigates how a leadership position with supervisory responsibility impacts the two labor-market related health behaviors – sickness absence and presenteeism, i.e. working while being sick. Drawing on the job demands-resources (JD-R) model, this article argues that the ambiguity of supervisory responsibility being a job resource as well as a job demand increases an employee's work engagement. This, in turn, reduces sickness absence but increases presenteeism behavior. Moreover, this study argues that permanent availability and time pressure, as two aspects of a leadership position with supervisory responsibility that classify it as a challenge job demand, mediate these relationships. Using German linked employer-employee data, the empirical results show that while having supervisory responsibility reduces the number of sickness absence days, it increases the probability of engaging in presenteeism. In addition, both associations are partially mediated by a leader being permanently available as well as by the time pressure experienced in leadership positions with supervisory responsibility. Finally, the results further reveal that the reduced sickness absence among leaders is not attributable to the higher rates of presenteeism. Briefly, this study enriches our understanding of job characteristics of leadership positions, as it shows that job demands can also result in desirable consequences.

CAR: **Revisiting the Impact of Career Plateau on Job Performance: A Social-Cognitive Perspective**

Author: **Wei-Ning Yang**, *King's College London*
Author: **Yu-Hsuan Wang**, *National Sun Yat-Sen U.*
Author: **Wiebke Doden**, *King's College London*
Author: **Pei-Yun Wang**, *National Sun Yat-Sen U.*

Prior research has sought to understand the impact of career plateau on job performance mostly either from a social-exchange or from a conservation-of-resources perspective, but empirical support for these theoretical perspectives is limited. This study goes beyond extant theoretical approaches and takes a social cognitive perspective by proposing self-efficacy as a key mechanism through which two forms of career plateau (i.e., hierarchical and job content plateau) affect job performance, and that these effects may be moderated by career stage. Bayesian path analysis based on 152 supervisor-subordinate dyads across two time point results in two important findings. First, reaching a hierarchical plateau (which reflects a state with a lack of past accomplishments such as promotions), results in decreased self-efficacy and in turn poor job performance for employees at the maintenance career stage. Second, job content plateaued employees (who, although feeling unchallenged at work, have achieved work mastery) reported high sense of self-efficacy and consequently attain good performance consistently throughout different career stages. This research contributes to the field by taking a novel theoretical perspective to understand career plateau, by offering new explanations for the plateau-performance relationship, and by providing insightful evidence that job content plateau can be good for employee productivity.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **760** | Submission: **11805** | Sponsor(s): **(CAR, OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

New Insights into Toxic Traits, Organizational Context, and Employee Outcomes

Session Chair: **Andreas Wihler**, *U. of Exeter Business School*
Session Chair: **Susan Reh**, *U. of Exeter Business School*
Discussant: **Karen Landay**, *U. of Missouri, Kansas City*
Presenter: **Bastian Paul Kückelhaus**, *U. of Bonn*
Presenter: **B. Parker Ellen**, *Mississippi State U.*
Presenter: **Judith Volmer**, *U. of Bamberg*
Participant: **Gerhard Blickle**, *U. of Bonn*
Participant: **Katherine Crawford Alexander**, *Loyola U. Chicago*
Participant: **Jeremy Mackey**, *Auburn U.*
Participant: **Charn Patrick McAllister**, *Northern Arizona U.*
Participant: **Jetmir Zyberaj**, *U. of Bamberg*
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Anja Göritz**, *U. of Augsburg*

People high on dark personality traits (narcissism, Machiavellianism, psychopathy) are very prevalent and often also successful in contemporary organizations. They often influence organizational outcomes in negative ways (e.g., CWB); however, more recent research also points to positive effects (e.g., performance, career success). Therefore, this symposium focuses on new insights into dark triad research in organizations, integrating outcome- and individual-focused research while also considering workplace context. More specifically, two papers focus on dark traits, organizational context, and career success by investigating how psychopathy relates to career success via enterprising job demands, and how narcissistic rivalry interacts with perceived organizational politics. One paper focuses on a negative outcome, deviance, and compares the influence of toxic traits to the influence of destructive leadership. Finally, one paper takes a person-centered approach to investigate how profiles of dark traits change over time. Collectively, the papers included in this symposium advance knowledge of how the dark triad traits unfold in organizations both in terms of outcomes and stability over time.

Psychopathy and Workplace Status: Test and Amplification of Toxic Career Theory

Author: **Bastian Paul Kückelhaus**, *U. of Bonn*
Author: **Gerhard Blickle**, *U. of Bonn*

Narcissistic rivalry and employee success: The moderating role of perceived organizational politics

Author: **Susan Reh**, *U. of Exeter Business School*
Author: **Andreas Wihler**, *U. of Exeter Business School*

You, Me, or Us: The Relative Effects of Personality and Destructive Leadership on Workplace Deviance

Author: **B. Parker Ellen**, *Mississippi State U.*
Author: **Katherine Crawford Alexander**, *Loyola U. Chicago*
Author: **Jeremy Mackey**, *Auburn U.*
Author: **Charn Patrick McAllister**, *Northern Arizona U.*

An investigation of the dark triad traits stability across time using a person-centred approach

Author: **Jetmir Zyberaj**, *U. of Bamberg*
Author: **Judith Volmer**, *U. of Bamberg*
Author: **Daniel Spurk**, *U. of Bern*
Author: **Anja Göritz**, *U. of Augsburg*

Session Type: **Paper Session**
Program Session: **761** | Submission: **21059** | Sponsor(s): **(CM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Apologies and Relationship Repair

Session Moderator: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*

CM: **Third-party Forgiveness in Organizations**

Author: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Author: **Kristina Diekmann**, *U. of Utah*
Author: **Jesse Graham**, *U. of Utah, David Eccles School of Business*

Forgiveness in organizations is receiving increased attention in the literature due to its relevance to conflict management. The majority of this, and other work on forgiveness more broadly, examines dyadic forgiveness (i.e., when the victim forgives the transgressor). In this paper, we explore third-party forgiveness, a process distinct from dyadic forgiveness that has important implications for the maintenance of interpersonal relationships at work. We also begin to examine the possible antecedents of this behavior, identifying interpersonal behaviors and the organization's ethical infrastructure based on previous theorizing about dyadic forgiveness and ethical behavior in the workplace. Altogether, we find evidence that transgressor apologies, victim forgiveness, and strong sanctioning systems (i.e., ethical infrastructure) lead to more forgiveness by third parties. This work has implications for understanding forgiveness as a process that happens beyond the dyad and emphasizes the importance of the third-parties in managing workplace conflict.

CM: **Timing is not Everything: The Effects of Pre-Negotiation Trust, Apologies, and Time in Trust Repair**

Author: **Jonathan Lee**, *U. of Minnesota Duluth*
Author: **Rachel Lea Campagna**, *U. of New Hampshire*

Trustworthiness is critical for successful negotiations, but it is often broken. Apologies have been proven to be a useful approach to repair trustworthiness; however, it remains unclear whether their effectiveness holds over time, and if they are more effective for individuals who trusted the transgressor prior to the incident. Across two studies, we examined whether apologies remained effective for repairing the relationship when parties have a pre-negotiation trusting relationship versus when they do not. We found that following the violation and apology, trustworthiness was most successfully repaired, and commitment enhanced, when the victim trusted the transgressor prior to the negotiation. However, when assessed two days following the apology, trustworthiness and commitment were lower. In a second study, we found that delaying the apology could be an effective way to maintain trust repair and commitment following a violation, particularly when transgressors are trusted prior to the negotiation, because the time that has passed allows anger to subside. Overall, these findings highlight the importance of accounting for time and pre-negotiation trust in understanding apologies' effectiveness following a trust violation during a negotiation.

CM: **Forgiveness and Affiliative Responses to Workplace Incivility**

Author: **Jin Wook Chang**, *Korea U. Business School*
Author: **Jeeyoon Jeong**, *Korea U. Business School*
Author: **Jae Uk Chun**, *Korea U. Business School*

Workplace incivility is a near-ubiquitous phenomenon and typically engenders behavioral responses that impair relationships at work. In the present research, we theorize and empirically demonstrate that targets of incivility might engage in relationship-enhancing, rather than relationship-eroding, responses, directed to both other uninvolved third parties as well as to instigators. Drawing on and integrating insights from research on incivility, forgiveness, and emotion regulation, we develop and test a theoretical model that identifies when and why such affiliative responses to incivility are likely. Across two time-lagged studies (one preregistered), we find that experienced incivility is positively associated with a negativity-reduction motive when the incivility target's task interdependence is high; when incivility target's social identification is high, experienced incivility is positively associated with a positivity-enhancement motive as well. Results also indicate that the negativity-reduction motive is related to affiliative efforts directed to non-instigator third parties, whereas the positivity-enhancement motive is related to increased affiliative efforts toward the instigator. Our theory and findings offer a more comprehensive account of behavioral responses to experienced incivility and how to better deal with incivility, a phenomenon that appears undesirable yet prevalent in the workplace.

CM: **Please Apologize! The Negative Consequences of Soliciting Apologies**

Author: **Carlina Conrad**, *IE Business School*
Author: **Kelly Nault**, *IE Business School*
Author: **Kriti Jain**, *IE Business School*

One way that victims can restore their threatened sense of agency after a conflict is through the power of being able to decide whether or not to accept an apology. However, despite us being in the "age of apologies", such apologies might not always be given immediately post conflict. In line with the increased norm of apologizing, apologies are not just increasingly expected, but they can also be demanded explicitly from victims. In this research we demonstrate that victims asking transgressors to apologize is indeed a phenomenon occurring at the workplace. Furthermore, via a mixed-method approach focusing on both the perspective of the victim and the transgressor, we are able to explore the downstream consequences of victims soliciting an apology. Drawing upon the needs-based model of reconciliation as well as social distance theory, we propose that a victim soliciting an apology will increase avoidance behavior of the transgressor, driven by an increased feeling of powerlessness. The first two studies utilizing a micro-narrative approach suggested that while victims generally feel better after soliciting an apology, transgressors feel more negative and want to avoid the victim more. Study 3 using an experimental design found support for our full proposed model – a victim soliciting an apology fosters increased interaction avoidance in the transgressor, mediated by felt powerlessness. This study contributes to the emerging literature on downstream consequences of post-conflict behaviors and identifies an unexplored way in which victims address their lack of agency – namely by decreasing the power of the transgressor.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **762** | Submission: **13609** | Sponsor(s): **(CM, OB, MOC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Identifying Consequences of Common Strategies for Impression Management

Session Chair: **Jennifer Abel**, *Harvard Business School*
Session Chair: **Julian Jake Zlatev**, *Harvard Business School*
Discussant: **Juliana Schroeder**, *U. of California, Berkeley*
Presenter: **Rachel Lise Ruttan**, *U. of Toronto*
Participant: **Gabrielle Adams**, *U. of Virginia*
Participant: **Katherine Ann DeCelles**, *U. of Toronto*
Presenter: **Jennifer Abel**, *Harvard Business School*
Participant: **Michael Rosenblum**, *U. of Notre Dame, Mendoza College of Business*
Participant: **Julian Jake Zlatev**, *Harvard Business School*
Presenter: **Michael Slepian**, *Columbia Business School*
Presenter: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Participant: **Akshina Banerjee**, *Ross School of Business, U. of Michigan*
Participant: **Linhui Wu**, *U. of Minnesota Carlson School of Management*

Impression management is a fundamental characteristic of social interaction that plays an essential role in maintaining social harmony. The present symposium seeks to understand how to foster effective workplace communication by identifying the consequences of common strategies for managing impressions. Ruttan, Adams, and DeCelles examine the unintended consequences of espousing neutrality on divisive political and moral issues. Abel, Rosenblum, and Zlatev contend that concealing an opposing stance on a political issue harms observers' perceptions of integrity but boosts perceptions of benevolence. Slepian redefines the concept of secrecy, illuminating new paths for understanding the experience of secrecy in people's lives. Finally, Chaudhry, Banerjee, and Wu examine the efficacy of strategies used by managers to make amends following organizational transgressions. Together, these papers provide a novel and unique perspective on impression formation and management, both inside and outside organizations.

Miscalibrating the Consequences of Moral Neutrality

Author: **Rachel Lise Ruttan**, *U. of Toronto*
Author: **Gabrielle Adams**, *U. of Virginia*
Author: **Katherine Ann DeCelles**, *U. of Toronto*

Navigating difficult waters: Trading integrity for benevolence by avoiding political discussions

Author: **Jennifer Abel**, *Harvard Business School*
Author: **Michael Rosenblum**, *U. of Notre Dame, Mendoza College of Business*
Author: **Julian Jake Zlatev**, *Harvard Business School*

Having and Keeping Secrets

Author: **Michael Slepian**, *Columbia Business School*

Making amends with the audience: Manager use of public apologies and other amends-making strategies

Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Author: **Akshina Banerjee**, *Ross School of Business, U. of Michigan*
Author: **Linhui Wu**, *U. of Minnesota Carlson School of Management*

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

Session Type: **Paper Session**
Program Session: **763** | Submission: **20121** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Decolonizing Feminisms: Exploring Transnational Feminist Knowledge

Session Moderator: **Fahreen Alamgir**, *Monash U.*

CMS: **Gender-Based Violence in India and Feminist Organizing of Women's Court's Work for Its Prevention**

Author: **Poonam Barhoi**, *Indian Institute of Management, Indore*
Author: **Ranjeet Nambudiri**, *Indian Institute of Management, Indore*
Author: **Nobin Thomas**, *Indian Institute of Management, Indore*

Gender-based violence (GBV) refers to acts of violence that are rooted in gender inequality and that are used to reinforce gender inequality. GBV manifests in various ways, including physical, sexual, psychological, and economic violence. While it is complex to understand GBV and its different manifestations, working toward its prevention is even more challenging. Through an ethnographic engagement with a women's court in India that works to prevent and solve cases of GBV in rural areas with feminist principles, we tried to explore the challenges in GBV prevention with the victims' and women's court members' perspectives. We adopted a postcolonial feminist lens in the study, where we applied intersectionality and subaltern theories. While victims' agency and their perspectives on violence and justice often have been ignored, women's courts in rural areas work with a restorative justice approach to prioritize women's voices and provide a platform to share their points of view. The findings of the study uncover challenges in attaining gender justice and reveal loopholes in the justice system. Further, the study discusses the role of solidarity and resistance in gender justice-related work. The discussion of the study contributes to the literature on intersectionality and postcolonial studies and extends research in the areas of gender, work, and violence in the Global South.

CMS: **Contextualize Social Responsibility or Credible Responsibility in Global Production Network?**

Author: **Fahreen Alamgir**, *Monash U.*
Author: **Glen Croy**, *Monash U., Australia*
Author: **Amrik Sohal**, *Monash U.*
Author: **Tharaka De Vass**, *Monash U.*
Author: **Kazi Mahmudur Rahman**, *Independent U. Bangladesh*

The garment global production network (GPN) is founded on an unrecognized gendered manufacturing workforce. While these women's work conditions and welfare have been the focus of numerous civil society organizations' (CSOs) efforts, substantial and widespread improvement has not been realized. The emergence of multilevel-stakeholder-initiative (MSI) compliance regimes, based on relational engagements between CSOs, and garment brands and manufacturers, were seen as the new age for workers. MSI compliance regimes were argued to demonstrate relational responsibilities, which grounds their legitimacy. We examine ethical sourcing practice focussing on situatedness of commitments regarding the materialization of social development goals in the context of post compliance regimes in Bangladeshi garment industry. Our findings show that the necessity of safe, secure, and stable work and entitlements of workers are contingent on brands' unpredictable and exploitative procurement practices, revealing the lack of business accountability. Drawing on Sen and Drèze, we argue that accountability is innately linked with the perspectives of rights. However, the realization of workers' rights is contingent on democratic means and actions that lead to public debate and the strength of public actions. We argue for a critical evaluation of how different actors contribute to democratizing the governing of GPNs, and showing how accountability intersects with credible responsibility. Keywords: Global production networks, credible responsibility, accountability, rights-based approach, public debate and actions, Apparel industry

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CMS: **Transnational CSR: A postcolonial feminist reading of women's experiences at the workplace**

Author: **WAN NUR AMIRA BINTI RAHMAT**, *U. of Edinburgh business school*

This paper explores corporate programmes from the Global North disseminating a particular gender diversity agenda across transnational and organisational contexts. The programmes travel from the Global North to increase awareness and sharing of 'best practices' in achieving gender equality goals in countries in the Global South. Specifically, the paper argues that there is a hegemonising agenda on gender equality and women empowerment that travels and assimilates the local context. The paper proposes bringing together a postcolonial feminist methodology of reading up and otherwise the power structure and reading texts and women's experiences responsibly through the feminist solidarity model (Mohanty, 2003) and transnational literacy (Spivak, 1999) to refuse and resist hegemonic discourse of neoliberal feminist ideas propagating in transnational gender equality CSR programmes. Drawing on the case of a transnational corporate women advocacy group, the 30% Club Malaysia and interviews with women working in the corporate sector, I address the issues of overidentifying the 30% agenda, technology of representation, and erasure of subaltern agency. Finally, I reinforce the need for responsibility and governance structures to be informed by understanding locally grounded discourses and women's circumstances.

CMS: **Decolonizing Feminist ‘Knowledge’: ‘The Modern Woman’ in Kazakh Influencer Culture**

Author: **Nandita Roy**, *Indian Institute of Management, Calcutta*
Author: **Anjan Ghosh**, *Suleyman Demirel U., Kazakhstan*
Author: **Paromita Chakravarti**, *jadavpur U.*
Author: **Nurlykhan Aljanova**, *Graduate School of Business, Nazarbayev U.*
Author: **Nazym Baskynbayeva**, *al-Farabi Kazakh National U.*

This paper seeks to deepen the understanding of gendered influencer cultures and the construction of women’s subjectivities through their relationships with religion, work, family, motherhood and the state. We situate our research in Post-Soviet Kazakhstan and study three most popular female influencers and their followers. We question existing dominant and universalist Western feminist frameworks (post-feminist and neoliberal) of reading women’s roles in influencer cultures and their imbrications in the market. Deploying theories of decoloniality and epistemic reconstitutions, this paper uncovers underlying forms of imperialism in knowledge construction. This epistemic reconstitution is necessitated by our respondents’ ambivalent identification and disidentification with feminism, which our respondents see as Western, neo-colonialist and imperialist. Instead, they choose to use the idea of the modern woman, which is a complex amalgam of their historical legacies and lived realities. Exploring modalities of border thinking, we analyse this category of the modern woman, to think beyond ideas of Anglo-American modernity to better understand the realities and aspirations of Kazakh women within influencer cultures. This paper reads this idea of ‘alternative modernity’ in the light of the construction of the ‘new woman’ in colonial India. To this end, the paper brings together the two discursive fields of post-colonialism and post-socialism to decolonize Western feminist theoretical paradigms of reading women dominated influencer cultures. Thus, this paper contributes to widening the notions of transnational intersectionality in constructions of gendered influencer culture.

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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Critical Perspectives in Research

Session Moderator: **Paul Hibbert**, *U. of St Andrews*

CMS: **Research for the Workers: Rethinking Evaluation and Recognition**

Author: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Author: **Paul Hibbert**, *U. of St Andrews*

In this essay, we question journal standing as sole proxy for research excellence. We argue that craving for the next 'hedonic hit' in an 'A journal' – and the recognition that comes with it – obstructs researchers' eudaimonic flourishing associated with meaningful work. While research must be reliable or trustworthy, we advocate the use of complementary evaluative practices that involve those most affected by management research – the workforce, represented by Trade Unions – to offer an evaluation on 'meaningful research'. This engagement may also redress the imbalance of overwhelmingly favouring performance over social outcomes in management and organisation studies. While our target audience is ultimately university managers, we seek to influence relevant policies also through change from within ourselves, plus the involvement of Trade Unions, to add evaluative practices designed to capture 'meaningful' research and promote social outcomes. Doing this will enables researchers to demonstrate impact, while organisations can benefit from exposure to ideas proposed by researchers that can lead to greater wellbeing and pro-worker outcomes at work.

CMS: **Relational Perspectivism and The Case for Slow Theorizing in Critical Temporal Studies**

Author: **Julie Wolfram Cox**, *Monash U.*
Author: **John S Hassard**, *U. of Manchester*

Within management and organizational studies (MOS), the growth of temporal studies - research broadly concerning both the nature of time and its structuring, or temporality - has resulted in considerable conceptual development but also in instances of confusion and contradiction, with associated need for greater concept clarity. In response, we introduce relational perspectivism to argue that critical, empirical applications of particular temporal concepts should be informed by complementary theoretical perspectives such as critical realism (which arguably focuses on past-present relations), practice theory (on reconsiderations of the present), and American pragmatism (on present-future relations). We focus our discussion outside the hypothetico-deductive logic that typifies mainstream research in MOS. Here, rather than comparing theories on a general topic and then leaving such comparisons behind to apply a theory-specific concept from within an a priori theory base, relational perspectivism promotes a new form of concept clarity through comparing and selecting relevant concepts from a range of theoretical perspectives. We argue that such slow theorizing can also assist modest, mid-range theory development, in contrast to metatheoretical strategies such as paradigm sequencing, bridging, extension, and triangulation.

CMS: **Bean-Counting Research and the Mismanagement of Knowledge Production in Business Schools**

Author: **Alejandro Agafonow**, *ESSCA School of Management*
Author: **Marybel Perez**, *ESSCA School of Management*

Notorious cases of corporate misconduct often revolve around the misapplication of pay sensitivity to performance. Yet many business schools have too easily given themselves up to these kinds of high-powered incentives in the management of research. This practice is contrary to the teachings of the very management knowledge taught in business school classrooms and it can wreak havoc with business schools' mission of knowledge production. The reduction of managing research to a bean-counting performance evaluation, that is, keeping count of discrete units of research output like journal hits and citation counts, has arguably tilted the balance in favor of form and against content, thus undermining both the quality of knowledge produced and the autonomy that academics need to create knowledge. Similar to how combat sports, football or soccer, and democratic societies prevent certain traits and actions from conferring an unfair advantage, academics need to reclaim the principle of a level playing field to prevent practices inimical to the academic enterprise.

CMS: **From Neoliberal Standards of Care to Ethical Standards of Care: The Role of Numbers**

Author: **Ludivine Perray-Redslob**, *EMLYON Business School*
Author: **Nathalie Clavijo**, *Toulouse Business School, TBS Education*
Author: **Wafa Ben Khaled**, *ESCP Business School*
Author: **Mattia Anesa**, *U. Of Sydney*

Numbers have been studied as governance and domination tools in the neoliberal order. In this study, we take a different stance and study the ethico-political power of numbers. Relying on the burgeoning literature on counter accounts and Statactivism, we analyze how numbers can be mobilized to reassert a work ethos through counter accounts. Our study investigates French public-health professionals' action to denounce New Public Management practices. We use Facebook content (March 2019-21) from two groups of health professionals as data sources. Our preliminary results show that through quantification, health professionals objectify their situation and make visible how they are pushed outside their "ethical-comfort zone". This research answers to recent calls to investigate the ethics of numbers. More precisely, the aim of this research is to contribute to the literature on the use of numbers and statistics in activism by outlining that numbers are not only "political" but can also become 'ethical'

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Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Commonwealth Room**

Corporate Social Responsibility (CSR) and Digital Technologies

Session Moderator: **Alicia Minnerup**, *U. of Mannheim*

CTO: **How Internal Corporate Social Responsibility Moderates the Digitalization-Performance-Link**

Author: **Alicia Minnerup**, *U. of Mannheim*
Author: **Frederik Maibaum**, *Leibniz U. Hannover*
Author: **Sascha Alavi**, *Ruhr U. Bochum*
Author: **Laura Marie Edinger-Schons**, *U. of Hamburg*
Author: **Caroline Ruiner**, *U. of Hohenheim*
Author: **Johannes Kriebel**, *U. of Muenster*
Author: **J. Nils Foege**, *Leibniz U. Hannover*

In this study, we examine the relationship between the digital transformation and the sustainability transformation. While recent studies suggest that these transformations are interrelated, the literature does not clarify whether they attenuate or amplify one another. Drawing on Socio-Technical Systems (STS) Theory, we argue that digitalization only enhances firms' financial and ecological performance if accompanied by firms' internal corporate social responsibility (CSR), i.e., the extent to which firms care for their employees' well-being. This argument follows an STS logic suggesting that a technical subsystem needs to be embedded in a social subsystem to bring about organizational change, and ultimately contribute to firm performance. To test our theorizing, we collected data from more than 800 firms listed in the S&P 1,500 over a period from 2015 to 2020. The results of our random-effects regression analysis support our theorizing that firms' digitalization increases firms' financial and ecological performance if firms care for their employees by means of internal CSR activities. Our study contributes to research at the intersection of digitalization and sustainability by providing novel insights into the interplay of the corresponding transformations.

CTO: **IT-Enabled Purposeful Diversification of Pool of Participants When Opening up Important Decisions**

Author: **Liucen Pan**, *Warwick Business School*
Author: **Mo Moeini**, *Warwick Business School*
Author: **Joao Baptista**, *Lancaster U. Management School*

The paper proposes "purposeful diversification of pool of participants" as a new organisational capability necessary for diversity and inclusion management in opening up important decisions. The analysis of several examples based on in-depth semi-structured interviews with managers with experience in opening up decision-making, and analysis of publicly available case material indicate that managers can purposefully include participants into the decision-making pool, subject to their context specific diversity attributes, to improve diversity and inclusion. Looking for need- affordance-features we capture how IT can be a useful resource for participants pool development by facilitating muti-need, multi-affordance, and most likely, multi-tool. The findings also imply that organisations require historically neglected but valuable voices into the participant pool of decision making to drive meaningful decision outcomes.

CTO: **Reinforcing Inequalities: Evidencing the Third-Level Digital Divide**

Author: **Marcelo Henrique De Araujo**, *Álvares Penteado School of Commerce Foundation (FECAP)*
Author: **Luisa Veras De Sandes-Guimarães**, *USCS - U. Municipal de São Caetano do Sul*

This paper examines the relationship between the different levels of digital divide and the effect of sociodemographic factors and autonomy of use on the level of digital skills, and how these elements influence the harnessing of online opportunities. The Correspondent Field Model proposed by Helsper (2012) was used as theoretical framework to operationalize the concept of online opportunities in the economic, social and personal domains. Microdata from the 2014 and 2016 editions of the ICT Households Survey in Brazil were used to test the hypotheses, resulting in a sample of 9,902 and 9,995 of Internet users respectively. The findings support the hypothesis of sequentiality between the different levels of digital divide, so that internet users with greater use autonomy tend to have a higher level of digital skills and this, in turn, has a positive impact on harnessing online opportunities. The findings also point out that, even among people who have overcome the initial barrier to access the Internet, their digital inequalities in autonomy, digital skills, and uses (opportunities) still reflect existing social inequalities, reinforcing the existence of a Matthew Effect in harnessing online opportunities (the richer get richer, the poor get poorer). These findings can also contribute to the discussion of initiatives of mobile leapfrogging, as our results indicate that mobile-only Internet access has a negative impact on the level of informational skills, essential for harnessing online opportunities. Thus, this may result in a more superficial use of the Internet, collaborating to the formation of a second-class digital citizen.

CTO: **Expanding Organizational Attention to Environmental Issues**

Author: **Jaemin Kim**, *Oakland U.*

Firms often expand organizational attention from core-business domains to environmental issues and blend the two topics, rather than viewing them separately. However, less is understood about how organizational attention expands from their core domains to environmental issues. Thus, this study aims to improve the understanding of how firms expand their attention toward environmental issues. To observe this phenomenon, I use the transportation manufacturing industry and examine how the two topics of technology as a business core and environmental issues are blended and why communications with stakeholders affect attentional expansion. I use LDA topic modeling to detect the progression of the topics across years in those industries and panel-data analysis to test the impact of communications with stakeholders on organizational attention. This study will explore the role of communication with stakeholders in shaping subsequent organization attention to environmental issues.

Session Type: **Paper Session**
Program Session: **766** | Submission: **20378** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Forum Room**

Digital Transformation 1

Session Moderator: **Ruth Sloot**, *U. of Twente*

CTO: **Making Sense of Tensions and Equivocalities in Digital Transformation**

Author: **Ruth Sloot**, *U. of Twente*
Author: **Johannes Voordijk**, *U. of Twente*
Author: **Leentje Volker**, *U. of Twente*

Digital transformation is a process in which digital technologies play a central role in creating and reinforcing disruptions. Although considerable research has been devoted to potential strategic responses to these disruptions, only limited attention has been paid to the equivocalities that persistently disrupt the digital transformation process. In this paper, we present the results of a three-year longitudinal single-case study on a digital transformation program as it was implemented and revised in a public infrastructure agency. We uncovered three major categories of equivocality – scope, needs, and priorities – that the organization needed to overcome to develop new digital tools and standards. We also revealed that entangled paradoxical tensions explain why such equivocalities emerged. By relating tensions and equivocalities, we contribute to further understanding why change is incremental and sensemaking is slow in digital transformation journeys of public infrastructure agencies.

CTO: **Anticipatory Organizing and the Predictive Scoping of Digital Transformation**

Author: **Virginia Leavell**, *Cambridge Judge Business School*

In this study I advance the thesis that technological anticipation shapes both structure and action in organizations long before the technologies themselves arrive on site. I provide support for this thesis by with an ethnographic study of two organizations conducted before an expected technological change was to take place. The findings are drawn from a three-year study that included over 830 hours of observations, more than 90 interviews, and more than 13,000 pages of documents. With my study of two water agencies that managed the production and distribution of drinking water, I show how field workers anticipated a new automated and digital metering system. I find that not only do actors not need to interact with new technologies for the process of technologically induced organizational change to begin, but that the changes brought about, in part, by technological anticipation are themselves a significant phenomenon for the organizations. Specifically, I show how anticipatory discourse about the metering technologies and the organizations' future states shaped action in ways that influenced the budget and application of the projects at the time of approval, a process I call anticipatory technological framing. These findings contribute to the study of organizational anticipation and technological frames and help us to reconsider the process of technologically induced organizational change more broadly.

CTO: **Digital Transformation of Micro-Enterprises in Resource-Constrained Environments: A Digital Bricolag**

Author: **Stan Karanasios**, *U. of Queensland*
Author: **Aljona Zorina**, *IESEG School of Management (LEM-CNRS 9221)*
Author: **PK Senyo**, *Southampton Business School, U. of Southampton*
Author: **John K. Effah**, *U. of Ghana*

While research on digital transformation has received a lot of scholarly attention, our understanding of how digital transformation unfolds beyond conventional organizational settings and technologies has remained undertheorized. This paper provides insights to emergent and non-linear processes shaping digital transformation of micro- enterprises that operate in resource-constrained environments. Building on theories of bricolage, making do making do by applying combinations of resources at hand, and insights from 52 interviews with micro-enterprises and technology ecosystem actors in Ghana, our findings offer a processual model of micro-enterprise digital transformation with bricolage in resource-constrained environments, and suggest links between digital transformation, bricolage processes, and micro-enterprise long-term success and growth. We discuss implications of our findings for theories of DT, bricolage, and practitioners.

CTO: **From Artificial Design to Artificial Intelligent Design: Process Model of Digital Reinvention**

Author: **Fei Shen**, *Shanghai Jiao Tong U.*
Author: **Weiru Chen**, *China Europe International Business School (CEIBS)*
Author: **Jiexiang Wang**, *School of Business Administration, Zhejiang Gongshang U.*

In this longitudinal qualitative study, we explore how established firms undertake digital transformation toward reinvention. We found that the change leader took actions of Schemed Shocking, Embedded Digitizing, and Templated Empowering in the first phase which we frame as purposeful "episodic change". Then followed by the business units to execute "continuous change" which are Improvisational Orienting, Regenerative Digitalizing, and Super-modular Evolving. Our paper unfolds the processes for organizations to achieve reinventive consequences during digital transformation by fusing digital characteristics with change theory.

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Healthcare Information Technology

Session Moderator: **Sriram Somanchi**, *U. of Notre Dame*

CTO: **Empirically Investigating How EHR Adoption Impacts Mergers and Survival in the US Healthcare System**

Author: **Sriram Somanchi**, *U. of Notre Dame*
Author: **Brad Greenwood**, *George Mason U.*
Author: **Corey Michael Angst**, *U. of Notre Dame*

How does the adoption of enterprise information systems (EIS) affect M&A activity in large organizations? Prior scholarship suggests EIS dramatically increases the agility of the firms and facilitates streamlining the organization around competitive advantages. However, recognizing that EIS is costly, practical considerations would suggest that such systems would incentivize the merging of organizations to distribute fixed costs via economies of scale. We examine whether such systems contribute to the contraction or expansion of organizations by examining M&A activity in the US healthcare system after the adoption of electronic health records (EHR). In doing so, we investigate the effect of EHR adoption on both the survival of hospital systems and their acquisition decisions. Analysis of 699 mergers between 2007 and 2014 suggests that while EHR adoption significantly increases a hospital's likelihood of survival, it also makes them less desirable acquisition targets. Thus, interested acquirers prefer to target non-EHR adopting hospitals, likely because of the challenges of re-integrating an established EIS. Secondary dyadic analysis shows that if there is a match between vendors of the EHR between the acquirer and acquiree, this increases the likelihood of merging; thus, acquirers prefer hospitals that have not digitized, unless they share vendors.

CTO: **Examining the Impact of Governance Structure and Health Information Technology Enabled Capabilities**

Author: **Qidi Xing**, *U. of Oklahoma Price College of Business*
Author: **Rajendra Singh**, *U. of Oklahoma Price College of Business*

Absorptive capacity reflects an organization's ability to identify, assimilate, and exploit valuable knowledge from the environment to improve business performance. The IS literature has provided important insights into how an organization's internal and external IT-enabled capabilities influence its absorptive capacity. However, the current literature has not considered how the assimilation of new knowledge may be hampered if the organizational partners have divergent interests that limit strategic cooperation and operational coordination. Drawing on a large dataset from the American Hospital Association, we empirically examine the impact of specific governance structures (multihospital system members and individual hospitals)—that can shape divergent interests among the constituent members—may influence a hospital's absorptive capacity. We also examine the role of internal and external IT-enabled capabilities on absorptive capacity of hospitals. We found that a multihospital system membership has a positive association with absorptive capacity of the member hospitals. We also found that a multihospital system membership positively moderates the relationship between IT-enabled capability and absorptive capacity. Thus, this study extends the IS literature on absorptive capacity by theoretically and empirically establishing links between governance structure, IT-enabled capability, and absorptive capacity.

CTO: **Electronic Health Record (EHR) System Use and Antecedent Influences on Cognitive Load**

Author: **Curtis Merriweather**, *Weatherhead School of Management, Case Western Reserve U.*

We explore the level of cognitive load and the other factors influencing it while using electronic health records (EHR) systems. Federal incentives, such as the HITECH ACT, have mandated EHR system use, and we have identified EHR system use as the culprit towards adverse use effects of EHR systems. However, more research is needed which examines the antecedents of cognitive load, such as EHR data usability, general information overload, and system usability. Usable EHR data, including its completeness and higher quality, have been touted as critical usability factors improving the use of EHR systems (Kim et al., 2019a). A quantitative survey was conducted among 564 physicians regarding their experiences of using EHR systems at clinical work. The results indicate that EHR use significantly influences cognitive load. In summary, the results confirm that usable EHR patient data reduces information overload and cognitive load. Therefore, healthcare organizations must work to ensure data completeness, data-driven usefulness, and data quality standards are enacted. The effects of information overload and EHR use are complex; as information overload increases, cognitive load also increases. Generally, the user interface in EHR systems is confusing, leading to increased cognitive load. Therefore, EHR usability improvements reduce cognitive load.

CTO: **Modeling the Evolution of Interhospital Transfer: A Longitudinal Network Analysis**

Author: **Wenwen Li**, *School of Management, Fudan U.*
Author: **Yao Li**, *southern U. of science and technology*
Author: **Yukun Yang**, *southern U. of science and technology*

Interhospital transfers aim to provide super-specialty care and maintain patients' optimal health by transferring the patient to another hospital facility. As a complex undertaking, the interhospital transfer involves a multitude of factors that influence transfer formation, and transfer relationships among hospitals evolve over time. Although an extensive body of literature exists on factors determining where patients get transferred, less attention has been paid to understanding how interhospital transfer networks evolve and what important factors influence the evolution process. In this study, we empirically model the evolution process of the interhospital transfer network using a stochastic network modeling approach and identify key factors determining the network evolution. In particular, we consider digital health technologies that have great potential to assist coordinated healthcare delivery and demonstrate the role that three representative digital health technologies play in interhospital transfer. Using data from multiple databases on 178 hospitals over five years in the State of Florida, we find that both exogenous factors and endogenous network interactions influence the evolution of the interhospital transfer network. Besides identified factors, such as efficiency, distance, and relationship, digital health technologies significantly impact interhospital transfer networks' tie formation during the evolution process. Our study contributes to the literature on patient routing in healthcare operations by uncovering mechanisms of the evolution of interhospital transfer networks.

KEY TO SYMBOLS

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Social Media & Organizations

Session Moderator: **Robert Gregory Ji-Won Park**, *Ivey Business School*

CTO: **A Typology of Social Media Drifting**

Author: **Robert Gregory Ji-Won Park**, *Ivey Business School*
Author: **Yasser Rahrovani**, *Ivey Business School*

Social media drift occurs when users use a social media platform too often for goals other than those originally intended by the platform owner, such that the platform eventually and primarily serves alternative users or needs. This can lead to change in a platform's purpose and nature. Much of our understanding of drift is limited to negative consequences in traditional technologies. Meanwhile, social media is particularly susceptible to drift due to platform openness and interaction among users. Extant social media research focuses mostly on organizational contexts for usage within an organization and usage to communicate with external parties. There is a lack of research on how external parties can impact social media platforms and cause drift. This creates a research gap for understanding the nature of drift on public-facing or externally focused social media where phenomena are emergent, diverse, and potentially more complex than what is known, given drift's simplistic negative reputation. We draw on IS alignment and control literature to develop a new framework and make observations regarding real-life examples in industry to conceptualize the states that can be exhibited by a platform, as well as a typology of corresponding drifts. Our framework contributes to IS alignment and control literature by demonstrating that social media drift can be diverse in typology and that drift may be not only positive in some cases but also possibly necessary for a platform's future. Keywords: social media; drift; control; IS alignment; platform governance

CTO: **Social Media and Startup Innovation: A Human Capital Perspective**

Author: **Gavin Wang**, *Wharton OPIM*
Author: **Lynn Wu**, *The Wharton School, U. of Pennsylvania*

Private companies including startups are important contributors of innovations in the United States. However, innovation activities often require human capital with diversified sources of domain knowledge, which is hard to access for early-stage companies whose networks are usually constrained. In this paper we examine the effect of social media activities on startup innovation performances. Using company funding information from Crunchbase, social media activities from Twitter, patent and inventor information from USPTO and employee trajectories from LinkedIn for 6,000 startups from 2007 to 2020, we find that the usage of social media is associated with more patens and more patent inventors in the startup. We document two major benefits of social media in startup innovation performance: (1) Social media can break through the network constraints faced by startups and bridge company with potential employees, so that the startup can hire from a more diversified network and obtain more technology spillovers. Consistent with this mechanism, we find that after using social media, the startup's hiring network positions are improved faster, and the applied patents are associated with more diversified technologies. (2) Social media can demonstrate the corporate culture of startups and attract people with a sense of identity, so that the coordination cost within the company is lower. Consistent with this mechanism, we find that after using social media, the startups are more likely to hire inventors who share similar cultural backgrounds with existing inventors in the company. Together, our research underscores the importance of human capital management in innovation and entrepreneurship, and how social media can facilitate information transmission and improve startup human capital.

CTO: **Ventures' Social Media Presence,Innovation Performance,Financial Aspirations,on Return-Based Funding**

Author: **Shifang Zhao**, *Xi'an Jiaotong U. & City U. of Hong Kong & National U. of Singapore*
Author: **Yoojung Ahn**, *Korea U. Business School*
Author: **Zelin Lyu**, *National U. of Singapore*

With the growth of entrepreneurship, return-based investors seek entrepreneurial firms that indicate a high return on investment. In parallel, entrepreneurial firms attract financial capital in different ways, and utilize social media platforms is as one such way to communicate the value of the firm. As such, in this study, we seek to understand better the relationship between ventures' social media presence and return-based funding (i.e., equity and debt) they can acquire. We additionally explore how start-ups showcase their attractiveness by communicating the venture's innovation performance and financial aspirations on social media. Based on early-stage start-ups that applied to accelerators from 2013 to 2019, we find that start-ups' social media presence is positively associated with the amount of return-based funding acquisition. Furthermore, we find a positive moderating effect of ventures' innovation performance and financial aspirations on the relationship between start-ups' social media presence and return-based funding. This study contributes to our scholarly and practical understanding of how start-ups' social media presence, innovation, and financial aspirations are associated with return-based funding outcomes.

CTO: **The Development and Validation of a Scale Measuring Social Media Surveillance from Colleagues**

Author: **Hamnah Rahat**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*
Author: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*

Employees' personal social networking accounts are increasingly being monitored on social media by employers and colleagues. Despite the existence of the phenomena and its potential to impact employee and organizational-related outcomes, empirical research in this area is limited. A full understanding of this phenomenon and its implications for possible outcomes requires psychometric-based measurements. Therefore, this study aimed to develop and validate a scale for social media monitoring through workplace contacts (SMWC). Using the theoretical foundation of Foucault's panopticon and Botan's concept of the panoptic effect, a 15-point scale was constructed that is divided into four factors including perception, potential, management policy, and maturity. The scale is tested for factorial validity, discriminant validity, criterion-related validity, and scale replication. To summarize, SMWC is a short, psychometrically sound scale that holds promise for use in research and practice.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **769** | Submission: **20396** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Prejudice, Agency, and Relations at Work

Session Moderator: **Sharmeen Merchant**, *U. of Cincinnati*

DEI: **Do You Catch More Flies with Honey than Vinegar? Adopting Agency and Communality in Negotiations**

Author: **Sharmeen Merchant**, *U. of Cincinnati*
Author: **Scott Dust**, *U. of Cincinnati*

Research primarily suggests that masculine, agentic-focused characteristics such as aggression and competitiveness facilitate negotiation success. Alternatively, feminine, communal-focused characteristics such as warmth and helpfulness are generally considered to detract from negotiation success. Interestingly, there are a few studies that highlight specific circumstances whereby exhibiting these communal traits can add value in negotiations. We offer a conceptual model that brings this research to the forefront, highlighting a more comprehensive view of how women and men are likely to fare during negotiations when they engage in gender-congruent or gender-incongruent behaviors. To do so we draw from job-demands resources theory, self-regulation theory, and paradox theory to offer several propositions. Specifically, we posit that women can leverage both agentic and communal tactics through behaviors we call agentic-communal switching and agentic-communal paradox management. We also posit that adopting such tactics will be psychologically taxing in the form of ego depletion. We offer several theoretical and practical implications that stem from our ideas that are relevant for negotiation and gender and work research.

DEI: **Second-Order Prejudice: Development and Validation of a Construct and Scale**

Author: **Chelsea Lide**, *Stanford Graduate School of Business*

Despite the seemingly widespread endorsement of egalitarian values, discrimination nevertheless persists. This paradox has inspired a bourgeoning perspective in discrimination research that considers how people's beliefs about others' prejudices may compel their own discriminatory behavior, even when such behavior contradicts their personal values and beliefs. Building on this research, this work presents a theory-based definition of second-order prejudice, or our beliefs about the prejudices of others. Then, using four independent samples (N = 1,810) across one exploratory and three pre-registered studies, I develop and validate a 10-item second-order prejudice scale to measure beliefs about third-party discriminatory behavior. Results are presented to support the scale's dimensionality along with its content, convergent, and discriminant validity. When used in conjunction with existing measures adapted to assess a third-party's feelings (affect) and stereotypes (cognition) about members of their ingroup and outgroup, the second-order prejudiced behaviors scale can serve as a comprehensive method for measuring beliefs about third-party prejudice. As a result, this work contributes a novel framework and tools for exploring an exciting new frontier in the study of workplace discrimination.

DEI: **The Hen House Effect: The Negative Repercussions of Working in Women-Only Teams**

Author: **Mallory Decker**, *PhD student at CU Boulder*
Author: **David R. Hekman**, *U. of Colorado, Boulder*

This research developed and tested a model of a proposed "hen house effect" in which women who work in all-women teams are perceived as socially competitive and therefore deserving of less pay. In one field study of 967 international athletic events, and in a second of 682 medical providers, we found that women who worked with other women failed to reap the same pay benefits as men who worked with other men. We then conducted two controlled experiments in which participants rated individuals who worked alone or exclusively on same-gender teams, and analysis revealed that women who work exclusively on all-women teams were perceived as more socially competitive, which, in turn, led participants to view such women as deserving less pay. Broadly speaking, these results suggest that women who work exclusively with other women are viewed negatively, resulting in a gender pay gap. Implications for the gender bias and glass ceiling literatures are discussed.

DEI: **A Woman's Status Opportunity: Examining the Interaction of Gender and Status on Knowledge Sharing**

Author: **Birke Laubinger**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Lukas Vogelgsang**, *Ludwig Maximilian U. of Munich (LMU)*

Interpersonal relationships contain valuable resources for knowledge creation and exchange. In the present study, we explain how the value of relational resources in knowledge sharing processes also depends on the unique roles individuals enact in groups. We draw on identity and expectation states theory to argue that the relative salience of status and gender identities in relational contexts tends to promote members' capitalization on knowledge embedded in these relationships. Thus, women, compared to men, are more able to receive knowledge from low-status contacts, while both men and women receive most knowledge from strong connections to high-status individuals. Hypotheses are tested on an individual level based on data of 343 interpersonal relationships, deriving from 50 ego-alter networks acquired from health professionals in Western Europe. Implications are made for practitioners who aim to promote knowledge sharing behavior in their organization and for future research to investigate further the interaction of role identities on knowledge sharing.

KEY TO SYMBOLS

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

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Session Type: **Paper Session**
Program Session: **770** | Submission: **20397** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Improving DEI Practices for Firms and Employees

Session Moderator: **Ramsha Naeem**, *U. of Central Punjab*

DEI: **The Impact of Demographic Faultlines on Group Performance**

Author: **Ramsha Naeem**, *U. of Central Punjab*

Drawing on subgroup theory, we hypothesized that entitlement beliefs converted dormant faultlines into activated faultlines, which positively and negatively affected group performance. To this effect, we identified two separate pathways that transferred the effects of activated faultlines on group performance. On one side, activated faultlines resulted in increased power struggles which mediated the negative effects of activated faultlines on group performance. On the other side, activated faultlines—in the presence of a strong justice climate—triggered group communication, which mediated the positive effects of activated faultlines on group performance. We tested these hypotheses first through an experimental approach and then through a field study. Data supported most hypotheses, resulting in important theoretical and managerial implications.

DEI: **Women in Leadership: Examining Individuals' Perceptions of Algorithms**

Author: **Jessica Ochmann**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Leonard Michels**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Sven Laumer**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Women are still underrepresented in management. One reason for this inequality are gender stereotypes that lead human decision makers to prefer men over women for leadership roles. To overcome these issues, we propose using algorithms as a promising approach to promote gender equality in management. Given that algorithms are appropriately designed, they can remove gender discrimination by maximizing the predefined outcome of balanced gender ratios. We extend prior research on women in IT by investigating the perceptions regarding IT applications aiming to balance management staffing across all industries. In an online experiment with HR expert from a multinational science and technology company, we find that maximization perceptions increase fairness perceptions in the context of women in leadership. In addition, we examine how the disclosure of an algorithmic (versus human) decision maker's underlying maximization strategy affects maximization perceptions and show that perceptions depend on whether purpose or process explanations are communicated.

DEI: **Mind the Way you Frame It! Interplay of Vision Framing and Diversity Practice on (Non)Target Support**

Author: **Anastasia Kieliszek**, *LMU Munich*
Author: **Rouven Kanitz**, *Rotterdam School of Management, Erasmus U.*

Organizations launch diversity initiatives to promote diversity and increase representation of underrepresented groups (e.g., women as targets and men as so-called nontargets). While typically welcomed by the target group, the most effective diversity practices may be compromised by nontargets withholding their support. It remains unclear, however, how organizations—particularly those dominated by nontargets—can successfully implement diversity initiatives while preserving nontarget initiative support. To address this critical question, we take a social identity perspective and examine the interactive effects of diversity practice type (identity-conscious vs. -blind) and top leader vision framing (high vs. low vision of continuity) on nontarget initiative support. Using data from a 2 x 2 between-person field experiment in a firefighter organization, we find that framing the initiative under a vision of high (relative to low) continuity alleviates nontargets' distributive justice concerns in the face of identity-conscious (rather than identity-blind) practices and thereby preserves nontarget initiative support. However, supplementary analyses reveal that visions of high continuity may in fact be a double-edged sword: whereas nontargets respond favorably, targets perceive identity-conscious practices as more unjust. Our work has important implications for managing the initiation of diversity initiatives in a way that preserves (non)targets' perceived justice and initiative support.

DEI: **Woke and Anti-Woke Diversity Strategies: Diversity, Equity, and Inclusion in the Culture War**

Author: **Nancy DiTomaso**, *Rutgers Business School*

Because diversity is always associated with inequality, diversity, equity, and inclusion (DEI) programs often raise issues about redistribution and change to the status quo that has benefited some groups over others. As such, DEI is also a prime target for political controversy, especially in the current political environment where intergroup relations are at the heart of many political issues about which the two main political parties in the U.S. diverge in their policy agendas. In this paper, I address a recent characterization of DEI programs as pursuing "woke" strategies associated with critical race theory (CRT) and which are claimed to generate a vicious cycle that threatens organizational effectiveness in contrast to "anti-woke" strategies that combine paradox theory and positive organizational behavior theory and which are claimed to generate a virtuous cycle that will benefit all organizational members. In the paper, I challenge the claims of this argument and explain why the characterization of DEI programs as woke and ineffective is wrong-headed and misleading, and I also highlight broader issues that are raised for the DEI field about what constitutes effective strategies for a positive future and suggest possible pathways to addressing these issues.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Session Type: **Paper Session**
Program Session: **771** | Submission: **20398** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Gender, Representation, and Performance

Session Moderator: **Mariasole Bannò**, *U. of Brescia*

DEI: **Why So Slow? Gender Quotas Are Not Enough To Enhance Gender Equality**

Author: **Mariasole Bannò**, *U. of Brescia*
Author: **Emilia Filippi**, *U. of Brescia*
Author: **Tommaso Fornasari**, *U. of Brescia*

Drawing on institutional theory, this study explores whether Italian mandatory gender quotas for corporate boards of listed firms are associated with a greater presence of women on boards of their subsidiaries, which are not directly subject to the law. We aim to understand the reactive behavior of firms' under formal institutional pressure through regulatory intervention (namely, mandatory gender quotas) at the affiliate level. The analysis is based on a database composed of 28,000 Italian firms, of which 371 listed firms, 1,233 subsidiaries of listed firms, and 26,384 non-listed, non-subsidiary listed firms. We adopted the propensity score matching proposed by Rosenbaum and Rubin (1983) to match firms in the treatment group (i.e., listed firms and subsidiaries of listed firm) with firms in the control group (i.e., non-listed and non-subsidiary of listed firms) that are similar in all relevant characteristics. The analysis revealed that the mandatory quota had increased the presence of women directors in listed firms, but its impact does not extend to their subsidiaries.

DEI: **A Sweet Spot for Gender Diversity? The S-Curve Relationship Between Gender Diversity and Performance**

Author: **Pamela Gu**, *U. of Wisconsin, Madison*
Author: **Orlando C. Richard**, *UMass Amherst*
Author: **Derek R. Avery**, *U. of Houston*
Author: **Marcus Stewart**, *Bentley U.*
Author: **Patrick F. McKay**, *East Carolina U.*

By integrating theories of social identity, the resource-based view of the firm, and status hierarchies, we propose an S-curve model of the relationship between gender diversity and firm performance. We test our hypotheses using two retail store samples and a third sample of Fortune 500 companies. Across all three samples, we find support for an S-shaped relationship between gender diversity and firm performance where moderate levels of gender diversity serve as a "sweet spot" for the effect of gender diversity on firm performance. Further, we find that this relationship is dependent upon gender equality management such that effective gender equality management is necessary to realize the benefits of gender diversity. Theoretical and practical implications are discussed.

DEI: **Work-Life Balance in Engineering and Construction and Their Effects on Women's Representation.**

Author: **Marzena Baker**, *U. Of Sydney*
Author: **Erica French**, -
Author: **Muhammad Ali**, *Queensland U. of Technology*
Author: **Mahshid Tootoonchy**, *U. Of Sydney*

The gender pay gap identified by the Global Gender Equality Report 2022 as substantially unaddressed or under addressed worldwide has resulted in further calls for an increased focus by organizations on the design and implementation of work-life programs to reduce the gender pay gap and achieve gender parity. The purpose of this study is to investigate how work-life programs, motivated by workplace consultation, influence women's representation and lead to improved organizational financial performance in male-dominated industries of engineering and construction. A time-lagged research design using data collected from an archival database tested the study's predictions in 205 construction and engineering organizations operating in Australia. In addition, thirteen semi-structured interviews were conducted with HR professionals and senior managers working in these industries to generate descriptions of the design and implementation issues experienced in their efforts to address the gender pay gap using work-life policies and strategies. The findings indicate that workplace consultation has a positive impact on the offering of work-life programs. Work-life programs partially mediate the relationship between (1) workplace consultation and women's representation in non-management, and (2) workplace consultation and financial performance. The results have several theoretical, research and practical implications.

DEI: **Gender Diversity in the R&D Team and the Abandonment of Innovation Projects**

Author: **Bettina Becker**, *Durham U. Business School*

The lack of gender diversity remains an unsolved issue in firms' R&D teams. However, gender diversity influences strategic human and social capital and has been shown to be beneficial for firm innovation. At the same time, a large share of firms' innovation projects gets abandoned. This paper examines whether there is a link between gender diversity in the R&D team and the firm's abandonment of innovation projects. The 'value-in-diversity' perspective proposes that gender diversity will enhance the diversity of ideas as well as the quality of decision-making. We argue that, given an a priori fixed innovation budget, the increased innovation capability will lead to more innovation abandonment. Applying non-parametric matching methods to a sample of Spanish manufacturing firms during 2009-2016, we find evidence in support of our theoretical framework. The results are particularly robust if the increase in the R&D team's gender diversity takes place among the researchers, as compared with technicians and assistants. The positive association between the R&D team's gender diversity and abandonment is stronger at the conceptual stage of the innovation process than at the implementation stage. In the light of the learning-from-abandonment literature, these findings imply that gender diversity may improve firms' learning to prevent abandonment.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **772** | Submission: **11001** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Advancing Gender Equity and Diversity in the Workplace: The Role of Allyship and Leadership

Organizer: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Presenter: **Eugenia Bajet Mestre**, *U. of St. Gallen, Switzerland*
Participant: **Jamie L. Gloor**, *U. of St. Gallen*
Presenter: **Danielle Mercer**, *Acadia U.*
Participant: **Cara-Lynn Scheuer**, *Coastal Carolina U.*
Participant: **Megan Marie Walsh**, *Sobey School of Business, Saint Mary's U.*
Participant: **Corinne McNally**, *Saint Mary's U., Canada*
Participant: **Kara Anne Arnold**, *Memorial U. of Newfoundland*
Participant: **Catherine Loughlin**, *Rowe School of Business, Dalhousie U.*
Participant: **Shasanka Chalise**, *PhD Candidate, Memorial U., NL, Canada*
Participant: **Nikita Agnihotri**, *Saint Mary's U.*
Presenter: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Participant: **Tanja Hentschel**, *Amsterdam Business School, U. of Amsterdam*
Presenter: **Yongkang Yang**, *Rotterdam School of Management, Erasmus U.*
Participant: **Jia Li**, *Vlerick Business School*
Participant: **Anne Nederveen Pieterse**, *Erasmus U. Rotterdam*
Presenter: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Participant: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Participant: **Nick Turner**, *U. of Calgary*
Discussant: **Ivona Hideg**, *Schulich School of Business, York U.*

Addressing inequity is a pressing societal concern. For example, numerous studies have provided consistent evidence for gender inequities as well as barriers and adverse workplace experiences women face. In this symposium, we aim to shed light on factors that can help accelerate social progress in the domain of gender and leadership. The papers in this symposium showcase how leaders can effectively facilitate women's leadership advancement (Bajet Mestre & Gloor; Lyubykh, Alonso, & Turner) and help manage team diversity (Yang, Li, van Knippenberg, & Pieterse), offer a psychometrically robust scale to measure leader allyship (Mercer et al.), and explore how female leaders navigate tensions between gender expectations and leadership expectations (Khattab & Hentschel). We will conclude with a discussion (Hideg) to suggest directions for future research a well as takeaways for leaders, organizations, and policymakers.

He for Her Development: Can Male Allies Facilitate Women's Leadership?

Author: **Eugenia Bajet Mestre**, *U. of St. Gallen, Switzerland*
Author: **Jamie L. Gloor**, *U. of St. Gallen*

Managers' Allyship for Women's Advancement: Scale Development

Author: **Danielle Mercer**, *Acadia U.*
Author: **Cara-Lynn Scheuer**, *Coastal Carolina U.*
Author: **Megan Marie Walsh**, *Sobey School of Business, Saint Mary's U.*
Author: **Catherine Loughlin**, *Rowe School of Business, Dalhousie U.*
Author: **Shasanka Chalise**, *PhD Candidate, Memorial U., NL, Canada*
Author: **Nikita Agnihotri**, *Saint Mary's U.*

Integrating Communality and Agency in Women's and Men's Leadership: A Qualitative Study

Author: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Author: **Tanja Hentschel**, *Amsterdam Business School, U. of Amsterdam*

Functional Background Diversity and Team Performance: The Role of Leading for Diversity Mindsets

Author: **Yongkang Yang**, *Rotterdam School of Management, Erasmus U.*
Author: **Jia Li**, *Vlerick Business School*
Author: **Anne Nederveen Pieterse**, *Erasmus U. Rotterdam*

How Do Male Observers Respond to Leader Allyship?

Author: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Author: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Author: **Nick Turner**, *U. of Calgary*

KEY TO SYMBOLS

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

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Session Type: **Paper Session**
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Organizational Culture and Behavioral Norms

Session Moderator: **Dana Kanze**, *London Business School*

DEI: **Just Call Me Megan: Who Benefits and How from Un-Titling?**

Author: **Dana Kanze**, *London Business School*

Institutions can convey a sense of warmth by cultivating an informal culture. One way to communicate the institution's cultural informality is for employees to use first names rather than earned titles ("title references"). But which institutional constituents benefit from this practice of "un-titling" and how? Research suggests lower status members—such as female and junior faculty members in business schools—rely on legitimacy cues like titles in order to obtain evaluations that are comparable to higher status peers. Four studies (N = 1,815) provide survey, archival, and experimental evidence for gender and occupational rank distinctions in title references, as well as the role that institutional culture informality plays in how faculty members are perceived and ultimately evaluated. Title references are associated with more favorable evaluations from students, but female faculty members are less apt to receive them and struggle to title themselves by "self-titling" in the absence of formal norms. There is a warmth versus competence trade-off when faculty express a preference of address, such that faculty members requesting to be called by their first names (vs. self-titling) benefit from students' increased perceptions of warmth but are disadvantaged by perceived lack of competence. Benefits accrue to seasoned, full professors (rather than unseasoned, assistant professors) who opt for first name basis, leveraging the increased perception of warmth without incurring a perceived competence cost at that higher occupational rank. Female full professors requesting to be called by their first names (e.g., "Just call me Megan") derive the most benefit among all examined conditions, effectively navigating the double bind of gendered expectations.

DEI: **Period Pain Presenteeism: Investigating Correlates of Working While Experiencing Dysmenorrhea**

Author: **Alexandra Cook**, *U. of Amsterdam*
Author: **Robin Van Den Hoek**, *U. of Amsterdam*

Although menstrual pain (dysmenorrhea) is common and can have detrimental effects on workability and social functioning, little is known about how people manage dysmenorrhea in their professional life. Existing evidence indicates that people with dysmenorrhea often engage in presenteeism, meaning they work despite experiencing symptoms and report perceptions of social stigma around menstruation. In this study, we investigated individual health-related factors, psychosocial factors, and work factors associated with period pain presenteeism in a cross-sectional survey study including N = 664 employed people with experiences of dysmenorrhea. Our results show that symptom severity, disclosure of menstrual pain to the leader, and remote work are directly associated with period pain presenteeism. Also, we found that disclosure to the leader was associated with leader gender, leader-member exchange (LMX), and the absence of a medical diagnosis, indicating a potential mediating effect. We did not, however, find the perceptions of public beliefs regarding the concealment of menstruation to be related to presenteeism or disclosure. Our findings have important implications for theory building and research on menstruation in occupational contexts, occupational health management and communication, diversity management in organizations, and leadership training.

DEI: **Escalation of Destructive Leader Perceptions and Attributed Motives by Leader Gender**

Author: **Regina Dutz**, *Technical U. of Munich*
Author: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*
Author: **Claudia Peus**, *Technical U. of Munich*

Addressing and preventing destructive leadership is a priority in research and practice. However, its assessment is complex because implicit beliefs and stereotypes about leaders may influence followers' and evaluators' subjective perceptions of destructive leaders, specifically in traditional male domains such as STEM academia. While previous research suggests that gender stereotypes induce greater backlash towards female leaders, we lack evidence of how they drive female leaders' devaluation, especially for destructive leadership perceptions. We conducted a field survey to investigate how destructive leader perceptions escalate for female versus male leaders from exceedingly passive behaviors to highly intense behaviors (study 1). We theorize that attributions drive the escalation and are more harmful for female than male leaders, which we tested in a subsequent experimental study focusing on attributed injury initiation versus performance promotion motives for showing destructive leadership (study 2). Study 1 suggests spill-over effects of destructive leader perceptions from "milder" to more intense forms, which were more pronounced for female than male leaders. Substantiating and extending the pattern of gender bias, study 2 indicates that the gendered construal of highly intense and more hostile forms of destructive leadership (i.e., abusive behaviors) towards male followers strongly depends on the attributed injury initiation motive. This was not supported for more subtle forms (i.e., exploitative behaviors) and destructive leadership towards female followers. We discuss the implications of our findings.

DEI: **How Two Megatrends Affect Each Other: Studying the Interplay of Remote Work and Workplace Inclusion**

Author: **Magdalena Schertler**, *U. of St. Gallen*
Author: **Nicola Glumann**, *U. of St. Gallen*
Author: **Stephan Alexander Boehm**, *U. of St. Gallen*

The modern working world is characterized by two mega-trends. First, remote work has become the "new normal" with many employees working from home. Second, increasing diversity has made the case for inclusion, i.e., opportunities for authenticity and belongingness that employees have to perceive to be performant. However, as both constructs are typically investigated by different literatures, it is unclear if their relationship is positive or negative and if it is a unidirectional or reciprocal impact that they exercise on each other. Further, it is unresolved if diversity dimensions such as gender have a moderating impact. To address these questions, we collected a large-scale, longitudinal dataset (N = 2380) and used an advanced methodology (RI-CLPM) to derive causal conclusions. Our results show that an increase in remote work has a negative impact on inclusion. Regarding belongingness, significant effects were found in both directions, with increasing remote work negatively influencing belongingness and reduced feelings of belongingness leading to an increase in remote work. For opportunity for authenticity, strong gender effects were found, with only women showing significant effects in both directions. Our findings are highly relevant for practice as companies have to foster inclusion while allowing for remote work.

KEY TO SYMBOLS

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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Marginalised Voices and Diversity Climate

Session Moderator: **Yunyue Yang**, *Yokohama National U.*

DEI: **Gender Difference in Perceived Voice Climate and its Consequences: A Cross-Cultural Examination**

Author: **Yunyue Yang**, *Yokohama National U.*
Author: **Jie Li**, *Xi'an Jiaotong-Liverpool U.*
Author: **Tomoki Sekiguchi**, *Kyoto U.*

Scholars have emphasized the importance of understanding workplace climates that support gender diversity. However, research on sexist climates (i.e., perceptions of negative climates for women) is surprisingly limited. Building on role theory perspectives and social exchange theory, we develop and test a multilevel moderated mediation that links gender to perceived voice climate and job attitudes, depending on the cultural values. From a sample of 9,990 employees in 14 societies, we found that women's perceived voice climate is lower than men, and that low levels of voice climate perceptions lead to low levels of job attitudes. Furthermore, we found that these relationships were more salient in individualistic societies than in collectivistic societies. We discuss the implications of our findings for the literature on climate, gender, and culture.

DEI: **Towards Trans-Inclusive Workplaces: When Do Female Directors Matter?**

Author: **J. Yo-Jud Cheng**, *U. of Virginia*
Author: **Dwaipayan Roy**, *U. of Virginia Darden School of Business*

Transgender people face distinct challenges with respect to accessing employer-based health benefits. While prior research suggests a positive relationship between female board representation and LGBT-inclusive workplaces, it may not be easy for female directors who are underrepresented in most boards to influence the provision of trans-inclusive health benefits, a socially contested issue. We theorize that external factors like state-level trans-inclusive health laws and internal factors like proportion of young directors contribute to the ability of female directors to influence a firm's decision to provide trans-inclusive health benefits. We use a hand-constructed dataset of Fortune 500 firms from 2008-2020 to investigate whether, and under what circumstances, female directors influence the provision of trans-inclusive health benefits. We find no association between the proportion of female directors and a firm's likelihood to provide trans-inclusive health benefits. However, firms with a higher proportion of female directors are more likely to provide trans-inclusive health benefits when they are headquartered in states with higher number of trans-inclusive health laws and when they have more young directors on their boards. This study contributes to our understanding of the role of corporate boards in providing trans-inclusive health benefits.

DEI: **Diversity in Words, Diversity in Deeds**

Author: **Jean Sohn**, *Teachers College, Columbia U.*
Author: **Caryn J. Block**, *Teachers College, Columbia U.*
Author: **David Mendelsohn**, *McKinsey & Company*

In an organizational context, individuals encounter multiple contextual cues that signal how their organization approaches diversity. These cues include diversity ideology espoused by the organization, as well as enacted diversity in representation at the most senior levels of the organizational hierarchy. The present study investigated how these two distinct diversity cues, when presented in conjunction, differentially affect Whites' and racial minorities' perceptions of organizational authenticity and their predictions of success. Our findings demonstrate that when diversity ideology claimed to value difference (vs. equality or merit) but, in reality, racial minorities were underrepresented at the executive level, both Whites and racial minorities perceived the organization as being inauthentic. In terms of predictions of success, diversity ideology that highlighted value in equality (vs. difference or merit) had a particularly positive impact on racial minorities, while the lack of diversity among senior executives was particularly detrimental to racial minorities' predictions of success. In contrast, neither diversity ideology nor leadership diversity influenced predictions of success of their White counterparts. These findings demonstrate that it is critical for organizations to walk the talk by increasing diverse representation across the ranks in order to signal authenticity and to increase racial minorities' perceived chances for achieving success.

DEI: **An Examination of Workplace Demands and Resources Among Trans/Nonbinary Employees**

Author: **Adam Pervez**, *Mississippi State U. Meridian*
Author: **Mateo Cruz**, *Bentley U.*
Author: **Noemi Nagy**, *U. of South Florida*
Author: **Kevin Lo**, *U. of San Francisco*

Although research identifies inclusion as a critical workplace experience for transgender and nonbinary (TNB) employees, less is understood about the mechanisms that explain why and how inclusion drives outcomes. To address this gap, we draw from Conservation of Resources (COR) theory to identify and test which workplace resources explain TNB people's experiences with inclusion and their relationship to engagement and burnout. Specifically, we asked TNB participants (N = 200) to describe their experiences at work and the actions their employers could take to improve inclusion. Using the same sample, we designed and tested two double moderation-mediation models concentrated on the types of support described by participants and the value placed on each. Our findings suggest the most negative experiences TNB people face at work occur in interactions with coworkers and customers, more so than with management or human resources. We also found three types of resources – coworker support (interpersonal), managerial support, and perceived organizational support (POS) (institutional) – explain why inclusion matters and under what circumstances. This study extends our understanding of the mechanisms for workplace inclusion to occur and provides organizations direction on where to place emphasis on much-needed resources for TNB employees.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **775** | Submission: **20400** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Harassment and Discrimination

Session Moderator: **Amit Kramer**, *U. of Illinois Urbana-Champaign*

DEI: **Discrimination Against Asian Immigrants to the US: Quality of the First Organizational Placement**

Author: **Amit Kramer**, *U. of Illinois Urbana-Champaign*
Author: **Kwonhee Han**, *U. of Illinois at Urbana-Champaign*
Author: **Yun-Kyoung Kim**, *Salisbury U.*
Author: **Karen Kramer**, *U. of Illinois at Urbana-Champaign*

Hiring decisions are complex and subjective and for the most part, unobservable to researchers. In this study we try to overcome this limitation by studying whether nationality influences the evaluation of workers at time of hiring using data collected on all newly hired assistant professors of management and business administration in research-intensive (R1) universities in the Unites States between 2010 and 2021 (N = 452). We focus on the quality of the university into which recently graduated Ph.D. are placed and examine whether first-job placement quality is lower for individuals who were born in East, South and Southeast Asia (Asian nationals henceforth). We coded the publication record of assistant professor at time of hiring as well as a set of demographic characteristics of these hires. As expected, the ranking of the Ph.D. granting institution and the quality and quantity of the publication record are positively related to the quality of the placement. In addition, we find that conditional on Ph.D. granting institution and publication record, Asian nationals are placed at lower-quality universities relative to their peers. We also find that applicants who are Asian nationals require a strong performance signal, in the form of first or second authorship on a paper to narrow the placement gap. Overall, our results are best explained by a combination of direct discrimination against applicants of Asian nationality and a requirement of a higher performance "burden of proof" from these applicants, compared to other applicants.

DEI: **LGBT Discrimination and Harassment, Firm Value, and Reputation Repair**

Author: **Timothee Waxin**, *EMLV Paris*
Author: **Sabrine Ayed**, *EMLV Paris*

This paper analyzes the market reaction to reported discrimination or harassment against LGBT stakeholders (i.e., employees and customers) using a unique hand-collected sample consisting of 167 events worldwide. The results show a negative and significant average effect following the announcement of an LGBT misconduct, with around 0.5% abnormal decrease in market value over the event day and the next trading day. The average magnitude of impact is significantly lower after the #MeToo movement, suggesting that investors tend to be less indulgent even regarding inappropriate behavior based on sexual orientation. We also find that firms experiencing large negative magnitude of impact perform concrete corrective actions to repair their tarnished reputation.

DEI: **A Journey from Crisis to Advocacy: A Bibliometric Review of LGBTQIA+ Scholarship**

Author: **Matteo Montecchi**, *King's College London*
Author: **Maria Rita Micheli**, *IESEG*
Author: **Mario Campana**, *U. of Bath*
Author: **Hope Schau**, *U. of Arizona*

Although governments and organizations are increasingly addressing the importance of diversity and inclusion policies, LGBTQIA+ individuals still experience discrimination and stigmatization in the market. It is, therefore, imperative that research identifies barriers and struggles that LGBTQIA+ and other marginalized individuals face in order to inspire more inclusive marketplace practices. This article systematically reviews the existing scholarship on LGBTQIA+ issues at the intersection of management and public policy. By combining bibliometric and automated text mining methods, this research profiles a sample of 156 articles and identifies five thematic clusters: consumer experiences, marginalized consumer identities, imagery creation in advertising, marketplace policies, and minority targeting strategies. Further, this article plots the temporal evolution of the literature and identifies three substantive phases: crisis, marketization, and advocacy. The outcome is a recursive phasic framework that unpacks how marginalized consumer markets emerge and evolve. This conceptual framework can be used to understand and strategically invigorate management research that leads to more inclusive markets and public policy efforts.

DEI: **Workplace Sexual Harassment – A Structural Inequality Perspective**

Author: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Author: **Mohsin Bashir**, -

In this article we argue that sexual harassment is neither unusual nor an anomaly. Contrary to mainstream MOS literature which focuses on individual character traits, cultural differences and other antecedents of sexual harassment, we apply a structural perspective to sexual harassment at the workplace. To do so we conducted in-depth interviews of survivors across industries and organizational forms in urban Pakistan, triangulating them with content analysis of media reports of sexual harassment and case files from the Office of the Ombudsperson for workplace sexual harassment in Pakistan. Using Joan Acker's theory of inequality regimes in organizations and Catherine MacKinnon's sociopolitics of male dominance, we contribute to the scholarship on the subject by demonstrating that organizations, rather than merely individuals, are inherently gendered and sexualized. Second, we show how the systematic subordination of women in organizational and social hierarchies serves to institutionalize sexual harassment even where there are policies and processes meant to prevent it. This is because there is a gender and class nexus that makes sexual harassment at the workplace inescapable. These conclusions have important implications for activism and action against workplace sexual harassment, which is often focused on tokenistic interventions such as awareness campaigns directed at women and employee sexual harassment trainings.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **776** | Submission: **11116** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Overlooked and Understudied Stigmas in Organizations: Job and Career Issues

Session Chair: **Kimberly Lukaszewski**, *Wright State U.*
Session Chair: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*
Participant: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*
Participant: **Kimberly Lukaszewski**, *Wright State U.*
Presenter: **Julio Cesar Canedo Soto**, *U. of Houston, Downtown*
Participant: **Dianna C. Krueger**, *Tarleton State U.*
Presenter: **Cristina DiPietropolo**, *Leader Essentials Group*
Participant: **Robert C. Ford**, *UCF & Roy E. Crummer School of Business, Rollins College*
Participant: **Henrique Correa**, *Rollins College*
Speaker: **Jo Alanis**, *Michigan State U.*
Participant: **Ann Marie Ryan**, *Michigan State U.*
Presenter: **Erika Williams**, *U. of Southern Indianna*
Presenter: **Michele Heath**, *Cleveland State U.*
Presenter: **Tuyen Dinh**, -
Participant: **Margaret Stockdale**, *Indiana U. / Purdue U., Indianapolis*

Although there has been a growing literature on diversity and inclusion, some minorities or stigmatized persons have been overlooked and understudied. There has been relatively little research on veterans (e.g., Minnis, 2017), and immigrants (e.g., Al Ariss et al., 2012), and almost no research on Native Americans and the working poor. Thus, the primary purposes of the proposed symposium are to: present the research results of these overlooked groups, foster additional research on their access to jobs and careers, and provide strategies for human resources to increase the inclusion of these groups in organizations.

The Influence of Stereotypes and Cultural Racism on Unfair Discrimination Against Native Americans

Author: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*
Author: **Kimberly Lukaszewski**, *Wright State U.*
Author: **Julio Cesar Canedo Soto**, *U. of Houston, Downtown*
Author: **Dianna C. Krueger**, *Tarleton State U.*

Does Conscious, Social, and Unconscious Bias Influence Employment Decisions About Military Veterans?

Author: **Cristina DiPietropolo**, *Leader Essentials Group*
Author: **Robert C. Ford**, *UCF & Roy E. Crummer School of Business, Rollins College*
Author: **Henrique Correa**, *Rollins College*

Post-Hire Considerations for Immigrants' Early Work Experiences

Author: **Jo Alanis**, *Michigan State U.*
Author: **Ann Marie Ryan**, *Michigan State U.*

The Impact of Mentor Relationship, Supervisor Supportive Feedback, Self-Efficacy on the Working Poor

Author: **Erika Williams**, *U. of Southern Indianna*
Author: **Michele Heath**, *Cleveland State U.*

Power and Sex-Based Harassment within LGBQ Community

Author: **Tuyen Dinh**, -
Author: **Margaret Stockdale**, *Indiana U. / Purdue U., Indianapolis*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **777** | Submission: **10979** | Sponsor(s): **(DEI, HR, SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

Accommodation Woes: Employer Perspectives on Disability Access

Host: **Mason Ameri**, *Rutgers Business School*
Host: **Terri R Kurtzberg**, *Rutgers Business School*
Discussant: **Douglas Kruse**, *Rutgers U.*
Discussant: **Lisa Schur**, *Rutgers U.*
Presenter: **David Baldridge**, *Oregon State U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Presenter: **Fitore Hyseni**, *Syracuse U.*
Participant: **Nanette Goodman**, *Syracuse U.*
Presenter: **Jennifer Cohen**, *Miami U.*
Participant: **Yana Van Der Meulen Rodgers**, *Rutgers U., School of Management and Labor Relations*

Historically, disability employment has been recognized as a human rights issue of major concern in our society. Seminal research finds that people with disabilities are underemployed, underpaid, and consistently face barriers to productivity and advancement at work, including often finding themselves being "last hired, first fired" (Schur, Kruse, & Blanck, 2013). Of central concern is disability disclosure and the associated need for workplace accommodations. Requesting accommodations and has been known to be a pain point among employees with disabilities (Gold, Oire, Fabian, & Wewiorski, 2012). Even the decision about when and how to broach the topic, whether during the interview or after the job has been acquired and launched is controversial. Some say that disability disclosure and the conversation about accommodations should be held until after the job is secured, while others advocate for the benefits of sharing this information up front, which include honesty, transparency, and the ability the control the narrative (Ameri & Kurtzberg, 2022). From the employer's standpoint, accommodations are similarly a gray territory. Though some employers have reported workplace accommodations to be worthwhile (Unger, 2002), with anecdotes including improved productivity, retention, and culture (Kaye, Jans, & Jones, 2011; Hartnett, Stuart, Thurman, et al., 2011), all while incurring minimal costs (Soloveiva, Dowler, & Wall, 2011), others feel apprehension and discomfort (Hernandez, McDonald, Divilbiss, et al., 2008; Lengnick-Hall, Gaunt, & Kulkarni, 2008; Domzal, Houtenville, & Sharma, 2008). The trepidation among cautious employers is typically driven by (1) fears of egregious costs (even if unfounded), (2) a poor understanding of what accommodations are and how they might help, (3) difficulty in setting up proper accommodations, and (4) little support from the outside world to guide these decisions and processes (Schur, Nishii, Adya, et al., 2014; Gamble, Dowler, & Orslene, 2006). The papers in this presentation symposium explore the topic of accommodations from several different perspectives. In the first presentation, the authors ask, how do accommodations specifically associated with Assistive Technologies (AT) come across to potential employers? They study hypothetical job candidates with and without disabilities and with and without requests for accommodations to evaluate reaction on trust, risk, and employability. Quantitative and qualitative results show that the request for accommodations, in general, is problematic. And while using AT seems to have some benefits for perceptions of trust, it is still perceived as risky and does not categorically improve employability ratings. This paper highlights that there is still work that needs to be done to minimize the fears associated with accommodation requests. In the second presentation, the authors ask, what are the ethical concerns associated with assistive devices? For example, camera-based devices that convert visual information into auditory input for a blind employee may be resisted by the user's workgroup if they see it as a potential source of surveillance that can cause career and social repercussions for them (Denning, Dehlawi, & Kohno, 2014). Or, in sports-related employment, devices (e.g., prosthetic legs) that might confer added advantages are likely to be viewed as unethical by able-bodied competitors (Burkett, McNamee, & Potthast, 2011). The provision of such devices raises questions of fair eligibility versus entitlement. This question is further complicated by assistive devices, such as cochlear implants, that become a part of the person themselves (Christie & Bloustien, 2010). Business, legal, and ethical arguments arise when considering such accommodation requests. In the third presentation, the authors ask, what types of workers are most likely to request and receive workplace accommodations? Using an intersectional lens, the authors explore differences in particular for those with multiple marginalized identities such as older women and people of color (POC). This study compares the results from a survey of legal professionals to a representative sample of 38,000 employed people in the US. Using the 2021 Current Population Survey (CPS) Disability Supplement, the authors investigate who is more likely to request workplace accommodations and have such requests granted. In the fourth presentation, the authors ask, do workplace accommodations help workers with Long Covid maintain their attachment to and advance in the labor force? The analysis will use data from the American Community Survey and Current Population Survey to track the absolute and relative incidence of people with cognitive and mental health impairments, with a focus on differentials by gender and race/ethnicity. The authors triangulate this analysis with data on Long Covid from the Household Pulse Survey and the Patient-Led Research Collaborative. The paper concludes with a close investigation of relevant accommodations in the workplace, including remote work, shorter workdays, and flexible scheduling.

Neat gizmo!/That looks scary: Employer reactions to assistive technology

Author: **Mason Ameri**, *Rutgers Business School*
Author: **Terri R Kurtzberg**, *Rutgers Business School*

The ethics of assistive devices and the shifting boundaries of disability

Author: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Author: **David Baldridge**, *Oregon State U.*

Workplace accommodations through an intersectional lens

Author: **Fitore Hyseni**, *Syracuse U.*
Author: **Nanette Goodman**, *Syracuse U.*

Long Covid symptoms, disability, and accommodations: An intersectional analysis

Author: **Jennifer Cohen**, *Miami U.*
Author: **Yana Van Der Meulen Rodgers**, *Rutgers U., School of Management and Labor Relations*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **778** | Submission: **10161** | Sponsor(s): **(DEI, OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Examining Gender Disparities Across Cultural Levels

Session Chair: **Charlotte Townsend**, *Haas School of Business, UC Berkeley*
Session Chair: **Laura Kray**, *U. of California, Berkeley*
Presenter: **Elinor Flynn**, *The Wharton School, U. of Pennsylvania*
Presenter: **Ashley E. Martin**, *Stanford Graduate School of Business*
Participant: **Seval Gündemir**, *U. of Amsterdam*
Participant: **Astrid Carlotta Homan**, *U. of Amsterdam*
Presenter: **Malia Mason**, *Columbia Business School*

In this symposium, we explore gender effects across all cultural levels. At the ideas level, Flynn will present the effect of the narrative that the gender gap persists as a result of women's choices and address how this aligns with women's actual experience. Martin and colleagues will explore possible gender-inclusive policies at the institutional level. Next, Mason will present on how expectations for women's interactions with others become internalized. Last, Townsend and Kray contribute to understanding how individuals' beliefs about whether gender roles can change affect their behavioral intentions, reducing women's work-family conflict in the process. By examining gender across cultural levels, we can better understand each factor's interconnectedness in the existing gender system. Disrupting the current gender system requires looking at gender effects and policies at all levels of the system.

Personal Choice Lay Theories and the Perpetuation of the Gender Gap

Author: **Elinor Flynn**, *The Wharton School, U. of Pennsylvania*

Women's Responses to Gender-Aware and Gender-Blind Organizational Approaches

Author: **Ashley E. Martin**, *Stanford Graduate School of Business*
Author: **Seval Gündemir**, *U. of Amsterdam*
Author: **Astrid Carlotta Homan**, *U. of Amsterdam*

You Were Always on My Mind: Gender Differences in Spontaneous Communal Cognitions

Author: **Malia Mason**, *Columbia Business School*

Holding the Belief that Gender Roles Can Change Reduces Women's Work-Family Conflict

Author: **Charlotte Townsend**, *Haas School of Business, UC Berkeley*
Author: **Laura Kray**, *U. of California, Berkeley*

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

Session Type: **Symposium**
Program Session: **779** | Submission: **11150** | Sponsor(s): **(DEI, OB, MED)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Promoting Diversity, Equity and Inclusion (DEI) in Academia: A Multi-Institutional Exploration

Panelist: **Modupe Akinola**, *Columbia U.*
Panelist: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Panelist: **Joanne Duberley**, *U. of Birmingham*
Moderator: **Seval Gündemir**, *U. of Amsterdam*
Panelist: **Inga Jasmin Hoever**, *Erasmus U. Rotterdam*
Moderator: **Astrid Carlotta Homan**, *U. of Amsterdam*
Panelist: **Eddy S. Ng**, *Queen's U.*

Promoting Diversity, Equity and Inclusion (DEI) is an important goal for many academic institutions. Many universities engage in a myriad of actions to promote DEI. The effectiveness of these actions is not always visible; progress is gradual, well-intentioned efforts are -at times- met with resistance and backlash and can even create unintended negative effects. This panel examines the challenges and opportunities related to (promoting) DEI in academia. An international group of academic leaders representing a range of institutions, who play a central role in this subject matter both as scholars and academic leaders, will offer their unique perspectives on as well as share their experiences with DEI-related challenges and opportunities in academia.

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

Session Type: **Symposium**
Program Session: **780** | Submission: **10914** | Sponsor(s): **(DEI, OB, MOC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Advancing Diversity and Reducing Inequality in Organizations

Organizer: **Elaine Costa**, *U. of Utah*
Discussant: **Lisa Michelle Leslie**, *New York U.*
Presenter: **Elaine Costa**, *U. of Utah*
Participant: **David Tannenbaum**, *U. of Utah, David Eccles School of Business*
Presenter: **Caleb Kealoha**, *Harvard Business School*
Participant: **Erika Kirgios**, *U. of Chicago Booth School of business*
Participant: **Edward Chang**, *Harvard Business School*
Presenter: **Brittany Torrez**, *Yale U.*
Presenter: **Alice Jihyun Lee-Yoon**, *UCLA Anderson School of Management*
Participant: **Joyce He**, *U. of California, Los Angeles*
Participant: **Vanessa Conzon**, *Boston College*
Presenter: **Xinlan Emily Hu**, *Wharton*
Participant: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Participant: **Katherine Milkman**, *U. of Pennsylvania*

In recent years, organizations across all industries have taken steps toward improving their diversity, equity, and inclusion (DEI) practices. While scholarship in this area has made substantial strides in developing theoretical accounts that enhance our understanding of the underlying causes of inequity in organizations, progress in improving DEI outcomes has been modest. One reason why meaningful and sustained progress in this area is challenging is due to its multifaceted nature. As a result, researchers and organizations must consider a range of factors so that DEI initiatives can be designed and conveyed effectively to meet the unique challenges encountered by underrepresented and disadvantaged groups. In this symposium, we contribute to this effort by presenting a set of papers that collectively examine some of these multi-layered aspects of diversity, such as overlapping stigmatized identities and understudied diversity dimensions. Taken together, our symposium aims to: (1) identify challenges to diversity and inclusion initiatives, and (2) highlight practical solutions organizations can implement in their DEI efforts. Thus, the papers in this symposium address key open research questions in this area, including: for whom signaling lower social class is most costly in the workplace, why managers fail to consider socioeconomic status as a diversity dimension, and what are the most effective ways for organizations and managers to frame diversity narratives. Following the presentations, Dr. Lisa Leslie, a leading scholar in the fields of organizational diversity and social justice, will facilitate a discussion about the papers and potential research avenues for improving diversity, equity, and inclusion in organizations.

Decomposing Unequal Outcomes into Belief-based and Preference-based Discrimination

Author: **Elaine Costa**, *U. of Utah*
Author: **David Tannenbaum**, *U. of Utah, David Eccles School of Business*

Examining Non-Binary People’s Experiences of Discrimination in Career-Related Help Requests

Author: **Caleb Kealoha**, *Harvard Business School*
Author: **Erika Kirgios**, *U. of Chicago Booth School of business*
Author: **Edward Chang**, *Harvard Business School*

Class Disadvantage for Whom? Differential Impact of Status Signals for White and Black Applicants

Author: **Brittany Torrez**, *Yale U.*

Not a Diversity Characteristic?: Misperceived Changeability of Social Class Background

Author: **Alice Jihyun Lee-Yoon**, *UCLA Anderson School of Management*
Author: **Joyce He**, *U. of California, Los Angeles*
Author: **Vanessa Conzon**, *Boston College*

Making the Case for Diversity: How Diversity Narratives Influence Team Performance

Author: **Xinlan Emily Hu**, *Wharton*
Author: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Author: **Katherine Milkman**, *U. of Pennsylvania*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **781** | Submission: **20658** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Entrepreneurship and COVID

Session Moderator: **Wu Lai**, *South China Agricultural U.*

ENT: **Adverse Effects of Entrepreneurs' COVID-19 Representation on Entrepreneurial Passion for Developing**

Author: **Wu Lai**, *South China Agricultural U.*
Author: **Feng Xu**, *South China Agricultural U.*
Author: **Linlin Jin**, *Guangdong U. of Technology*

COVID-19 has disrupted operational efficiency of businesses and negatively affected people at workplaces. Entrepreneurship has been more severely impacted and entrepreneurs are working in the pandemic while encountering more job stressors. Research has provided ample evidence on the impact of the pandemic as a socioeconomic crisis on entrepreneurs and their ventures. However, recognized as a highly infectious disease, COVID-19 is also a personal crisis that poses a health threat to entrepreneurs. This research aims to develop and test a model of how and when entrepreneurs' psychological responses to COVID-19 can affect essential motives based on the job demands-resources theory. Using a time-lag design, results reveal that entrepreneurs' COVID-19 representation can thwart their long-term passion for developing and effort through arousing fear of failure. Further, entrepreneurs' psychological resilience impact changes in these negative, indirect effects. These findings provide important implications for the literature on the linkage between entrepreneurship and crisis and the developmental process of entrepreneurial motivation from the demands-resources process perspective.

ENT: **The Impact of COVID-19 on New Venture Teams: Role Ambiguity and Power Hierarchy** ☯

Author: **Wen Feng**, *Renmin U. of China*
Author: **Melody J. Zhang**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Xi Wang**, *Renmin U. of China*

This paper aims to understand the impact of COVID-19 on new venture teams (NVTs) and new venture outcomes. Integrating the event system theory and role theory, we develop a moderated-mediation model showing: (a) NVT role ambiguity mediates the effect of COVID-19 event novelty on new venture ambidextrous strategic orientation, and (b) NVT power hierarchy moderates this mediated effect. We tested our model through a multi-source survey study of 284 members from 87 NVTs in China. The results showed that COVID-19 event novelty negatively affects new venture ambidextrous strategic orientation via NVT role ambiguity, and this mediated effect is stronger when NVT power hierarchy is low than high. These findings offer theoretical and practical insights into how NVTs deal with COVID-19 crisis to maintain competitive advantages of new ventures.

ENT: **How Co-Working Spaces Self-Adapt to Tremendous Shocks? Empirical Evidence Under the COVID-19**

Author: **Wanyue Wei**, *Chengdu U.*
Author: **Zheng He**, *U. of Electronic Science and Technology of China*
Author: **Lez Rayman-Bacchus**, *Winchester Business School, U. of Winchester, SO22 HT UK*
Author: **Qianyou Zhang**, *Chengdu U.*
Author: **Danish Junaid**, *Bahria U. , Islamabad Pakistan*

Although co-working spaces have attracted much attention as a type of entrepreneurial support organization, few researchers explore their resilience. To fill this gap, we employ grounded theory to establish a two-stage self-adaptation model that explain how co-working spaces adapt to the sudden shock of COVID-19 and then further empirically examine this framework. Our findings suggest that (1) the adaptive process is comprised of two stages - namely the first stage network recovery and the second stage network reconfiguration - which highlight the pivotal roles of legitimacy acquisition and value co-creation. (2) In the network recovery stage, crisis response capability positively influences network recovery through legitimacy acquisition, and industry characteristics and inter-organizational trust play moderating roles. (3) In the network reconfiguration stage, dynamic capability positively affects network reconfiguration, and value co-creation plays a partial mediating role, while institutional support does not significantly moderate the relationship between dynamic capability and value co-creation. This paper constitutes contributions to co-working space research and entrepreneurial support organization literature.

ENT: **Performance and Resilience of Entrepreneurial Ventures During the COVID-19 Pandemic**

Author: **Alvaro Cyrino**, *Fundação Getúlio Vargas/EBAPE*
Author: **Luiz Gustavo Barbosa**, *Fundação Getúlio Vargas/EBAPE*
Author: **Cinara Gambirage**, *U. of Groningen*
Author: **Jaison Caetano Da Silva**, *Fundação Getúlio Vargas/EBAPE*
Author: **Ronaldo C. Parente**, *Florida International U.*

In this study, we examine the effects of the COVID-19 pandemic and both entrepreneur and enterprise characteristics on entrepreneurial ventures' performance and resilience. We adopted exploratory approach and use a dataset with 10 surveys waves from 2020 to 2021, with an average of 7,000 Brazilian entrepreneurial ventures in each wave. We use a pooled model to analyze performance and a pooled logit model to analyze resilience, with standard errors clustered by state in all models. Our findings suggest that the increase of virus contagion per se does not severely affect entrepreneurial ventures' performance and resilience. However, the worsening of the COVID-19 pandemic does weaken entrepreneurial ventures' performance and resilience. Moreover, the findings suggest that entrepreneur education has an inverted U-shaped relationship with entrepreneurial ventures performance. Indigenous, Brown, and Black entrepreneurs experienced decreased entrepreneurial ventures resilience compared to White entrepreneurs. While entrepreneurial ventures that adopted digital technologies and had access to loans increased their performance and resilience during the COVID-19 pandemic, those who failed in these aspects saw negative effects on their performance and resilience. The paper sheds light on a little understood topic: the COVID-19 pandemic's effects on entrepreneurial ventures performance and resilience.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **782** | Submission: **20901** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Entrepreneurship and Uncertainty

Session Moderator: **Pascal Olivier Wild**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*

ENT: **The Survival of Internationalizing SMEs: The Liabilities of Newness, Smallness and EO**

Author: **Pascal Olivier Wild**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*

Different theories regarding the process of SME internationalization yield in conflicting predictions of whether an early age at internationalization is threatening or beneficial for their survival. Furthermore, little is known about the effects of entrepreneurial orientation (EO) on firm survival as well. We analyze 980 internationalizing SMEs from 2010 to 2022 using survival analysis and find that both, an early age at internationalization as well as EO, increase the risk of business failure. However, the effect of EO on business failure decreases, the more the SMEs age and size increases. This paper contributes to a better understanding of the factors threatening SME survival, an increasingly important though often neglected topic of research.

ENT: **Late to the Party: Who Could Have Predicted the 100th Anniversary of Knight's True Uncertainty?**

Author: **Sophia Braun**, *ESCP Business School*
Author: **Nicholas Dew**, *Naval Postgraduate School*
Author: **Yi Jiang**, *ESCP Business School*
Author: **Rene Mauer**, *ESCP Business School*

Uncertainty is one of the core constructs in entrepreneurship theory. It is defined as a probability situation in which there is no base for classifying potential outcomes (Knight, 1921). Entrepreneurs act in situations of uncertainty since the outcome of their ventures is unknowable. However, the entrepreneurship field does not have a consistent understanding of uncertainty. There is no agreement on uncertainty measurement, uncertainty valuation, and the role of uncertainty perception. In fact, the concept of "true" Knightian uncertainty seems to be drifting in meaning over time. This is problematic because it means that entrepreneurship as a field fails to properly capture one of its core phenomena. By conducting an in-depth analysis of 52 theory papers that represent state-of-the-art research on Knightian uncertainty, we show four distinct perspectives on uncertainty. They differ in terms of action (agents search or judge) and valuation (positive or negative). We coin these four perspectives, or models of future states, novelty, possibility, ignorance, or unknowability. We argue that entrepreneurs interact with uncertainty depending on how they perceive it. The ability to evaluate and interact with situations of uncertainty gives entrepreneurs an advantage in realizing opportunities. Hence, we suggest that uncertainty is a necessary condition for opportunity.

ENT: **Risk, Uncertainty & Leaps of Faith: How Institutional Non-Compliance & Trust Affect Entrepreneurship**

Author: **Maria-Irene Angelidis**, *Baruch College & The Graduate Center, CUNY*
Author: **Romi Kher**, *City U. of New York, Baruch College*
Author: **Scott L. Newbert**, *City U. of New York, Baruch College*

Entrepreneurship is a function of risk and uncertainty and, thus, is shaped by the institutional environment in which it emerges. Institutions, or the codifiable and normative rules that underly transactions, mitigate risk by setting minimum standards of acceptable behavior with other entities, such as that which might be outlined in a contract. However, no institutional environment is perfect, and entrepreneurs must also be reliant on trust, or the willingness to be vulnerable to an entity even with no monitoring or control mechanism. Because entrepreneurship is a product of individual judgment, some entrepreneurs may not only be risk- and uncertainty-tolerant but also risk- and uncertainty-seeking, suggesting that depending on the kind of entrepreneurship, the individual is likelier to take on the risk of breaking from institutional rules and the uncertainty of trusting in unknown alternates of whom the individual has only incomplete information. Employing a multilevel model on World Values Survey data collected between 2010 and 2016, we analyze over 4,000 self-employed respondents across 60 countries. We find that, on average, entrepreneurs are more tolerant of breaking institutional rules and trusting in unknown alternates, but with important boundary conditions – namely, the wealth of the country, ethnolinguistic fractionalization, and control over corruption.

ENT: **How Fuzzy Set Theory Informs Strategic Representations Under Knightian Uncertainty**

Author: **Farley Simon Nobre**, *Federal U. of Paraná*
Author: **Mark D. Packard**, *Florida Atlantic U.*
Author: **Brent Clark**, *U. of Nebraska, Omaha*

Recent studies on small-world representations and entrepreneurs-as-scientists reinforce the thesis that managers and entrepreneurs' decisions rely on incomplete information in strategic situations of Knightian uncertainty. However, the bounded rationality framework of strategic decision-making that currently prevails implicitly makes unrealistic assumptions about the nature of the categories that underlie decision criteria, i.e., as if they were conceptually sharp or well-defined. We draw on fuzzy set theory to explain that the liminal boundaries between perceptual categories that shape partial knowledge and judgment are typically 'fuzzy' and have unsharp frontiers. We take a step toward strengthening the analysis of the strategic representations that rule managerial and entrepreneurial thinking. We proffer fuzzy logic as a more approximate representation of the actual reasoning that underlines the remarkable ability of the human brain to solve ill-defined and abstract problems without crisp or quantifiable measurements, such as those faced in business. These fuzzy representations are captured with natural language (rather than bivalent logic) to better exploit uncertainty and convey more meaningful decisions. Finally, we revisit heuristics, small-world representations, and the processes of belief formation, testing, and feedback as capturing nuance and gradation in the elements of judgment. We discuss several implications for strategic heuristics and entrepreneurship theory.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **783** | Submission: **20588** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Corporate Venturing 1

Session Moderator: **David Wunder**, *Aalto U.*

ENT: **Harvesting or Nurturing? Corporate Venture Capital and Startup Green Innovation**

Author: **David Wunder**, *Aalto U.*
Author: **Markku Maula**, *Aalto U.*

Corporate venture capital (CVC) has been shown to influence portfolio firm behavior and outcomes. However, the current urgency of both corporations and the venture capital market to address global sustainability challenges, e.g., develop solutions to mitigate climate change, has raised a new previously unanswered question of what role CVC plays in startup green innovation. To address that question, we examine young innovative ventures in Europe that received VC investments from 2004 to 2019 and employ multiple methods to distinguish the selection and nurturing effects of CVC investors on venture green innovation. Regarding selection effects, our findings reveal that CVC investors select greener ventures, with this effect being more substantial for CVCs with parent firm green innovation (green CVCs). Regarding nurturing effects, overall, we find no evidence of CVCs increasing the green innovation of their portfolio firms after the initial investment. However, not all CVCs are alike, and green CVCs add to the venture's green innovation beyond their selection effects compared to nongreen CVCs. We discuss the implications of these findings through post-hoc analyses and by leveraging additional qualitative insights from interviews conducted with startup founders and CVC investors.

ENT: **A Conceptual Model for Contextualising Corporate Entrepreneurship**

Author: **Zerihun Girma**, *PhD Candidate @ Addis Ababa U. & Jönköping International Business School*
Author: **Kajsa Haag**, *Jonkoping International Business School*
Author: **Massimo Bau**, *Jönköping International Business School*

Corporate entrepreneurship (CE) is an important concept in entrepreneurship research. Many scholars have shown the theoretical and empirical implications of CE for organizational performance. This paper aims to review and contextualize the enablers of entrepreneurial opportunities resulting in different CE activities. We use a systematic literature review approach, considering over 35 years of CE research in top-tier journals. The review discusses future research opportunities about business, social, spatial, institutional, organizational, and ownership contextual aspects of CE. We contribute by adding a conceptual model organized based on the reviewed literature and identifying research gaps for future research on the various contexts of entrepreneurship.

ENT: **The Effect of Indirect Ties to Competitors on New Ventures' Intention to form Investment Ties**

Author: **Qingyun Lu**, *School of management, Zhejiang U.*
Author: **Rui Shen**, *School of management, Zhejiang U.*
Author: **Zhijian Yang**, *Zhejiang U.*
Author: **Yuxuan Dai**, *School of management, Zhejiang U.*

The study investigates the impact of new ventures' indirect ties to competitors via shared VC firms on their intention to form investment ties by jointly considering the information access and leakage mechanisms. Drawing on a longitudinal analysis of VC investments in China between 2001 and 2016, we find an inverted U-shaped relationship between the number of a new venture's competitors in a VC firm's investment portfolio and its intention to form ties with the VC firm, who act as an intermediary between the new venture and its competitors. Moreover, we argue that the information mechanisms are contingent on the intermediary VC firm's motivation, which varies across the market heat, new ventures' development stage, and the degree of the VC firm's diversification. Our study enriches the literature on new ventures' tie formation by revealing how the role of potential indirect ties in altering new ventures' preference for the intermediary. It also adds insights into the VC literature by highlighting VC firms' dual roles of accessing and leaking information, which ultimately influences new ventures' intention to form investment ties.

ENT: **Middle Managers' Career Aspiration and Entrepreneurial Identity Construction in South Korea (WITHDRAWN)**

Author: **Jin Lee**, *The Catholic U. of Korea*

The purpose of this study was to explore the process of Korean middle managers' identity construction as a corporate entrepreneur. Despite the recent scholarly attention to entrepreneurs' identity process, little attention has been paid to the process of identity construction of corporate entrepreneurs. Since identity explains the motivational aspect of why and how an individual behaves in a certain way, an investigation of middle managers' entrepreneurial identity construction can provide insights into how individuals are motivated and developed to be corporate entrepreneurs. Using the constructivist grounded theory methods, I explored the experiences of 12 Korean middle managers' corporate entrepreneurial activities. Findings demonstrate that as for a middle manager, becoming a corporate entrepreneur is not just a role transition; rather it is a career transition through an identity change and learning process. The participants engaged in a CE activity seeking a good opportunity to learn knowledge and skills, establish a business network, and even test new ideas that might benefit their own business in the future. Findings from this study reveals the role of corporate entrepreneurship in entrepreneurial career choice. The continuum of organizational employees, corporate entrepreneurship, and entrepreneurship under the overarching entrepreneurial career concept is discussed.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Crowdfunding 1

Session Moderator: **Dominik Reuter**, *TUM School of Management, Technical U. of Munich*

ENT: **So Sad! Entrepreneurs' Emotions caused by Crowdfunding Campaign Failures**

Author: **Dominik Reuter**, *TUM School of Management, Technical U. of Munich*
Author: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Author: **Michael Wessel**, *Copenhagen Business School*
Author: **Ferdinand Thies**, *Bern U. of Applied Sciences*

Failure is commonplace in entrepreneurship, and can impact an entrepreneur's mental health. We collected a unique individual-level dataset for 33,000 entrepreneurs that combines data from 45,000 crowdfunding campaigns from Kickstarter and approximately 20 million social media posts from Twitter for the period 2009-2021. Applying a machine learning approach for natural language processing, we show that entrepreneurial failure can lead to an increase in expressed negative emotion, namely, sadness. We also theorize and demonstrate that entrepreneurial experience can act as an "emotional buffer," decreasing both the magnitude and duration of sadness associated with failure. Our study contributes to the theoretical literature on affect and entrepreneurship while also offering a novel non-obtrusive way to measure entrepreneurial emotions using big data.

ENT: **Visual Totality: The Impact of Peak Negative Affective Visual Expression on Crowdfunding Outcomes (WITHDRAWN)**

Author: **Yi Huang**, *Nanyang Business School, NTU Singapore*
Author: **Marilyn Ang Uy**, *Nanyang Business School, NTU Singapore*
Author: **Chang Liu**, *Nanyang Technological U.*
Author: **Maw-Der Foo**, *Nanyang Technological U.*
Author: **Zhuyi Li**, *Renmin U. of China*

We introduce the visual totality of a crowdfunding pitch video which considers not only visual segments with human faces but also segments without human faces. Drawing from Emotions as Social Information (EASI) theory and expression theory, we analyze more than 4 million frames in 2,548 Indiegogo rewards-based crowdfunding pitch videos using the ResNet 50 deep neural network. Results indicate that the impact of peak negative affective visual expression on funding performance is stronger than that of its positive counterpart for both segments with and without human faces. Additionally, the influence of peak negative affective visual expression from human faces was stronger in the first half (vs. the second half) of the pitch video. Further, we found a substitute-moderation effect between the peak negative affective visual expression from segments with and without human faces on funding performance. We discuss the theoretical and practical implications of our study to the crowdfunding literature and the broader research on affective expressions in resource mobilization.

ENT: **Gender-Based Familiarity in Equity Crowdfunding**

Author: **Christina Koutouroushi**, *Durham U. Business School*
Author: **Mona Mensmann**, *U. of Cologne*
Author: **James C. Hayton**, *Warwick Business School*

We examine the role of gender-based familiarity on equity crowdfunding investments. Archival and experimental data largely confirmed the hypothesis that familiarity with a firm's target market motivates lay investments. This effect was partially enhanced by gender-based ingroup bias. We found that stereotyped warmth perceptions may drive female (but not male) investors' willingness to fund familiar firms. A post-hoc eyetracking study confirmed that amateur investors pay attention to gender cues when they review firm campaigns. Overall, our studies showed that female lay investors were consistently influenced by gender-based heuristics, with positive implications for female-oriented firms.

ENT: **The Best of Both Worlds: The Effects of "Compensatory Signals" on Entrepreneurial Financing**

Author: **Mark Bolinger**, *Appalachian State U.*
Author: **Katie Brownell**, *U. of Southern California -Marshall School of Business*
Author: **Jeff Covin**, *U. of Wyoming*

Entrepreneurs send signals to reduce information asymmetry, attract stakeholders, and access resources. This study identifies and defines a specific signaling approach, termed "compensatory signaling," in which entrepreneurs intentionally issue negative signals accompanied by mitigating positive signals. We suggest that compensatory signaling allows entrepreneurs to appropriate the benefits of negative signals (e.g., demonstrating honesty and realism to potential contributors) while avoiding the adverse consequences that normally accompany such disclosures. Using the "Risks and Challenges" section from Kickstarter campaigns, we not only show that compensatory signals are positively associated with crowdfunding success, but that they outperform campaigns that refrain from negative signaling.

KEY TO SYMBOLS

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

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Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

Digital Technology

Session Moderator: **Felix Honecker**, *Adam Smith Business School, U. of Glasgow*

ENT: **How Artificial Intelligence Shapes Legitimacy Judgement Formation**

Author: **Felix Honecker**, *Adam Smith Business School, U. of Glasgow*
Author: **Dominic Michael Chalmers**, *U. of Glasgow*

We explore how the rapid adoption of artificial intelligence affects new venture legitimacy. Our theoretical focus is on the perceptual inputs at the center of legitimacy judgement formation processes. We present three ways in which AI shapes venture legitimation: 1) it can subvert traditional sensemaking processes, 2) it can distort validity beliefs, and 3) it creates the potential to obscure a ventures' properties and behaviors. By describing how AI creates novel challenges around how new ventures confront, manage, and overcome the liabilities of newness, we contribute to the burgeoning strand of literature at the nexus of digital technologies and entrepreneurship.

ENT: **Charting the "Where" of Artificial Intelligence: A Scoping Review of AI Entrepreneurial Ecosystems (WITHDRAWN)**

Author: **Philip T. Roundy**, *U. of Tennessee, Chattanooga*
Author: **Subin Im**, *U. of Tennessee, Chattanooga*
Author: **Arben Asllani**, *U. of Tennessee, Chattanooga*

A burgeoning literature seeks to understand the geographic differences in the creation of artificial intelligence (AI) technologies. However, this literature is fragmented across academic and practitioner boundaries and unconnected disciplines because of disparate and ill-defined concepts. We consolidate research on the "where" of AI technology creation through a scoping review, a methodology designed to rapidly evaluate the state of knowledge of a nascent and emerging phenomenon. We synthesize the geography of AI literature, increase conceptual precision by introducing and defining an umbrella concept—AI entrepreneurial ecosystem—and propose an agenda of research opportunities to spur further insights about the contexts of AI entrepreneurship and innovation.

ENT: **Toward a Theory of Entrepreneurial Action in Blockchain: Approach and Avoidance** ☯ 💻

Author: **Yanto Chandra**, *City U. of Hong Kong*
Author: **Qian Jin**, *City U. of Hong Kong*

Blockchain is a relatively new way to engage in entrepreneurship. Despite the frenzy on blockchain yet the stigma that tainted it, research on "blockchain entrepreneurship" has only recently entered scholarly realms and we know very little about why and how individuals are attracted to blockchain entrepreneurial opportunities and act on them. By embracing the approach-avoidance perspectives under the framework of the theory of entrepreneurial action, we conducted two surveys on blockchain entrepreneurship that examined the opportunity recognition-feasibility-desirability and start-up motivation-evaluation-action toward blockchain (n=492 and n=500) using samples from the United States. Overall, the results underlined the centrality of factors such as lead usership, affordance logic, perceived stigma, entrepreneurial imaginativeness as predictors of blockchain entrepreneurship self-efficacy and perceived legitimacy of blockchain which in turn predicted opportunity recognition, feasibility, desirability. Results also confirmed the importance technology neophobia, perceived stigma, and technology laggardness as predictors of perceived blockchain legitimacy, which in turn predicted blockchain start-up motivation-evaluation-action. Our study makes a novel contribution to the emerging field of blockchain entrepreneurship by confirming the mechanisms of approach/avoidance-based entrepreneurial action in blockchain and their underlying factors.

ENT: **New Language and the Diffusion of Innovation: The Case of Bitcoin**

Author: **Jesse-Burton Nicholson**, *U. of Pittsburgh*
Author: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Author: **Narayan Ramasubbu**, *U. of Pittsburgh*

Existing language is often insufficient to express a new-to-the-world idea. In order to make meaning and understand new to the world innovations new language must be created in order to build a common ground. New language, the creation of new words, the co-opting of existing words into a new context, new meanings being ascribed to existing words, or the combination of existing words in a new way, is essential for the development of mutual understanding and the creation of a common ground; shared beliefs, knowledge, language, and values. In this paper we explore how the creation of new language as part of a new common ground formed around an innovation reduces the uncertainty surrounding the new innovation, and lessens or resolves tensions associated with a new-to-the-world innovation. We find that new language is likely needed in order to create the meaning and understanding required for a new to the world innovation to diffuse. This new language assists members of the common ground surrounding a new to the world innovation to negotiate the tensions that exist within it, reducing uncertainty and facilitating the continuing diffusion of the innovation.

KEY TO SYMBOLS
Teaching-oriented ☯ Practice-oriented ✈ International-oriented Theme-oriented 💻 Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **786** | Submission: **20608** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **111**

Entrepreneurial bricolage

Session Moderator: **Marvin Aundrup**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

ENT: **Grit and Bricolage: The Impact of Chronic Health Challenges on New Venture Performance**

Author: **Congcong Zheng**, *San Diego State U.*
Author: **Michael Gyensare**, *Edith Cowan U.*
Author: **SAMUEL ADOMAKO**, *Birmingham Business School*
Author: **Mujtaba Ahsan**, *San Diego State U.*

This study investigates the influence of grit on the performance of new ventures through bricolage behaviors. We draw on both grit and bricolage literature, as well as insights from the Uncertainty in Illness Theory (UIT), to propose that grit affects new venture performance via bricolage, and that the impact of grit on bricolage depends on the level of illness uncertainty (IU). Using a unique time-lagged data set of entrepreneurs with chronic health issues , we find substantial support for our hypotheses. The findings of the study and their practical implications are discussed.

ENT: **Resourcefulness Beyond Necessity: How Resilience Relates to Resourceful Entrepreneurial Behavior**

Author: **Marvin Aundrup**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*
Author: **Andrea Greven**, *WHU Otto Beisheim School of Management*
Author: **Malte Brettel**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Entrepreneurial resourcefulness plays an essential role in entrepreneurial success, especially in times of uncertainty. The present study aims to complement current perspectives of entrepreneurial resourcefulness, which focus on resourceful behavior in response to firms' resource constraints. As individual-level characteristics are underexplored, we introduce entrepreneurs' psychological resilience as an influencing factor of resourceful behavior above and beyond environmental contingencies. This aims to enable a more holistic view of resourceful behavior. Our postulated relationship between the individual psychological resource of resilience and entrepreneurial behavior is theoretically grounded in the broaden-and-build theory. Investigating survey data of >850 entrepreneurs, collected from July to October 2022, we find empirical evidence for our proposed relation between psychological resilience and several resourceful behaviors (i.e., effectual modes of action and bricolage). We control, inter alia, for resource scarcity and environmental dynamism and results are robust to different alternative model specifications (e.g., alternative independent variable construct). Our study contributes to research on entrepreneurial resourcefulness by adding theoretical and empirical insights to the emerging efforts of shifting the focus of resourcefulness research to the individual entrepreneur.

ENT: **The Effect of Resource Constraints and Bricolage on Dynamic Capabilities and New Venture Performance**

Author: **Andrew E. F. Fultz**, *U. of Texas at El Paso*
Author: **Keith Hmieleski**, *Neeley School of Business - Texas Christian U.*
Author: **Ted Baker**, *Rutgers U.*

This study examines the joint effect of resource constraints and entrepreneurial bricolage on the formation of dynamic capabilities and new venture performance. Drawing on the microfoundations perspective, our model examines the interactive effect of resource constraints and bricolage behaviors on dynamic capabilities during the early development of new ventures, and, in turn, the performance-enhancing effects of dynamic capabilities. Results from a sample of 156 United States-based startups indicate that dynamic capabilities and new venture performance are at their highest when highly resource-constrained new ventures engage in high levels of entrepreneurial bricolage. These findings highlight an important early pathway through which startups may begin to form firm-level dynamic capabilities and achieve enhanced performance, even while lacking the stocks of experience and resources usually associated with dynamic capabilities in established firms.

ENT: **A Meta-Analysis of Entrepreneurial Bricolage: Determinants and its Comparison with EO**

Author: **Mehrsa Ehsani**, *U. of Calgary*
Author: **Hadi Fariborzi**, *Mount Royal U.*
Author: **Mohammad Keyhani**, *U. of Calgary*

This study represents the first effort to meta-analytically summarize and aggregate the results of quantitative research on entrepreneurial bricolage, with a focus on its impact on firm performance. We also employ meta-analysis in the service of conceptual development, suggesting that there are potential problems of discriminant validity between entrepreneurial bricolage, opportunity pursuit, and entrepreneurial orientation. These three variables were relatively highly correlated. We found bricolage to be a significant determinant of performance, although its effect size diminishes when we control for opportunity pursuit or entrepreneurial orientation. When we control for both, the effect of entrepreneurial bricolage effectively vanishes completely while both opportunity pursuit and entrepreneurial orientation remain as significant determinants of performance.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
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Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Entrepreneurial Incubation and Acceleration 1

Session Moderator: **Andreas Leubner**, *TUM School of Management, Technical U. of Munich*

ENT: **Goliath Dates David: Navigating Institutional Complexity and Arbitrage in Corporate Accelerators**

Author: **Andreas Leubner**, *TUM School of Management, Technical U. of Munich*
Author: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Author: **Cristobal Garcia Herrera**, *Imperial College Business School*

Institutional arbitrage has been recently introduced as novel approach to creating benefit in hybrid organizational settings, by purposefully inducing institutional complexity. While this is still a theoretical construct, we seek to empirically investigate how organizations might be able to actively shape institutional arbitrage mechanisms and influence value creation. In an inductive multiple case study on corporate accelerators (CA), this paper sheds light into how organizations may leverage and navigate institutional complexity to create value for new ventures and incumbents. We develop a model for how institutional arbitrage mechanisms in CAs might be altered, based on the incumbent's willingness to bear uncertainty. This model suggests that in CAs, a stricter goal specificity via pilot projects might favor a corporate logic, while exploratory programs support an entrepreneurial logic. It further suggests that governance control of in-house programs might enhance bi-directional exchange between ventures and incumbents, while externally managed programs might involve the broader ecosystem and therefore facilitate multi-directional exchange.

ENT: **A Multidimensional Framework of Corporate Acceleration: Review, Propositions, and Research Agenda**

Author: **Benedikt Unger**, *Free U. of Bozen-Bolzano*

Acceleration is a phenomenon that plays a pivotal role in the engagement of corporate firms with innovative startups. However, apart from its popularity, corporate acceleration still poses a puzzle, as there is a lack of clarity about the multitude of associated strategic stances, especially as the phenomenon continues to evolve and diversify. In addition, the functionalities to achieve these various strategical goals are also far from understood, as it is a multidimensional phenomenon that involves a large number of stakeholders and demands coordinated processes and resources. Hence, the purpose of this review paper is to present a multidimensional yet integrated framework organizing and synthesizing our current knowledge about the phenomenon, both from a strategy and execution perspective. This paper first explores the antecedents and evolving strategic role of corporate acceleration practices. Secondly, a model for the structured acceleration of startups is presented. Managerial implications and generalizable propositions for the effective execution and development of the acceleration principle in corporate firms are derived. Future research endeavors should assess these propositions. Thirdly, a research agenda is presented to guide further exploration of the topic and accelerate related research.

ENT: **Paradoxical Execution for New Ventures' Scalability: Evidence from Y Combinator** ☯ ✈ 💻

Author: **Michele Pinelli**, *U. Ca' Foscari of Venice - Dept. of Management*
Author: **Luca Pistilli**, *U. College Dublin*
Author: **Alessio Cozzolino**, *U. College Dublin*

Accelerators have emerged as important organizational sponsors capable of hastening new ventures' development by helping founders acquire entrepreneurial capabilities. Research has provided evidence that accelerated ventures, on average, develop more rapidly, attract more capital, have more employees, and receive higher evaluations. Yet, we know little about how accelerators foster new ventures' scalability. To develop theoretical insights that might help fill this gap, we conduct an inductive case study of Y Combinator (YC), the first modern accelerator that specifically focuses on helping ventures achieve a large scale. Through a unique combination of 64 video interviews and 7,283 pages of archival material, we find that the strategic goals and methodological guidelines of YC's acceleration program pressure founders to pursue conflicting priorities simultaneously, thus forming a pattern that we termed Paradoxical Execution. We reveal that those paradoxes must be addressed in a simultaneous rather than sequential way, and for this reason accelerators urge startups to develop a paradoxical mindset. Hence, we unveil how contrasts and paradoxes are likely to manifest from the very early stage of new ventures' life cycle, contrariwise to what existing literature suggests. Altogether, our findings contribute to the literature on entrepreneurial ecosystems, paradox theory, and organizational scaling.

ENT: **The Liminality of Accelerators** ✈ 💻

Author: **Yabo Octave Niamié**, *148853*
Author: **Olivier Germain**, *UQAM U. of Quebec in Montreal, Canada*

The importance of business accelerator in the entrepreneurial process is growing and is the subject of numerous investigations. But most of this research is atheoretical and leads to a limited understanding of this new phenomenon. Knowing that education and mentoring are at the heart of accelerator activities, we analyzed them using the liminality framework as a theoretical lens to produce new knowledge and we use an ethnographic approach to study the case of an accelerator in Canada. Our study contributes to the accelerator literature by theoretically describing education and mentoring as liminal experiences, and we highlight both their objective and subjective components and show how they influence entrepreneurs and their business concepts. Our article also contributes to the literature on liminality. From our case, we discover that alongside approaches showing liminality as highly institutionalized experiences, or as a continuum from highly institutionalized to under-institutionalized, a liminal space could be paradoxical, being both highly institutionalized and under-institutionalized.

KEY TO SYMBOLS

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

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Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Family Firm and Resilience

Session Moderator: **Anne Heider**, *U. of Witten/Herdecke*

ENT: **Family Firm Specific Resource Bundles as Drivers of Resilience**

Author: **Anne Heider**, *U. of Witten/Herdecke*
Author: **Marcel Huelsbeck**, *Hochschule München*
Author: **Julian Grunewald**, *Witten/Herdecke U.*

Resilience in family firms stems from family capital as a combination of the unique human, social, patient capital, and governance resources distinctive to a family firm as a result of family involvement. These resources are idiosyncratic to each specific family firm and bundled in a specific way. It distinguishes family firms significantly from non-family firms since non-family firms are unable to create or imitate this type of capital. Based on the conceptual model of family firm specific resources, the notion of family capital, and a unique and hand collected dataset based on 149 German Mittelstand firms in existential distress, we explore if and how family specific resource bundles increase family firm resilience. Unsurprisingly, family firms with low resource endowments exhibit low resilience, while a high endowment across family firm specific resources leads to high resilience. Between those two extreme cases two additional combinations can be identified which raise resilience in family firms. Our results clearly show that different bundles offer different pathways to increase resilience and, notably, that financial capital is a necessary but not sufficient resource to weather a crisis.

ENT: **The Importance of Owner-Manager Resilience - Empirical Evidence from Family Business**

Author: **Yasin Yilmaz**, *Doctoral Candidate - WHU Otto Beisheim School of Management*
Author: **Julia Katharina de Groote**, *WHU Otto Beisheim School of Management*

The owner-manager has significant control over the day-to-day operations and thus over the strategic decisions of their business, i.e., firm-level outcomes, which leads to the business taking up a very large amount of the owner-managers personal time and resources. However, the personal resources, especially the individual resilience of the owner-manager and its influence in medium-sized and large organizations have hardly been researched so far. We, therefore, want to recalibrate the focus of the owner-manager and examine their resilience and impact in the organizational context of a family business setting. We do so by conducting a qualitative study, collecting 64 interviews from a total of 13 family businesses. Our results show that the resilience of the owner-manager is the nucleus for organizational resilience and, thus for firm-level resilience. Through a social contagion effect, we show that personal resilience influences managers and employees by three mechanisms: i. Attitude, ii. Decision-making, and iii. Value transmission. This results in increased commitment among these stakeholders, which ultimately contributes to firm-level resilience. Through our holistic view on the multi-level effect of owner-manager resilience, we contribute to resilience and family business research.

ENT: **Family Firms in Times of Crisis: A Systematic Literature Review (WITHDRAWN)**

Author: **Nina Schweiger**, *U. of Innsbruck*

Research on crises and their effect on organizations has over recent years grown and gained importance. In particular, the global COVID-19 pandemic has been the subject of several studies on how firm's respond to exogenous shocks. Past research has shown that family firms behave differently than non-family firms due to several family specific characteristics, which also assumes a different behavior in times of crises. In order to gain a better overview on the existing knowledge on family firms and crises, this study provides a systematic literature review on the topic. Based on the analysis of 48 articles, the strategic behavior is categorized along three different crisis responses. Further, I offer an overview of studied antecedents that influence the behavior of family firms in times of crisis as well as discussing studied outcomes after the crisis. Finally, I provide several future research opportunities.

ENT: **Navigating Family Firm Tensions in Times of Crisis: Exploring Resilience and Innovation**

Author: **Vanessa Diaz Moriana**, *U. Pablo de Olavide*
Author: **Eric Clinton**, *Dublin City U.*
Author: **Catherine Faherty**, *Dublin City U.*
Author: **Colm O'Gorman**, *Dublin City U.*

There is an increasing acknowledgment that that family firms are driven by tensions, having to manage two desirable (and seemingly opposing) options. Family firms are often depicted as conservative and investing less in innovation yet at the same time more resilient, with the intention to pass down the firm to future generations. Drawing on the paradox perspective, we employ a multiple case study approach to investigate how resilience affects the innovation behavior of family firms in times of crisis. The data collection process drew upon five in-depth cases comprising 37 semi structured interviews, participant observations, and hundreds of pages of historical data. Our analysis reveals that while it is acknowledged that family firms are long-term oriented and that orientation acts as a stimulus for innovation, when hit by an exogenous shock, such as the recent pandemic, their resilience behavior exacerbates short termism with regards to innovation as the long-term focus the firm had on innovation shifts towards attending short-term needs. Additionally, we found that the decisions made by the owner-manager's ancestors highly influenced later generations' resilient actions. As such, we contend that path dependency plays a key role in the resilience behavior of family firms and subsequently, on their innovative behavior in times of crisis. Our research thus contributes to a more fine-grained understanding of paradoxical behavior in family firm innovation research and the tensions they face.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **789** | Submission: **21030** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Organizational context: Self-employment and SMEs 1

Session Moderator: **Andac T. Arikan**, *Florida Atlantic U.*

ENT: **Does misery love company? Clustering and small business owners' development of psychological capital**

Author: **Andac T. Arikan**, *Florida Atlantic U.*
Author: **Juliet Oriaifo**, *North Carolina A&T State U.*
Author: **Sam Ekwuribe**, *Path to Growth Entrepreneurship Centre*

In this study, our overarching goal is to examine if geographical clustering can improve small business performance by providing small business owners (SBOs) with psychological benefits, specifically in relation to their ability to deal with stress-generating adversities typically associated with small business ownership. We take our starting point from sociological research on small business clusters that suggests that geographic proximity increases the frequency of interactions between small business owners. Then, drawing from three bodies of social psychological research from the broader stress literature informing how social interactions may influence individuals' stress processes – perceived social support, community psychology and social comparison - we develop a conceptual model that outlines two paths (the 'Psychological Sense Of Community Path' and the 'Informational Path') through which increased frequency of interactions with other SBOs facilitates an SBO's development of 'Positive Psychological Capital' (a multi-component psychological resource whose significance for SBOs' coping with stress and well-being as well as small business performance is well-established), ultimately resulting in improved business performance. A structural equation model using survey data from the Aba Industrial Cluster in South East Nigeria provides strong support for our proposed model.

ENT: **Self-Employment and Life Satisfaction: The Contingent Role of Formal Institutions**

Author: **Xiaoyu Yu**, *Shanghai U.*
Author: **Xiaotong Meng**, *Shanghai U.*
Author: **Laura June Stanley**, *UNC Charlotte*

Life satisfaction, a key indicator of well-being, is an important outcome of engagement in entrepreneurship. An exploration of the boundary conditions of the relationship between self-employment and life satisfaction is in its infancy. Drawing on uncertainty management theory, we develop a model in which property rights and government activity serve as contingency effects. Our multi-level study of 23,354 respondents in 27 countries/regions demonstrates secure property rights positively, and government activity negatively moderate the relationship between self-employment and life satisfaction. Implications for theory and practice are discussed.

ENT: **Retaining Employees When Startups Professionalize**

Author: **Martin Murmann**, *Bern U. of Applied Sciences*
Author: **Nathan Rietzler**, *Copenhagen Business School*
Author: **Wolfgang Sofka**, *Copenhagen Business School*

The delegation of decision-making authority from founders to dedicated managers is an important step in the professionalization of startups. However, such delegation changes the distinct nature of startups as workplaces with frequent interaction between founders and their employees. We build on theory of relational disruption in workplaces and theorize how delegation of decision-making authority affects employee retention. We reason that through delegation, employees lose opportunities to learn from founders and influence startup decisions. As a result, relational advantages of startup employment decrease, leading to employee mobility. Moreover, employees are particularly likely to leave after decision-making has been delegated when they are early in their careers and when founder teams are small. Using a sample of 13,737 employees in 1,797 German startups, we find support for our conjectures.

ENT: **Memory Boxes: Accounting for Social Change by Reflecting on Artifacts**

Author: **Marieshka Barton**, *Durham U. Business School*
Author: **Pablo Munoz**, *Durham U. Business School*
Author: **Edward N. Gamble**, *Montana State U.*
Author: **Haley Allison Beer**, *U. of Warwick*

We examine how social entrepreneurs in micro and small enterprises learn personal accountability for processes of social change interventions. Conventional outcome accountability frameworks tend to poorly fit these enterprises operating under severe constraints with ad hoc, informal social accounting practices. This is a problem because micro and small organizations represent most social enterprises, constituting an under-explored population with significant aggregate impact. As our theoretical framework, we used the learning theory of the reflective professional to explore learning to become accountable. We worked with 15 social entrepreneurs in informal contexts to understand bottom-up accountability practices and used life-story interviews and interpretive analysis, exploring how they account for processes of social change interventions. Against current accountability conceptions emphasising positivistic measures and outcomes, we found social entrepreneurs making sense of their work through artefacts. We refer to the accounts of critical junctures memorialised in artefacts as "memory boxes", with memory-box making understood in psychology as the act of collecting artefacts used to make sense of experiences and learn about oneself. We show how social entrepreneurs use artefacts as informal tools to reflect and make meaning of experiences, and we leverage memory-box making to theorise the learning process of becoming accountable to social change.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **790** | Submission: **20553** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

Women Entrepreneurs in the Face of Adversity

Session Moderator: **Samira Nazar**, *Australian National U.*

ENT: **Women Entrepreneurs' Resource Mobilization in Fragile Contexts**

Author: **Samira Nazar**, *Australian National U.*
Author: **Frederik Von Briel**, *U. of Queensland*
Author: **Henri Burgers**, *U. of Queensland Business School*

Entrepreneurship provides women a way to overcome poverty, gender inequality, and poor working conditions. However, women in fragile contexts face substantial barriers such as a lack of security, gender-based violence, and restricting socio-cultural norms when trying to mobilize the resources they require to engage in entrepreneurship. Based on a qualitative inductive study of 24 women entrepreneurs in Afghanistan, one of the world's most fragile contexts, we identify how women entrepreneurs overcome the barriers imposed upon them to successfully mobilize resources. Our data analysis suggests that women entrepreneurs adopt four mechanisms – spatial dispersion, spatial bridging, family inclusion, and camouflaging – to overcome the barriers of fragile contexts to successfully mobilize required resources. Our findings make important theoretical contributions to the literatures on women entrepreneurship and resource mobilization.

ENT: **Entrepreneurial Skills Amidst Institutional Voids: Insights From Female Entrepreneurs in West Africa**

Author: **Bede Akorige Atarah**, *U. of Professional Studies, Accra*
Author: **Augustine Awuah Peprah**, *Southampton Business School, U. of Southampton*
Author: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*
Author: **Obi Berko Obeng Damoah**, *U. of Ghana Business School, legon*

The question of how entrepreneurs develop entrepreneurial skills and managerial capabilities remains critical for researchers and policymakers, particularly in developing countries, exemplified by the lack of or weak institutions that train individuals wishing to tow the path of entrepreneurship. We use interviews and observation data on female entrepreneurs in two West African developing countries – Ghana and Ivory Coast to theorise where and how these entrepreneurs acquire their entrepreneurial skills and managerial capabilities, given the void in entrepreneurial training institutions. Our findings suggest that entrepreneurs rely on family ties, the informal external context, and some organized external sources to acquire the needed skills to start and run their entrepreneurial initiatives. Further, they develop their entrepreneurial skills through listening to instructions, observing qualified persons, practising, and imitating their mentors. We propose a grounded model that shows the female entrepreneurs' sources and entrepreneurial and managerial training processes amidst institutional voids in developing countries.

ENT: **The Stories of Resilience and Passion for Redefining Success by Female Entrepreneurs**

Author: **Kris Irwin**, *Old Dominion U.*

Female entrepreneurs often experience additional challenges when starting their own business compared to their male peers. Prior research outlines how female entrepreneurs are less likely to obtain external financial funding, grapple with overcoming gendered expectations or beliefs about women's leadership, and face difficulties balancing work/life demands. While prior literature has focused on how and why female entrepreneurs are at a disadvantage in entrepreneurial ventures, we instead focus on the characteristics that lead to success including the roles of resilience, entrepreneurial passion, and how one defines success. Using a mixed-methods, case study approach, we build upon the entrepreneurial and adaptive capacity literatures to capture how female entrepreneurs redefine success and extend our knowledge about what it means to positively adapt during a crisis, contributing to both research and practice.

ENT: **The Impact of the Arab Spring on Female Entrepreneurship**

Author: **Essam M. Boraey**, *U. of Connecticut*

While it is well-documented that social movements give rise to entrepreneurial opportunities in new and established economic sectors, the impact of these movements on the acceptability of entrepreneurship for marginalized groups is yet to be explored. I argue that social movements challenge the existing societal norms and practices and create new venues and opportunities for marginalized groups to establish formal entrepreneurship. To examine this idea, I study female- and male-owned new entrepreneurship in Jordan before, after, and during the Arab Spring. Using regression discontinuity design on a novel Jordanian entrepreneurship dataset, I show that the Arab Spring caused a significant increase in the number of female business ownership. In contrast, the number of male business ownership remained relatively stable. I complement these empirical findings with qualitative interviews I conducted in Jordan, which supports my theory that the increase in formal female entrepreneurship in the aftermath of the Arab Spring is a result of the norms changes and the increased financial support from both public and private sectors. This research deepens our understanding of the relationship between social movements and entrepreneurship by demonstrating how access to entrepreneurship among marginalized communities increases as a result of social movements. This paper contributes to the formal entrepreneurship literature by highlighting the relationship between social movements and normative flexibility in terms of the source of funding and financing.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **791** | Submission: **20974** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Entrepreneurial Performance and Outcomes 1

Session Moderator: **Smita Srivastava**, *Wichita State U.*

ENT: **Dissecting User Entrepreneurs: A Cross-Disciplinary Examination of Factors, Processes, and Outcomes**

Author: **Smita Srivastava**, *Wichita State U.*
Author: **Stephanie Brooke Escudero**, *Ph.D Student*
Author: **Pyayt Phyo Oo**, *U. of Texas At Arlington*

Scholars have widely argued that users are a critical source of innovation and entrepreneurship. In recent years, we have witnessed the growth of user entrepreneurs, making significant contributions to the entrepreneurial ecosystem. Although academicians and practitioners have acknowledged the nuances of the user innovation and entrepreneurship fields independently, we lack an integrated understanding of their complementarities and overlap. Moreover, extant research investigating user entrepreneurship is characterized by a diverse school of thought and remains fragmented across multiple disciplines. To reconcile this disjointed body of research, we use two bibliometric techniques, co-citation analysis of references and bibliometric cartography, combined with qualitative coding to review 173 articles published from 2000 through 2022. Our systematic review uncovers the seminal work and distinct key ideas that have been instrumental in establishing the field of user entrepreneurship. This study advances our understanding of the factors, processes, and outcomes prevalent in the user entrepreneurship domain. We also shed light on the relational linkages among various themes that have evolved in the user entrepreneurship field and chart a roadmap for future research.

ENT: **The European Disadvantage(s) at Startup Growth: Evidence from Startups Migrating to the U.S.**

Author: **Stefan Weik**, *Technical U. of Munich*

This paper uses novel data on the U.S. migration of European startups to understand the main European disadvantages at startup growth. I test alternative views on the shortcomings of Europe's startup ecosystem by analyzing the decision to migrate and post-migration performance. Results show that U.S. migrants receive much more venture capital (VC) funding, produce more innovation, and reach much bigger scale by exit than startups staying in Europe. Despite their funding advantage, however, U.S. migrants do not increase revenues for many years after migration, incur higher losses for an extended period of time, and do not have a higher likelihood of successful exit than European stayers. Moreover, a main part of U.S. migrants' innovation and scale advantage can by explained by their funding advantage. Overall, these results suggest that product and exit markets do not hinder European startup growth much, if at all, but that Europe's VC financing market is likely its major disadvantage.

ENT: **Teach Them to Fish: When Does Business Training Improve SMEs' Management and Business Practices?**

Author: **Ona Akemu**, *Amsterdam Business School, U. of Amsterdam*
Author: **Cinzia Colapinto**, *Ca' Foscari U. of Venice*
Author: **PKV KISHAN**, *Institute of Rural Manangement Anand (India)*

High-quality management and business practices, such as keeping formal financial records, inventory management and formal strategic planning, have a strong and significant positive effect on the revenues, profits, and survival of small and medium-sized enterprises (SMEs) across many developing countries. Yet, business training programs, justified to improve the stock of SMEs' business knowledge, have had no significant effect on the adoption of innovative "best practices." We investigate whether business training improves the business and management practices of SMEs. Further, drawing on the teams and groups literature, we hypothesize that the complexity and the degree to which the tasks constituting best practices can be spelt out in advance significantly influence the adoption of the practices in people management, marketing, finance and record keeping. We test our hypothesis in a quasi-experiment involving 424 trained (treated) SMEs and 371 control group (untrained) SMEs in Kazakhstan. We find support for our hypotheses: management and business practices whose constituent tasks can be more readily spelt out in advance and/or which require lower levels of coordination within SMEs are more likely to be adopted than those that cannot be spelt out and/or which require high levels of coordination. Thereafter, we discuss the implications of our findings for the design of training programs.

ENT: **The Impact of Serial Entrepreneur's Technological and Financial Experience on Venture Exploration**

Author: **Yoon-Kyung Kim**, *KAIST*
Author: **Hyun Ju Jung**, *KAIST*

This study examines learning from novelty creation and its interplay with financial success in the context of serial entrepreneurship. Specifically, we highlight how the novelty creation and financial success of serial entrepreneurs' prior ventures influence the exploratory behavior of their subsequent ventures. By conceptualizing two separate types of venture exploration—entry into new knowledge domains and the search for distant knowledge—we examine the multifaceted features of how entrepreneurs learn from their prior ventures' technological and financial experiences. We hypothesize that the novelty creation of prior ventures will facilitate subsequent ventures' entry into knowledge domains different from those of prior ventures and will increase the propensity of subsequent ventures to search for knowledge distant from their technology space. This relationship is contingent on prior ventures' financial success. When the prior venture experienced financial success, serial entrepreneurs have the financial slack to accelerate their ventures to enter new knowledge domains but simultaneously fall into the success trap that develops cognitive inflexibility, preventing distant search. Thus, under the condition of prior ventures' financial success, the positive effect of novelty creation on entering new knowledge domains will be strengthened, and the positive effect of novelty creation on searching for distant knowledge will be weakened. We find broad support for our hypotheses using Crunchbase for entrepreneur and venture data worldwide from 1967 to 2018 and patent data from USPTO. The results have important implications for research on entrepreneurial learning and, more broadly, on what makes entrepreneurs more exploratory.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **792** | Submission: **18051** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Signaling in Crowdfunding:Role of Context, Entrepreneurial Attributes in Manipulating Interpretation

Organizer: **Ankita Kulkarni**, *Drexel U.*
Discussant: **Michael P. Ciuchta**, *U. of Massachusetts, Lowell*
Presenter: **Norbert Steigenberger**, *Umeå School of Business and Economics, Umeå U.*
Presenter: **Chien-Sheng Richard Chan**, *Stony Brook U.-State U. of New York*
Presenter: **John Berns**, *U. of Mississippi*
Presenter: **Ankita Kulkarni**, *Drexel U.*

Signals provide objective information about the underlying qualities of an actor (e.g., people voluntarily choose to acquire education which provides information about one's competencies) (Connelly, Certo, Ireland, & Reutzel, 2011; Spence, 1973; Spence 2002). The intuitive appeal of signaling theory is why it is popular in various domains such as economics, finance, industrial organization, and management. In contexts such as crowdfunding or new ventures, entrepreneurs can showcase their venture ideas to obtain financial resources and advice from backers (Mollick, 2014). As these backers do not have sufficient knowledge about the product or the qualities of the entrepreneurs, signals which communicate the characteristics of entrepreneurs have a predominant role in acquiring support from backers (Allison, Davis, Webb & Short, 2017). Traditionally signaling scholars have argued that while actors choose which signals they want to acquire (e.g., education), nevertheless once acquired, these signals cannot be manipulated (Spence, 1973). On the other hand, many researchers in the management domain argue that signal manipulation is possible (e.g., narrative style which can be changed) (Allison, McKenny, & Short, 2013; Steigenberger & Wilhelm, 2018). In this symposium, we aim to resolve these conflicting viewpoints by providing boundary conditions for where (context) and how (process) signal interpretation can be manipulated. To do so we investigate the concept of signal costliness which is an important characteristic of signaling theory since it is inversely proportional to individual's quality and helps in differentiating between low quality and high-quality actors. Additionally, we argue that when signals are grouped into a portfolio, then their interpretation by the audience can be manipulated. This manipulation can be done by choosing to emit appropriate signals in a context and by choosing the right mix of signals to display as some signals reinforce one another whereas others diminish each other. Overall, this symposium aims at contributing to signaling theory by providing boundary conditions to signal manipulation and the literature of crowdfunding by focusing on the relevance of the context.

When is a signal a signal? Measuring the effect of presumable signals, resource holder uncertainty

Author: **Norbert Steigenberger**, *Umeå School of Business and Economics, Umeå U.*
Author: **Marcel Garz**, *Jönköping International Business School*
Author: **Thomas Cyron**, *Jönköping International Business School*

Bending Light? Cognitive Style Influence in Pitch Evaluations/Performance Predictions of Crowdfunding

Author: **Chien-Sheng Richard Chan**, *Stony Brook U.-State U. of New York*
Author: **Annaleena Parhankangas**, *Iowa State U.*
Author: **Pyayt Phyo Oo**, *U. of Texas At Arlington*

Signaling in Regulation Crowdfunding: An Examination of Security Type and Gender

Author: **John Berns**, *U. of Mississippi*
Author: **Luisa Unda**, *Monash U., Australia*
Author: **Abu Zafar Shahriar**, *Monash U., Australia*
Author: **Yankun Jia**, *Emporia State U.*

Role of Entrepreneurial Attributes on Category Spanning in Crowdfunding

Author: **Ankita Kulkarni**, *Drexel U.*
Author: **Jade Lo**, *Drexel U.*
Author: **Nikolay Merkulov**, *Big Data Platforma*

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **793** | Submission: **20976** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Entrepreneurial Process: New Venture Formation and Growth 1

Session Moderator: **Ryan Scott Coles**, *U. of Connecticut*

ENT: **Size Matters: The Moderating Impact of Firm Size on Formalization and Performance for New Firms**

Author: **Ryan Scott Coles**, *U. of Connecticut*
Author: **Wesley Sine**, *Cornell U.*
Author: **Jeremi Brewer**, *Cornell SC Johnson College of Business*
Author: **Walker Ray Dornisch**, *U. of Connecticut - Storrs*

Prior research on formalized organizational structure and entrepreneurship argues that new firms with formal structure perform better than new firms with less formal structure in dynamic contexts. However, research on teams finds that formal structure leads to poor performance when teams are small, suggesting that the benefits of formal structure for new firms operating in a dynamic environment is contingent on the size of the new firm. In this paper, we examine the moderating effect of firm size on the formalization–new firm performance relationship using a randomized controlled experiment with a sample of 600 new firms founded in Peru during a period of high market dynamism. In contrast to past research on formalization and entrepreneurship in dynamic contexts, we find that small new firms with less formal structure perform better than small new firms with more formal structure.

ENT: **Scientific versus intuitive entrepreneurial action: Antecedents and performance outcomes**

Author: **Henrik Wesemann**, *IE Business School*
Author: **Anna Paulina Schröder**, *HSG U. of St. Gallen*
Author: **Thomas Markus Zellweger**, *U. of St. Gallen*
Author: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*

Our study investigates the antecedents and performance consequences of scientific versus intuitive entrepreneurial action. Applying a mixed-method approach, we first use qualitative data from 50 interviews to develop a conceptual model that links the entrepreneurs' imprints—formative experiences in life with either positive or negative connotation—to the adopted entrepreneurial action (intuitive versus scientific), and finally to the venture's success. We then conduct a quantitative analysis with 233 ventures that tests and lends empirical support to the propositions derived in the qualitative study. We find that positive imprints are linked to intuitive action, which is related to limited venture success. In contrast, negative imprints are linked to scientific action, which is related to pronounced venture success. Our study contributes to the literatures on the micro-foundations of entrepreneurial action, new venture strategy, and imprinting theory.

ENT: **The Influence of Corporate Growth on Credit Constraint in European SMEs (WITHDRAWN)**

Author: **Geoffroy Enjolras**, *U. Grenoble Alpes, Grenoble INP, CERAG*
Author: **Caroline Tarillon**, *U. Grenoble Alpes, Grenoble INP, CERAG*

This research seeks to understand the influence of growth on credit constraint in European SMEs. It examines the roles of different types of growth (short-term versus medium-term and past versus future) on both entrepreneurs' discouragement and bank denials for credit. The study was conducted on 58,043 Eurozone SME owners between 2015 and 2019. The use of three logit and one multinomial logit models reveals that growth has different influences, according to its dynamics: (1) medium-term past growth, considered as hard information, influences both discouragement and denial; (2) short-term past growth is not valued because of its ambiguous nature between soft and hard information; (3) future growth only influences the entrepreneurs' ambitions to apply for a loan but does not affect credit denial because of its soft nature. This research therefore invites both bankers and entrepreneurs to simultaneously consider past short- and medium- term growth as well as growth ambitions in order to benefit from additional hard and soft information. This might facilitate financing decisions from both sides and thus limit credit constraint for SMEs.

ENT: **Towards a Theory of Investment Ties: How Tie Strength Affects Venture Performance**

Author: **Sascha Neumann**, *EBS Business School*
Author: **Magnus Schückes**, *U. of Mannheim*
Author: **Tobias Gutmann**, *EBS Business School*
Author: **Christian Landau**, *EBS Business School*

We explore the effects of investment ties on venture performance. By examining the value-adding functions of equity investors such as the financial and non-financial resources, we conclude that investment ties involve a fundamental interpersonal component that has been overlooked in prior research. We propose that the degree of resource exchange and the condition of the interpersonal relationship are two dimensions of an investment tie that influence one another, resulting in a dynamic relationship that evolves over phases of a tie. To capture this evolution, we introduce the concept of "investment tie strength". We draw from social exchange theory to develop a theoretical framework that explains how different factors influence investment tie strength, which in turn explains fluctuations in venture performance. We also discuss the implications of investment ties and strength for future research on nascent ventures and for investment managers and entrepreneurs.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **794** | Submission: **20818** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Entrepreneurship Under Different Regimes

Session Moderator: **Ishtiaq Pasha Mahmood**, *NUS Business School*

ENT: **Surviving Communist Revolutions: Entrepreneurship Across Generations**

Author: **Na Zou**, *Goethe U.*

This paper uses the Chinese communist revolutions to explore the intergenerational transmission of entrepreneurship. I find that the offspring of pre-revolution entrepreneurial families are more likely to be entrepreneurs nowadays compared with their peers from pre-revolution non-entrepreneurial families. This outcome is unlikely driven by genetic transmission. Moreover, I show that risk preferences, strong work ethics, and favorable attitudes to learning are transmitted across generations despite shocks and disruptions. Further analyses highlight social learning within the family—through cohabitating with the father as well as assortative matching in marriage—being a plausible mechanism for how these pro-entrepreneurial values are transmitted across generations. This study contributes to explaining family influence on entrepreneurship and the persistence of entrepreneurial culture.

ENT: **Optimal Firm and Regulator Strategies in the Presence of Regulatory Ambiguity**

Author: **Ishtiaq Pasha Mahmood**, *NUS Business School*
Author: **Sadat Reza**, *Nanyang Business School*
Author: **Xiaoteng WU**, *NUS Business School*

Regulatory ambiguities have been the hallmark of many recent innovations from ride sharing to social media platforms to cryptocurrencies. While regulations are generally designed to address the boundaries of operations for an existing set of products and services, existing regulations may not always be applicable to innovations that fundamentally alter the way products and services are delivered to the end-users. Since it takes time for a new set of regulatory frameworks to emerge, innovators and regulators often need to operate or even adjust their approaches while navigating through evolving regulatory ambiguities. This leads to questions as to what the optimal regulatory engagement strategies for innovators might be and how regulators might respond. We develop a simple analytical model that generates insights on the nature of entrant and regulator choices in the presence of such regulatory ambiguities. We further highlight how the optimal choices for entrants and regulators vary depending on specific characteristics of entrants and regulators. While we attempt to provide a positive analysis of various outcomes that we observe in practice, the results have normative implications.

ENT: **Founders' Political Ties, Legal Registration and New Venture Failure**

Author: **Ahmed Adel Tantawy**, *U. of Kent, UK*
Author: **Joseph Amankwah-Amoah**, *U. of Kent, UK*
Author: **Pushyarag Puthusserry**, *U. of Kent*
Author: **Wesley Sine**, *Cornell U.*

Previous research has obtained mixed findings on how political ties affect new venture performance. We posit that this discrepancy is the result of the failure of previous studies to consider how the benefits of establishing political ties differ across various levels of government. Although such ties enhance the legitimacy of ventures by providing authoritative signals to stakeholders, which is a critical asset for new venture performance, we posit that legitimacy via legal registration may hinder the survival of new ventures early in their formation. To test our arguments, we examine the effect of both types of political ties, local and central, on new venture failure. In addition, we examine how legal registration affects the relationship between such ties and new venture failure during the first two years of formation. Unique to our study, we tested our theoretical contention based on panel data of 5127 new ventures founded between 2003 and 2010 in Jordan. The analysis reveals that new ventures with local ties are less likely to fail than those without such ties, whereas central ties have no significant effect on failure. In addition, new ventures that are both registered and have local political ties are more likely to fail than those without such ties and are not registered. The theoretical contributions and implications are discussed.

ENT: **Better Shelter, Worse Entrepreneurial Performance: Evidence from China's One-Child Policy**

Author: **Yanhong Ding**, *Department of Management and Technology, Bocconi U.*
Author: **HONGXIN XIE**, *Ferryman Education Co. Ltd*

Using evidence from China's one-child policy, we investigate whether and how one of the entrepreneurs' most important individual traits and family characteristics, i.e., being the only child, affects entrepreneurial performance. We use the heterogeneity in the enforcement of the one-child policy between urban and rural areas and between parents who worked in public and non-public sectors to identify the effect of the one-child policy. Generally, we found that only-child entrepreneurs perform worse than non-only-child entrepreneurs. In particular, the higher risk aversion of only-child entrepreneurs serves as a mechanism that explains their lower revenue; higher reliance on family resources is another mechanism but it only applies to firms outside of high-tech industries and self-employed businesses. Our analyses show significant disadvantages of the only-child entrepreneurs in terms of entrepreneurial performance, and, importantly, the effects can be attributed to the two traits mentioned above.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **795** | Submission: **13722** | Sponsor(s): **(ENT, MED, TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

A Field in Flux: Trends and Opportunities in Entrepreneurship Education

Session Chair: **Hilary Mahar**, *Boston U. Questrom School of Business*
Session Chair: **Douglas Hannah**, *Boston U.*
Panelist: **Ashish Bhatia**, *NYU Stern*
Panelist: **Charles Eric Eesley**, *Stanford MS&E*
Panelist: **Erin L. Scott**, *Massachusetts Institute of Technology*
Panelist: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*
Panelist: **Henrik Berglund**, *Chalmers U. of Technology*

The past decade has seen a massive increase in entrepreneurship education at the graduate and undergraduate level. Yet, despite the flowering of new classroom and co-curricular offerings, key questions remain in terms of what entrepreneurship means and how it can (or should) be translated to academic contexts. For example, prior academic research examines the impact of classroom education on venture formation, yet many educators today emphasize entrepreneurship in terms of mindset and critical thinking. How might this broader conceptualization affect the design and delivery of classes? Similarly, questions around appropriate topics and templates, emerging technologies and experiential learning, integration with broader campus ecosystems, and more broadly how to promote "frame-breaking" behavior in a traditional classroom context are hotly debated in the literature. In this symposium, we bring together a group of entrepreneurship scholars and educators to examine the state of a field in flux, with the goal of facilitating a discussion among scholars engaged in studying or practicing entrepreneurship education.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **796** | Submission: **10409** | Sponsor(s): **(ENT, STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Foundations of a Theory-Based View of Strategy, Entrepreneurship, and Innovation

Organizer: **Jens Schmidt**, *Aalto U., Department of Industrial Engineering and Management*
Organizer: **Chiara Spina**, *INSEAD*
Panelist: **Riitta Katila**, *Stanford U.*
Panelist: **Timothy Ott**, *U. of North Carolina, Chapel Hill*
Panelist: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*
Panelist: **Violina Rindova**, *U. of Southern California*
Panelist: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

This symposium brings together a diverse set of leading scholars to discuss the foundations of a theory-based view of strategy, entrepreneurship, and innovation. The literature on managerial theories is still in its infancy and important issues remain unaddressed and many questions remain to be answered. Various definitions of the key construct of a theory exist, and the relationships between the theory construct and other constructs are largely unclear. Managerial theories are intimately linked with experimentation and thus also with pivoting in the sense of changing direction. More generally, theories guide managerial learning processes while at the same being themselves subject to learning and being revised. However, there is little research that examines the role of theories in learning and experimentation. Finally, there is yet very little empirical work on managerial theories. This symposium seeks to provide different perspectives on these topics, including economics, behavioral, socio-cognitive, innovation and entrepreneurial perspectives.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **797** | Submission: **21044** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

With a Little Help From My Friends: Organizational Support & Community

Session Moderator: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

HCM: **Nurses' Experiences of Ethical Value Conflicts: The Role of Perceived Organizational Support**

Author: **Maria Skyvell Nilsson**, *Department of Health Sciences, U. West, Trollhättan, Sweden*
Author: **Christian Gadolin**, *School of Business, Economics and IT, U. West, Trollhättan, Sweden*
Author: **Pernilla Larsman**, *Department of Psychology, U. of Gothenburg, Gothenburg, Sweden*
Author: **Anders Pousette**, *Department of Psychology, U. of Gothenburg, Gothenburg, Sweden*
Author: **Marianne Törner**, *Sahlgrenska Academy, U. of Gothenburg, Gothenburg, Sweden*

A specific threat to nurses' health and retention, and the quality of care, is nurses' experiences of moral distress stemming from value conflicts comprising ethical dimensions. In this study, we investigate the role that Perceived Organizational Support (POS) plays in providing fundamental support for nurses in handling and resolving ethical value conflicts in their daily work. The aim of this study was to explore (1) the impact that POS has on the frequency of ethical value conflicts at work among registered nurses, and on the intensity of the resultant perceived moral distress; and (2) how POS may improve nurses' ability to handle and resolve ethical value conflicts. A mixed methods design, comprising a longitudinal questionnaire survey (n= 711) and focus group interviews (n=21), was utilized. The results indicate that a climate of POS prospectively decreased the frequency of ethical value conflicts, but not the perceived moral distress when conflicts did occur. POS was furthermore empowering, enabled resolution of value conflicts, and created pride and joy in nurses' work. Hence, this study suggests that POS may reduce nurses' ethical value conflicts and moral distress through facilitating nurses' role security.

HCM: **The Mediating Effect of Reciprocating Responses between Organizational Support and Quality of Care**

Author: **José Facundo García**, *U. of Barcelona*
Author: **Jorge Matute**, *Institut Quimic de Sarrià*

Past research examines how organizational support directly affect the quality of care. However, less is known about the mediating role of social exchange reciprocating responses in this relationship and the moderating effect of the educational level. The aim of this paper is to examine the mediating role of social exchange reciprocating responses such as citizenship behavior towards organization (OCB-O) and organizational deviance between perceived organizational support (POS) and quality of care, and to assess if those effects are similar among nurses with different educational levels. The study uses partial least squares and multigroup analysis with a sample of 228 nurses. Our results show that OCB-O and organizational deviance play a mediating role in the relationship between POS and quality of care. Moreover, the mediating role of OCB-O is moderated by the educational level. Finally, OCB-O and organizational deviance help explain how POS affects the quality of care, and that educational level plays a relevant role to explain how the quality of care is enhanced. This study also implies that nurse managers should pay attention to the reciprocating responses that mediate the effect of POS on the quality of care, and design strategies to encourage nurses to achieve a better education.

HCM: **Developing the Relational Playbook to Enhance Clinician Well-being and Veteran Care**

Author: **Heather M. Gilmartin**, *Veterans Health Administration, VA Eastern Colorado Healthcare System*
Author: **Brigid Connelly**, *Veterans Health Administration, VA Eastern Colorado Healthcare System*
Author: **Edward Hess**, *Veterans Health Administration, VA Eastern Colorado Healthcare System*
Author: **Candice Mueller**, *Veterans Health Administration, VA Eastern Colorado Healthcare System*
Author: **Mary Plomondon**, *Veterans Health Administration, VA Eastern Colorado Healthcare System*
Author: **Stephen Waldo**, *Veterans Health Administration, VA Eastern Colorado Healthcare System*
Author: **Catherine Battaglia**, *Veterans Health Administration, VA Eastern Colorado Healthcare System*

Background Despite the Veterans Health Administration (VA) efforts to become a learning health system (LHS) and high reliability organization (HRO), evidence-based interventions to build supportive learning environments within teams are not reliably implemented, contributing to high levels of burnout, turnover and variation in care. Supportive learning environments build capabilities for teaching and learning, empower teams to safely try new things, and adopt highly reliable work practices (e.g., debriefs). Innovative approaches to create supportive learning environments are needed to support the VA LHS and HRO efforts, clinician well-being and Veteran care. Methods To guide the identification and implementation of evidence-based interventions that cultivate supportive learning environments in VA teams, the authors used a longitudinal, sequential, mixed-methods design and LHS and HRO frameworks. The authors partnered with the 81 VA cardiac catheterization laboratories (CCLs) and conducted surveys and interviews to identify supportive learning environment best practices. A Relational Playbook was developed from these data and literature from the fields of positive psychology, team science, servant leadership, the VA Whole Health Framework, and the VA Clinical Team Training Framework. Results The Relational Playbook was completed in 2022 and was rated by a panel of clinical, LHS, and HRO experts as acceptable, appropriate, and feasible for implementation. The Relational Playbook resources and 50 evidence-based interventions is organized into five interconnected chapters: (1) Creating a Positive Culture; (2) Teamwork; (3) Leading Teams (4) Creating Joy in Work, and (5) Communication & High Reliability. Conclusions LHS and HRO frameworks describe how organizations can continually learn and deliver nearly error free services. In healthcare, the process of learning and high reliability is important for the development of high quality, equitable and safe care systems, and employee well-being. The Playbook resources and interventions translate LHS and HRO frameworks for the real-world. Clinical teams who implement the Playbook interventions will create supportive learning environments. This will provide insights and direction for LHS and HRO theory and research.

HCM: **Liminal Workers: The Role of Voice as a Resource for Well-being?**

Author: **Yaminette Diaz-Linhart**, *Massachusetts Institute of Technology*

How might worker voice be related to worker well-being? Worker voice captures how workers attempt to influence their work to meet individual and collective interests. Recognizing the stressors faced by frontline health care workers amidst the strain of the ongoing COVID-19 pandemic, the purpose of this study is to understand voice as a potential predictor for well-being within the health care sector. In particular, this paper investigates the relationship between voice systems (at the organizational level) and voice behaviors (at the individual level) and workers' self-reported well-being? Using data on experiences of Community Health Workers (CHWs), I test whether workers' organizational opportunities to voice (systems) and workers speaking up (behaviors) are associated with their global well-being. Because these workers operate at the intersection of health care and social services and embody a liminal space as boundary spanners, it is particularly important to understand work conditions that support their well-being generally and during the COVID-19 period. Findings indicate that workers with more opportunities to voice and workers who speak up have significantly better global well-being. These findings suggest the importance of both voice systems and behaviors in promoting the well-being of health care workers.

HCM: **Building Community at Work: An Exploratory Study in Healthcare System Management**

Author: **Neil M. Boyd**, *Bucknell U.*
Author: **Sharon Larson**, *Main Line Health System*

Recent scholarship has demonstrated that experiences of community (i.e., a sense of community and a sense of community responsibility) can enhance employee psychological and behavioral outcomes. Recent evidence also shows that experiences of community are better able to predict employee outcomes compared to long-regarded management and public management constructs. However, very little empirical evidence exists on antecedent conditions that help build community experiences at work. To evaluate¬ this gap, we conducted interviews with executive leaders, and focus groups with administrative leaders, across four major facilities in a large non-profit healthcare system in the Eastern part of the United States. The study confirmed propositions of the Community Experience Model, and explored organizational conditions that appear to build community experiences. The findings help frame factors that scholars can empirically test in future studies, and assist executives, HR professionals, and managers throughout an organization, in building community at work.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **798** | Submission: **21045** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

You Can't Buy Me Love: Financial Performance, Process, & Outcomes

Session Moderator: **Lesley Clack**, *Florida Gulf Coast U.*

HCM: **Healthcare Associated Infections and Financial Performance in U.S. Hospitals** ☯ 💻

Author: **Soumya Upadhyay**, *U. of Nevada Las Vegas*
Author: **Dean Smith**, *Louisiana State U.*

Healthcare associated infections (HAIs) are a concern to patients, hospital administrators and policy makers. For more than a decade, efforts have been made to hold hospitals accountable for the costs of HAIs. This study uses contingency theory as a framework to examine the association between HAIs and hospital financial performance. We use publicly available data on 2,059 hospitals in 2014-2016 that include HAIs, financial performance, and hospital and hospital market characteristics. The key independent variables are available infection rates and nurse staffing. The dependent variables are indicators of financial performance: operating margin, total margin, and days cash on hand. We find nearly identical negative direct associations between infections and operating margins and total margins (-0.07%), that are almost completely offset by the interaction between infections and nurse staffing (0.05%). The associations between HAIs and days cash on hand were significantly different from zero.

HCM: **Service Mix and Financial Performance in Rural Hospitals: A Contingency Theory Perspective**

Author: **Amy Yarbrough Landry**, *U. of Alabama, Birmingham*
Author: **Philip Cendoma**, *U. of Alabama, Birmingham*
Author: **Devdutt Upadhye**, *U. of Alabama, Birmingham*
Author: **Robert Landry**, *Jacksonville State U.*
Author: **Kristine Ria Hearld**, *U. of Alabama, Birmingham*

Rural hospitals are increasingly at risk of closure. Closure reduces the availability of hospital care in rural areas, resulting in a disparity in health between rural and urban citizens, and it has broader economic impacts on rural communities as rural hospitals are often large employers and are vital to recruiting new businesses to a community. To combat the risk of closure, rural hospitals have sought partnerships to bolster financial performance which often results in a closure of services valuable to the community, such as obstetrics and certain diagnostic services, which are viewed as unprofitable. This can lead to poor health outcomes for citizens in the community as they are not able to access care in these areas. Employing contingency theory, which posits that rural hospitals will seek alignment between internal structure and the external environment to best meet the needs of the communities they serve and maximize financial performance, it argued that rural hospitals should select services demanded by individuals in the market to drive up volume and increase revenues. Services unprofitable in urban or suburban settings may be beneficial to rural hospitals by increasing volume and revenues, while meeting the needs of communities. This study analyzes rural hospital service offerings and financial performance from 2015-2019 to illuminate if specific service offerings are associated with positive financial performance in a rural setting. The findings suggest that some services deemed unprofitable in urban and suburban hospital settings – such as obstetrics and drug/alcohol rehabilitation – are associated with higher margins in rural hospitals. And, similar to prior studies, other unprofitable service lines – such as psychiatry and long-term care – are associated with lower margins in rural hospitals. These findings support the need of rural hospitals to choose services that align with environmental circumstances to maximize financial performance.

HCM: **Administrator Turnover and Financial Performance: The Case of US Nursing Homes** ☯ 💻

Author: **Akbar Ghiasi**, *U. of the Incarnate Word*
Author: **Rohit Pradhan**, *Texas State U. San Marcos*
Author: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*
Author: **Gregory N. Orewa**, *U. of Texas At San Antonio*
Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

Nursing Home Administrators (NHAs) oversee the daily operations of long-term care facilities, play an integral part in managing direct care staff, and set the strategic direction of the facility. As such, NHAs can affect the overall performance of the nursing facility. However, nursing homes have faced perennially high administrator turnover rates. Using a national sample of US nursing homes, the purpose of this study was to examine the relationship between NHA turnover and financial performance. Our conceptual framework is based on tenets from the upper echelons theory and the resource-based view of the firm (RBV). The study used secondary data sources from the Centers for Medicare and Medicaid Services' (CMS) Cost Report, Long-Term Care Focus, Care Compare: Skilled Nursing Facility Quality Reporting Program, 2021, the CMS Payroll Based Journal (PBJ) data, and the Area Health Resource File. The dependent variable consists of the operating margin as a measure of profitability and efficiency of the nursing home operations. The independent variable for NHA turnover represents the number of administrators that left the organization during the last year (2020): 0= no administrators left; 1= 1 administrator left; 2= 2 or more administrators left. Other organizational and market variables related to financial performance are included as control variables. Given that the effect of NHA turnover on financial performance may be more gradual, we lagged the NHA turnover variable by one year. We used a linear regression model to test our hypothesis. Nursing homes with one nursing home administrator turnover are associated with 1.6% decrease in operating margin, compared to nursing homes without any turnover. Similarly, nursing homes with two or more administrators' turnover have 3.2% lower operating margin, compared to nursing homes without any administrator turnover. Findings from the study may have important implications for policymakers concerned with the financial viability of this critical part of the US healthcare system. Strategies such as increasing the educational standards of the profession, and providing competitive salaries and compensation and appropriate reward and recognition systems could be helpful in reducing administrator turnover and, ultimately, improving the performance of the nursing home industry.

HCM: **Predictor of Hospital Closure Operating in the United States between 2005 and 2019**

Author: **Haniyeh Shariatmadari**, *UNLV*
Author: **Soumya Upadhyay**, *U. of Nevada Las Vegas*
Author: **Djeto Assane**, *UNLV*

Hospital closures have recently been more common and a crucial concern in the United States since they can influence many aspects of patients' health conditions. This situation has led many scholars to investigate the adverse effect of a hospital closure. Previous research has well-documented the effects of a hospital closure. However, there is a lack of studies on the predictor of a hospital closure. To fill this gap, this longitudinal study explores organizational and market factors associated with hospital closure. We used Data from the American Hospital Association (AHA), the Centers for Medicare and Medicaid Services (CMS) Cost Reports, and the Area Health Resource Files (AHRF) for this analysis. This study includes all medical/surgical acute care hospitals operating in the United States between 2005 and 2019. We used an unbalanced panel design with logistic regression and marginal effects to explore the probability of our predictor variables on hospital closure. SAS version 9.4 and STATA version 13 were utilized. Our multivariate logistic regression indicated that hospitals in more affluent counties had a lower probability of closing (0.04%, p=0.05). Compared to smaller hospitals; larger hospitals had a (marginally significant) lower likelihood of closing (1.99%, p=0.1). Hospitals with higher financial performance had a lower probability of closing with respectively (0.02%, p=0.0001) for operating and (0.03%, p=0.0001) for total margin. Unlike for-profit hospitals, not-for-profit hospitals and non-federal government hospitals had a lower probability of closure (2.54%, p=0.0001 and 3.35%, p=0.0001 respectively). After the full implementation of the ACA, hospitals had a lower probability (0.87%, p=0.0001) of closing. Finally, hospitals with higher occupancy rates had a lower probability of closing (0.03%, p=0.001). Our study findings will give policymakers and hospital leadership teams tools to design effective policies and strategies to help prevent hospital closure.

HCM: **The Effect of Federally Qualified Health Centers Prevalence on Uncompensated Care in U.S. Hospitals**

Author: **Kena Norris**, *U. of Alabama, Birmingham*
Author: **S Robert Hernandez**, *U. of Alabama, Birmingham*
Author: **Amy Yarbrough Landry**, *U. of Alabama, Birmingham*
Author: **Nathan Carroll**, *Virginia Commonwealth U.*
Author: **William Opoku-Agyeman**, *U. of North Carolina, Wilmington*

Over the past two decades, uncompensated care in U.S. hospitals has grown at a staggering rate and reached $46.4 billion in 2013. It began to decline in 2014, due to the passage of the Patient Protection and Affordable Care Act (ACA) but is now on the rise again. Uncompensated care is typically affected by policy and market factors such as legislative changes and an increase in the number of uninsured. While hospitals continue to serve as critical safety net providers, they are often not the only or most appropriate facility to serve the indigent. Instead, federally qualified community health centers (FQHCs) were designed to provide care for the poor and uninsured. Accordingly, studies have shown that FQHCs reduce the number of costly emergency department visits and preventable hospitalizations. However, little work has been done showing the effect of FQHC penetration on hospitals' uncompensated care in a shared geographic area. In this study, FQHCs were studied to determine the effect of FQHC presence on uncompensated care in U.S. hospitals. Structural equation modeling was employed to compare uncompensated care in counties with FQHCs versus counties without an FQHC. In the final model, FQHCs, Medicaid expansion, race, high school education, uninsured population, household, unemployment rate, ED visits, and HMO penetration were statistically significant. The findings revealed that counties with FQHC presence had higher uncompensated care. Further research is needed to understand why FQHCs' presence increases uncompensated hospital care.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **799** | Submission: **21047** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

All You Need is Leadership

Session Moderator: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

HCM: **Physicians as Leaders: A Systematic Review through the Lens of Expert Leadership**

Author: **Gina Phelps Thoebes**, *U. of Akron*
Author: **Tracy Hopkins Porter**, *Cleveland State U.*
Author: **Jessica Peck**, *Cleveland State U.*

A systematic review was conducted on the current state of physician leadership in the United States. The theory of expert leadership (TEL) (Goodall 2009, 2012) was utilized to explore the effects of physician inherent knowledge, industry experience, and leadership capabilities on physician leader behaviors and leadership outcomes. This systematic review spanned from August 2011 – February 2022 and applied the Preferred Reporting Items for Systematic Review and Meta-analysis (PRISMA) strategy. Our initial search began with 3,537 studies and the final sample consisted of 12 articles. The findings offer a number of studies which note the relationship between physician leadership and the three dimensions of TEL. How influential these are to leader behaviors and health related outcomes varies. We also found a number of studies which described general physician leadership behaviors which were not directly linked to factors of TEL, as well as two additional themes: leader identity and trust. These findings offer healthcare organizations insight into the potential strengths of having physicians in leadership positions and offer insight into potential challenges that should be addressed. This is the first systematic review which has applied a theoretical framework to the data and the first which focused solely on a U.S. population.

HCM: **In the Eye of the Storm: Hospital Leaders' Resilience During the COVID-19 Pandemic**

Author: **Nina Fuereder**, *Johannes Kepler U. Linz*
Author: **Charlotte Foerster**, *U. of Technology Chemnitz*

While health care leaders were already at a high risk for psychological and physiological illnesses long before the pandemic, COVID-19 only exacerbated this situation. Recognizing the crucial role of leaders in organizational crises and building on the conservation of resources theory, our study examines how hospital leaders cope with difficulties that endure over an extended period of time. By using the COVID-19 pandemic as an example for prolonged adversity in hospitals, we provide insight into the different responses to a given adversity and further expand knowledge about the role of time in crisis and for resilience. Qualitative expert interviews were conducted with 44 hospital leaders in Austria between December 2020 and November 2021. For data analysis, we used a hybrid approach, consisting of both deductive and inductive coding. Our empirical study shows that during prolonged adversity, hospital leaders use two types of resilience, namely acceptance and strategic resilience, in which suitability depends on both the duration of exposure and severity of the adversity. Our findings further show that when immediately confronted with adversity, leaders rely on resource-preserving acceptance resilience, while when dealing with the longer-lasting adversity, leaders rely on resilience-enhancing strategic resilience. Even though leaders rely on both types of resilience, our findings also imply that if opportunities to build strategic resilience are limited, higher burnout and turnover rates might be the consequence.

HCM: **Determinants and Effects of Hospital CEO turnover in Germany**

Author: **Marius Hermes**, *U. of Wuppertal - Schumpeter School of Business and Economics*
Author: **Vera Winter**, *U. of Wuppertal - Schumpeter School of Business and Economics*
Author: **Eva Maria Wild**, *U. of Hamburg*

CEOs shape the development of the hospitals they manage and thus make a significant contribution to their sustainment and success. According to the general CEO turnover literature, CEOs may be dismissed because the organization needs a scapegoat, because CEO turnover is seen as a means to bring the organization back on track in case of underperformance, or because the organization is stuck in a vicious circle of organizational instability, CEO turnover, and underperformance. While reasons for CEO turnover may hence be varying and hospital CEO turnover rates are above the average of other industries, the determinants and effects of CEO turnover have not been fully investigated. Especially findings regarding the impact of hospital CEO turnover on important outcomes such as efficiency and patient satisfaction are scarce and mostly rely methodologically on cross-sectional data, limiting causal inference. The purpose of this study is to bridge this research gap by empirically investigating the antecedents and consequences of hospital CEO turnover using a longitudinal dataset. This study draws on a comprehensive longitudinal dataset of 826 German hospitals from 2012 to 2020 based on various data sources such as annual financial statements (for CEO names and financial outcomes), structured quality reports (to calculate hospital efficiency scores), and the Weisse Liste (for patient satisfaction). Using a logistic regression we examine the determinants of hospital CEO turnover. The effects of CEO turnover are analyzed in a difference-in-difference design with a matched control group consisting of hospitals with similar structure and no CEO changes. We compare changes in different outcomes like efficiency, patient satisfaction, and financial metrics between treatment and control group at different times. Results indicate that for-profit hospitals have a significantly higher CEO turnover rate compared to public and non-profit hospitals. Furthermore, poor financial performance measured by the EBITDA margin and low patient satisfaction are significant indicators for a pending turnover of CEOs. Regarding the effects, CEO turnover in hospitals has significant negative effects on patient satisfaction. In addition, significant positive effects of CEO turnover on EBITDA margin two years after the turnover were also identified. In summary, on average, hospital CEO turnover shows a short-term deterioration in hospital performance. However, the deterioration is not persistent and for the longer observation periods the results point to an improvement in performance, suggesting a curvilinear relationship.

HCM: **Emotion Management among Clinical Leads under Leader Identity Threat: A Moderated Mediation Model**

Author: **Phatcharasiri Ratcharak**, *U. of Greenwich, Business School*

This longitudinal study investigates mediating effects of emotional management strategies among clinical leads on their well-being through social validation from subordinates, which is moderated by the presence of leader identity threat. With the integration of the literature on emotional labor, social functions of emotions, leader identity work and identity threat, the study explores functions of social validation from subordinates as a resource gain and loss in emotional management processes under the condition in which leader identity threat is present in leader-follower relationships. Using structural equation modeling to analyze the dyadic data from clinical leads and their subordinates over three consecutive time points, the results reveal that in the presence of leader identity threat, clinical leads consider social validation from subordinates to be psychologically harmful to their well-being. Thus, they conduct surface acting as a defense mechanism to protect their own well-being through the reduction of social validation from subordinates. The study makes several contributions to theory and research on emotional labor and its outcomes through the lens of leader identity work and identity threat.

Session Type: **Paper Session**
Program Session: **800** | Submission: **20498** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Subsidiary-HQ Relationships

Session Moderator: **Chin-Ju Tsai**, *U. of London*

IM: **Modes of Cross-Cultural Leadership Adjustment Revisited: A Replication Study**

Author: **Chin-Ju Tsai**, *U. of London*

In this study, we replicated Tsai et al.'s (2019 in IJHRM) qualitative study, which had explored the modes of cross-cultural leadership adjustment, and extended it to a different cultural setting with a larger sample. Consistent with Tsai et al., we found that most of our sample expatriate senior managers had adopted the exploration mode of adjustment (i.e., they had simultaneously adjusted their own leadership approaches and tried to change their host country subordinates) and that their employees' characteristics and their own perceptions had played key roles in influencing their modes of adjustment. Nevertheless, diverging from Tsai et al., we found that the expatriates had displayed four, as opposed to three, modes of adjustment and that a combination of various internal and external factors had exerted a strong influence on the adoption of each such mode. Based on the findings of our replication study, we further developed the theoretical model proposed by Tsai et al. In this paper, we also discuss the contributions of our study.

IM: **Need Both Wings to Fly? The Implications of Local Staffing and Autonomy Delegation for Performance**

Author: **Joonghak Lee**, *Gachon U.*
Author: **Jongmin Lee**, *Yonsei U. School of Business*
Author: **Rita Fontinha**, *Henley Business School, U. of Reading, United Kingdom*

Although many studies have examined the implications of management localization for subsidiary performance, the empirical evidence is rather contradictory and inconclusive. Previous studies have typically focused on either local staffing or autonomy delegation to capture the degree of subsidiary management localization. However, we argue that the levels of both local staffing and autonomy delegation should be considered together to fully understand the degree of management localization in multinational enterprises (MNEs) and its impact on subsidiary performance. This study presents a novel model to evaluate the subsidiary management localization considering the levels of both local staffing and autonomy delegation. Using survey data from Korean MNEs, we empirically investigate our model and its implications for subsidiary performance. Our results suggest that local staffing and autonomy delegation do not substitute but complement each other, meaning that higher levels of both local staffing and autonomy delegation are associated with a higher level of subsidiary performance. Overall, this study extends our understanding of management localization and its impact on subsidiary performance by uncovering the collective role of subsidiary local staffing and autonomy delegation.

IM: **Choosing Face: How Subsidiary Leaders Manage Headquarters' Impression of their Subsidiary**

Author: **Deborah Mireles**, *U. of Galway*
Author: **Josephine Igoe**, -
Author: **Pamela Sharkey Scott**, *Dulin City U.*
Author: **Sumit Kumar Kundu**, *Florida International U.*

Subsidiary leaders often attempt to impress headquarters to obtain resources and desired attention, but how do they manage the impression they make on headquarters? We conducted in-depth qualitative research across five MNCs subsidiaries. Our findings suggest that subsidiary leaders manage headquarters' impressions of their subsidiaries through their different interactions. We identified four main interactions: hero interactions, facilitator interactions, strategic partner interactions, and good scout interactions. This paper extends theories on subsidiary roles and adds to our understanding of subsidiary leaders' interactions to achieve impression management.

IM: **Host-host Country Linkages as an Emergence and Determinants of MNEs' Foreign Consecutive Investment**

Author: **Xinjie Yu**, *U. of Chinese Academy of Sciences*
Author: **Rian HJ Drogendijk**, *U. of Groningen*
Author: **Ping Lu**, *Chinese Academy of Sciences*

MNEs conducted foreign direct investments sequentially. In some case, a certain host country is chosen to be the stepstone for the future, as there are host-host countries linkages. However, the interdependence and interaction among countries have been scarce in literature. Therefore, we propose a consecutive investment network formed among countries as a reflect countries linkages through MNEs' sequential FDI. Based on liability of Outsidership, we also extend bilateral distances to distance networks. Moreover, we hypothesis that distance network will affect the formation of consecutive investment network and apply Multiple Regression Quadratic Assignment Procedure (MRQAP) to examine how distance networks influence the investment network. Result shows that larger economic and technological distances and smaller cultural and administration distances between two host countries stimulate more sequential investments.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **801** | Submission: **20457** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

Culture, Gender, Trust and Global Performance

Session Moderator: **Congcong Zhang**, *Cornell U.*

IM: **Unpacking Different Approaches to Understanding Cultural Variations in Attribution Patterns**

Author: **Congcong Zhang**, *Cornell U.*
Author: **Yu Yuan**, *Cornell U.*
Author: **Lu Wei**, -
Author: **Joo-Young Jung**, *INTERNATIONAL CHRISTIAN U.*
Author: **Jack Qiu**, *National U. of Singapore*
Author: **Seongbin Hwang**, *Rikkyo U.*
Author: **Yunya Song**, -
Author: **Yong-Chan Kim**, *Yonsei U.*

Existing studies showed inconsistent results about whether and how attribution patterns differ across cultures. To generate a systematic understanding of the complexities of cultural variations in making causal attribution, we reviewed three different theoretical approaches in this study: the relative perspective of self-enhancement, the universal perspective of self-enhancement and cultural cognition, and found that each theoretical approach has received empirical support and informed competing hypotheses. Hence, the main goal of this study is to investigate the three theoretical approaches simultaneously using experimental data and explore how these approaches explain attribution behavior across cultures in a qualitatively different manner. In Study 1, we recruited participants from the U.S., mainland China and Hong Kong of China for an online experiment. In Study 2, we recruited participants from the U.S., mainland China, Singapore and Japan, and introduced alternative measures to assess attribution behavior. Results suggested that: a) attribution behavior can be influenced by both self-enhancing motives and cognitive processes, along with measurement instruments. Specifically, the cultural cognition approach was supported when attribution was assessed with Likert scales. In contrast, when attribution was measured by rank-order questions, the relative perspective of self-enhancement approach was supported; b) attribution decisions diverged within East Asian countries but converged between the East (e.g., mainland China, Singapore) and the West; c) acknowledging the idiosyncrasy of each cultural group and investigating each group as a separate cultural unit are necessary and important for theoretical development in attribution. Future directions and management implications were also discussed.

IM: **Dissecting Generations of Migrant Identities Within a Diaspora**

Author: **Audra I. Mockaitis**, *Maynooth U., Ireland*
Author: **Lena Zander**, *Uppsala U.*

The dissection of migrant identities is like a complex puzzle. Although cultural values comprise an integral component of cultural identity, the personal values of migrants are still understudied. This study examines the individual-level cultural values held by migrants who share a single ethnicity. Migrants are compared across age cohorts, ethnic generations and emigration waves as well as to nonemigrant home country nationals. The similarities between the groups lends support to the stability of cultural values. However, the differences revealed across the various migrant groups are also surprising insofar as they are not as large as might be expected given the physical, political and age separation between many of the groups. As migrant groups differed from nonemigrants, we question whether the timing of emigration is as important as the act of migration itself in shaping the cultural identities of migrants.

IM: **When does Job Embeddedness Protect Against Shocks? A Gender Perspective on Working Abroad**

Author: **Christian Linder**, *SKEMA Business School - U. Côte d'Azur*
Author: **Sonja Sperber**, *Vienna U. of Economics and Business*

Mounting evidence suggests mitigating organisational and community embeddedness effects on turnover intention when shocks occur. Our study demonstrates that female expatriates face different challenges when going abroad, which necessitates the development of specific identities as expatriate manager compared to their male counterparts. Consequently, the embeddedness pattern in organisations and communities differs between genders, with severe implications on how job embeddedness protects against shocks. Our main contribution is to demonstrate why and how the number and the type of shock, the effective pattern of job embeddedness, and the relation to organisation and community differs between genders, as well as the consequence for turnover intentions.

IM: **The Role of Trust and Humility in the Perception of Leadership Among Rwandan Cooperative Members**

Author: **Jennifer Jukanovich**, *Pepperdine U.*

Trust is in decline across the globe at a time when complex problems require people to work together across borders. Humility is known to be a predictor of trust between followers and leaders, but few studies connect the two constructs, and very few are from Sub-Saharan Africa. Rwanda has one of the fastest-growing GDPs in Africa but is still deeply affected by a breakdown in trust due to a history of genocide. This qualitative ethnographic case study conducted interviews among Rwandan cooperative members to ask how trust and humility inform their perception of leadership. The findings reveal the significance of the character of a leader, affirm the concept of ubuntu, highlight members' self-perception as leaders, and define the conditions necessary for trust and humility to promote effective leadership. Insights into the leadership styles and strategies utilized in the cooperative suggest positive connections between a follower's perception of a leader's humility, trustworthiness, and the leader's effectiveness. The study contributes ideas for leadership development, emphasizing the significance of nurturing humility to foster greater trust among leaders and followers. It could also provide a foundation on which others learn to better recognize, honor, and nurture humble leadership that restores trust among disenfranchised communities.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **802** | Submission: **20465** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

Cross-Border Knowledge Flows in MNEs

Session Moderator: **Alexander Nikola Gorgijevski**, *Vrije U. Amsterdam, School of Business and Economics*

IM: **Bottom-up Initiatives: The Role of Managerial Micro-Political Behaviors**

Author: **Alexander Nikola Gorgijevski**, *Vrije U. Amsterdam, School of Business and Economics*

This study aims to investigate managerial actions in detail; how managers micro-politically maneuver in the organization that allows their initiatives to strive and survive. Specifically, the paper examines the initiative process and addresses the behaviors of managers seeking approval/recognition of initiatives bottom-up. A qualitative case study of a European automotive manufacturer is used to empirically showcase an ongoing industrial transformation into the digital domain which has called for new ways of innovating products, methods, and services, accenting in the creation of new structures where new knowledge is needed at a rapid rate. Although initiatives that cause a high degree of dissonance in the organization suffer disadvantages in acquiring resources from decision-makers compared to better-adjusted alternatives, they seem to continue surviving within the organization due to the micro-political behaviors of individual managers. Thereby presenting an alternative explanation to the innovative success of bottom-up initiatives, explicating a micro-political process. Thus, developing the perspective of the MNC by addressing the role of micro-politics within it; consequently, contributing to a more dynamic view on the management of bottom-up initiatives.

IM: **Defending Firm Knowledge against Industry Rivals**

Author: **Heather Berry**, *George Washington U.*
Author: **Roisin Donnelly**, *Tilburg U.*

In this paper, we explore how technological similarity across multimarket contact with industry rivals impacts the knowledge defense decisions of multinational corporations (MNCs). Not all rivals represent the same threat to firms and our paper highlights the imitation threat that comes from industry rivals who are more similar in technology focus and their technological success (with leaders tending to focus on other leading industry rivals and laggards focusing on other lagging industry rivals). Our results also suggest that foreign-based MNCs with high technological similarity that are active in a focal firm's home country represent an important threat to firms, given that these firms can use and exploit a firm's knowledge assets across countries. Overall, this paper contributes to both the multimarket contact and the global knowledge management literatures by examining which industry rivals present more credible threats to firms to better understand the knowledge management and defense decisions of MNCs.

IM: **Manage Innovation Activities Outsourcing to Developing Countries: A Knowledge-Based View**

Author: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*

Drawing upon the knowledge-based view (KBV), we explore why firms take the risk on outsourcing innovation activities to developing countries often characterized by high legal risk and weak intellectual property right (IPR) protection. We also examine how the firms manage their outsourcing activities. We hypothesize that the availability of low-cost and high-skilled human capital in a country, even with weak IPR protection, increases the likelihood that a firm outsources an innovation activity to that country. In addition, we further propose that the main effect of human capital can be positively moderated by the designed mechanisms – task specificity and project modularity. Using the data from Offshoring Research Network, Index of Economic Freedom, and World Economic Forum to test these hypotheses, we find our premises supported.

IM: **Unfolding and Developing Disseminative Capacity**

Author: **Harun Emre Yildiz**, *Uppsala U.*
Author: **Jingzi Zhou**, *Nottingham U. Business School China*
Author: **Carl Fey**, *BI Norwegian Business School*

Despite its critical role in knowledge transfer and the development of multinational corporations (MNCs), disseminative capacity has received limited attention compared to the mirror concept of absorptive capacity. This paper suggests and conceptualizes four staged dimensions of disseminative capacity – identification, articulation, association, and continuous support. We further distinguish different types of knowledge senders in MNCs (headquarters vs. subsidiaries) and explore how structural and social integration mechanisms could shape the disseminative capacities of headquarters and subsidiaries, respectively. Our conceptual model shows that these mechanisms might produce different results for headquarters' and subsidiaries' disseminative capacities. Our fine-grained approach recognizes asymmetries between units within MNCs and explains how integration mechanisms could create tradeoffs between the efficiency and effectiveness of cross-border knowledge transfer.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **803** | Submission: **20487** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Lincoln**

Institutions and Internationalization

Session Moderator: **Irina Stoyneva**, *Thomas Jefferson U.*

IM: **The Effect of Institutional Ownership Types and Institutions on Innovation**

Author: **Irina Stoyneva**, *Thomas Jefferson U.*

The impact of different institutional investor types and two institutional environment dimensions on innovation investment and performance were studied. Professional investment fund ownership was positively related to investment in innovation while negatively related to innovation performance. Pension fund equity exhibited no direct relationship with both innovation investment and innovation performance. Executive ownership was positively related to the innovation investment but unrelated to innovation performance. Results further suggest that the impact of professional investment fund ownership on innovation investment and innovation performance is contingent upon the degree of minority investor protection and the strength of the rule of law.

IM: **Subnational Institutional Differences, R&D-Performance Relationship, and FDI Spillovers in Russia**

Author: **Sergey Lebedev**, *Kennesaw State U.*

This study explores how subnational institutional differences in a large emerging economy influence the relationship between research and development (R&D), foreign direct investment (FDI) spillovers, and firm performance. Using a sample of Russian firms, we find that subnational institutional development significantly alters the link between R&D and firm performance. Specifically, we find that this relationship is positively moderated by better market-supporting institutions in a region and negatively moderated by higher levels of corruption in a region. Furthermore, we find that FDI will more positively moderate the relationship between R&D and firm performance if subnational institutional development is also higher, thus showing that subnational institutional development may foster the positive spillover effect of FDI on local firms.

IM: **Emerging Multinationals Escaping from Pro-market Reversals (WITHDRAWN)**

Author: **Mirko Benischke**, *Erasmus U. Rotterdam*
Author: **Elisabet Garrido Martinez**, *U. of Zaragoza*
Author: **Minerva González**, *U. of Zaragoza*

We analyze how pro-market reversals in emerging home markets affect firms' outward foreign direct investment (OFDI). By integrating the new institutional economics and the springboard perspectives, we propose three main arguments. First, pro-market reversals in the home country increase the incentives of emerging firms to escape through OFDI. Second, to accelerate the escape from pro-market reversals, we propose that emerging multinationals prefer acquisitions to greenfields. Finally, as emerging multinationals seek strategic assets to catch up with firms from advanced markets, there is even a higher pressure to escape through acquisitions when perform OFDI in advanced economies. We test our arguments on a sample of 22,546 OFDI operations referred to 9,579 emerging firms from 104 emerging markets from 2003 to 2016.

IM: **Navigating the Link Between Informal Institutions and Emerging Market Foreign Direct Investment**

Author: **Xuchang Chen**, *Peking U.*
Author: **Mengzi Jin**, *Peking U.*
Author: **Roy Yong Joo Chua**, *Singapore Management U.*

Drawing on the cultural perspective and institution-based view, this paper seeks to understand the effect of heterogeneity in informal institutions within a country on outward foreign direct investment (OFDI). Using a large sample of emerging market firms' outward foreign direct investment activities, we find that culture at the subnational level, as an important dimension of informal institutions, is a driver of firm's international expansion. Further, we identify how variations in regional-level support, namely governmental R&D investment and inward FDI spillover, weaken the effects of subnational culture on firms' OFDI. Overall, the cultural perspective sheds new light on firms' OFDI strategy and enriches international business research.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **804** | Submission: **20474** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

Sustainability and CSR Practices in MNEs

Session Moderator: **Peng Wang**, *BNU-HKBU United International College*

IM: **Subnational Environmental Regulatory Pressure and Foreign Divestment from an Emerging Market**

Author: **Peng Wang**, *BNU-HKBU United International College*
Author: **Teng Niu**, *Xi'an Jiaotong U.*

The pollution haven hypothesis (PHH) is widely used to explain the relocation of foreign investors to emerging markets. Economic and environmental institutions are then shaped by an influx of foreign direct investment (FDI), which leads to more stringent environmental mandates in emerging markets. However, the literature remains silent on whether and how FDIs respond to the increasing environmental regulatory pressure in an emerging market. Grounded in the legitimacy perspective, this paper proposes that the likelihood of foreign divestment is higher when the regional environmental regulatory pressure is more stringent. The formulated hypotheses are empirically tested with a Cox proportional hazard model of 402 international joint ventures (IJVs) established in China in 2000 whose foreign divestment status is traced until the end of 2017. A positive relationship between environmental regulatory pressure and the likelihood of foreign divestment is revealed. Furthermore, contingency effects are explored based on the political-economic legitimacy framework: State ownership and the distance to the provincial capital shape political legitimacy, while innovative capability and the local unemployment rate alter economic legitimacy.

IM: **Institutional Work in the Transfer of Sustainability Practices Within a Multinational Company**

Author: **Cristina Leone**, *U. of Palermo*
Author: **Arabella Mocciaro Li Destri**, *U. of Palermo*
Author: **Pasquale Massimo Picone**, *U. of Palermo*

Drawing on studies regards institutional work carried out by specific actors to prompt practice transfer, this paper explores the practice work and boundary work required to transfer sustainability practices within a Multinational Company (MNC). To address this purpose, we perform a single case study on an MNC headquartered in the USA that transfers “Diversity & Inclusion” practices to a division operating in Italy. We shed light on the work necessary to transfer sustainability practices originating from an advanced institutional context to another context with weaker institutions. Our findings reveal that local champions and boundary spanners play a key role in the MNC practice transfer, while emerging symbolic boundaries may hinder it. Hence, we offer conceptual and practical insights that can alert scholars and managers to the specific works and actions necessary to transfer sustainability practices between different country contexts on behalf of MNCs.

IM: **The Impact of Varieties of Institutional Systems on Forms of Corporate Diplomacy on SDG 16**

Author: **Catherine Erica Alexina McDonald**, *U. of St. Gallen*
Author: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

Why have scholars of corporate diplomacy proposed such different conceptual approaches concerning why and how firms engage in corporate diplomacy? This study suggests that the differences can be explained by the variety of institutional settings (VIS) in which corporate diplomacy is carried out. Using a qualitative multiple case study approach, propositions are made about the way that home and host country institutions impact the nature of corporate diplomacy engagement. Future research questions and pathways are recommended to enrich the corporate diplomacy research stream.

IM: **Impact of Green Innovation on Emerging Market Multinational Enterprises’ Foreign Direct Investment**

Author: **Ruosu Gao**, *U. Of Sydney*
Author: **Yi Li**, *U. of Sydney Business School*
Author: **Huan Zhang**, *U. of Sydney Business School*

By combining stakeholder and institutional perspectives, this paper examines the causal relationship between corporate social responsibility (CSR) and foreign direct investment (FDI) in tax havens by emerging market multinational enterprises (EMNEs). Using a panel dataset of Chinese listed firm FDI from 2005 to 2016 and an initial sample of 26,975 observations from 3,277 firms, our empirical analysis shows that stakeholder expectations drive EMNE burden and prompt them to raise awareness of investing in tax havens. However, EMNE's investments in tax havens have declined as corporate culture has changed due to increased CSR levels. Green innovation has an inverted U-shaped effect on EMNE's tax haven investments, an unusual internationalization strategy and motivation beyond traditional research. Furthermore, local green institutional support strengthens the causal relationship between green innovation and EMNE FDI in tax havens, leading to a steeper inverted U-shaped relationship. This study complements the tax haven literature by analysing the role of CSR in tax haven investments and contributes to the CSR literature by integrating stakeholder perceptions of risk management and corporate culture.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **805** | Submission: **10658** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Climate Change, Multinationals, and the Energy Transition: Insights into this Global Grand Challenge

Organizer: **Ivana Milosevic**, *College of Charleston*
Organizer: **Birgitte Grogaard**, *BI Norwegian Business School*
Organizer: **Erin Bass**, *U. of Nebraska, Omaha*
Moderator: **Erin Bass**, *U. of Nebraska, Omaha*
Panelist: **Birgitte Grogaard**, *BI Norwegian Business School*
Panelist: **Alain C. Verbeke**, *U. of Calgary*
Panelist: **Maoliang Bu**, *Nanjing U.*
Panelist: **Valentina Marano**, *Northeastern U.*
Panelist: **Rob Van Tulder**, *Erasmus U. Rotterdam*
Panelist: **Michael Putra**, *Rotterdam School of Management, Erasmus U.*

Firms and governments across the world face pressure to address climate change concerns. The International Energy Agency's latest report suggests that global economic recovery after the Covid-19 pandemic, the war in Ukraine and the associated energy concerns in a fragile geopolitical context, and increased regulations to curb climate change have heightened the central role of energy as an important issue in its own right. Moreover, it is apparent that the projected energy demands are unsustainable for the global climate goals, which makes the shift towards renewable energy sources and low carbon solutions one of the most important global grand challenges of our time. Energy producers—from large multinational enterprises to clean tech startups—are at the center of this energy transition, but must make the transition from fossil fuels to renewables in the context of changing regulations, geopolitical tensions, and increasing energy demand. This panel symposium brings together leading scholars on this topic to share a lively discussion on management theory and practice related to the energy transition. The purpose of this panel symposium is to encourage diverse perspectives on the energy transition and stimulate research on this global grand challenge.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **806** | Submission: **20449** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division UofSC-Douglas Nigh Best Paper in Multidisciplinary Research Award Finalists

Session Moderator: **Elisa Alvarez-Garrido**, *U. of South Carolina*

IM: **The Liability of Foreignness in the Capital Market: A Legitimacy Perspective**

Author: **You-Xiang Song**, *U. of Texas at Dallas - Jindal School of Management*

Foreign initial public offerings (IPOs) play a significant role in the stock market worldwide. Although foreign IPO firms differ from domestic IPO firms in important aspects and their survival can be driven by distinct mechanisms, prior research has typically focused on domestic IPO firm survival yet overlooked foreign IPO firm survival. This paper aims to disentangle how and when foreign IPO firms face a higher failure rate in the host stock market than similar domestic counterparts. Building on the international business research and the legitimacy perspective, we develop a moderated-mediation model showing: (1) stakeholder support (i.e., analyst coverage) in a host country mediates the effect of IPO firms' country of origin on their delisting hazard (how), and (2) the firm's geographic diversification moderates this mediated effect (when). This paper advances IPO research by attending to important yet understudied foreign IPO firm survival.

IM: **Business Group Affiliation and Cross-border Acquisition Completion: A Study of Indian Firms**

Author: **Sumit Chakraborty**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Despite the dominance of business group (BG) affiliated firms in emerging economies and their superior group-level international presence compared to standalone firms, we have little understanding of the impact of business group affiliation in successfully concluding cross-border acquisition (CBA) deals. This is a gap in the literature for two reasons. First, the pre-deal phase of CBA deals needs more scholarly attention, as the success rate for such deals is low and failure in concluding initiated CBA deals leads to high economic costs. Second, BG-affiliated firms are endowed with more resources, so it is important to study whether such resource advantages play a role in successfully concluding CBA deals. Drawing on the information asymmetry perspective, we argue that BG affiliation provides affiliated firms with information-based advantages, which play a significant role in the pre-deal phase, resulting in a higher likelihood of deal completion. Hypothesis test conducted on a sample of 1376 CBA deals initiated by Indian firms between 2003 and 2017 provides empirical support to our argument. We further find that industry-relatedness and acquirer public status strengthen BG-affiliated firms' higher likelihood of CBA deal completion. Our study contributes to both business groups and international business literature.

IM: **Populism and MNE Performance**

Author: **Markus Liebmann**, *WU Vienna*

This study examines how host-country populist governments have an influence on the performance of multinational enterprises (MNEs) and their foreign direct investment (FDI) projects. Leveraging institutional theory, we elaborate how populist governments change the overall institutional environment for firms and thereby affect their operations. Thereby, populism breaks the notion of a quasi-static institutional environment, making the mechanisms and consequences of change visible. We also investigate what role the experience of MNEs plays in this relationship, building on organizational learning theory. Taking a sample of 5,036 FDI observations from 2007 to 2019 as a basis, we perform a long-run event study with the FDI as the main event, followed by a three year event window. We find that the overall performance in terms of buy-and-hold abnormal returns (BHAR) is more negatively affected, the more power a populist government has amassed in the host-country of the FDI. We cannot find any support for a moderating effect of (relevant) experience in this regard. Our results highlight the need to dig deeper into the implications of populism for MNEs and their (international) operations.

IM: **Aligning Business Interests with National Goals in Industrial Policy: The Finnish Case, 1952-2014**

Author: **Christian Stutz**, *U. of Jyväskylä School of Business*
Author: **Saara Matala**, *Chalmers U. of Technology*

International business (IB) researchers have long studied how multinational companies use political tactics to shape policies in their home and host countries. Yet, this literature has largely ignored the return of industrial policies—i.e., governmental plans and activities to allocate public resources to private firms aligned with national objectives—as a new avenue for political activities. In this article, we redress this oversight from an IB perspective by examining Finnish industrial policy-making concerning export-oriented shipbuilding from 1952 to 2014. Drawing from neo-institutional theory, the empirical findings challenge the idea that the current rise of industrial policy is a temporary triumph of state interventionism over market ideology. Instead, the findings show the persistence of the operation over time although it occasionally took more hidden forms. We identify the industry's multi-generational political strategy to work with political leaders to legitimize and coordinate industrial policy-making under the influence of multiple institutional pressures (geopolitics, supranational institutions, local society). Our primary contribution is to unpack the corporate political activity nature of industrial policy-making from an IB perspective. Moreover, the study responds to calls for incorporating historical methods in IB scholarship and demonstrates a key methodological potential: Exposing biases in current research paradigms.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **807** | Submission: **11261** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

International Management Division Thought Leadership Café

Distinguished Speaker: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*
Distinguished Speaker: **Ivo Zander**, *Uppsala U.*
Distinguished Speaker: **A Rebecca Reuber**, *U. of Toronto, Rotman School of Management*
Program Chair: **Nandini Lahiri**, *American U.*
Division Chair: **William Newburry**, *Florida International U.*
Division Chair-Elect: **Grazia D. Santangelo**, *Copenhagen Business School*
Professional Development Workshop Chair: **Klaus Meyer**, *Ivey Business School*
Past Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **808** | Submission: **11395** | Sponsor(s): **(IM, DEI)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Cultural Intelligence Twenty Years On: Where to From Here?

Organizer: **David C. Thomas**, *U. of Victoria*
Organizer: **Yuan Liao**, *U. Of Sydney*
Panelist: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*
Panelist: **Xiaowen Chen**, *Western Kentucky U.*
Panelist: **Robert L Engle**, *Quinnipiac U.*
Panelist: **Ann E. Feyerherm**, *Pepperdine Graziadio Business School*
Panelist: **Sarah E. Henry**, *U. of Oklahoma*
Panelist: **Xing Liu**, *Wayne State U.*
Panelist: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*
Panelist: **Alfred Presbitero**, *Deakin U.*
Panelist: **Thomas Rockstuhl**, *Nanyang Technological U.*
Panelist: **Christopher Schlaegel**, *Otto von Guericke U. Magdeburg*
Panelist: **Catherine Wu**, *Nanyang Technological U.*

The concept of cultural intelligence was introduced to the management literature in 2003 (Early & Ang, 2003). Since then, hundreds of articles and dozens of books (see Caputo & Kargina, 2023) have drawn on this concept to help explain cross cultural interactions in organizational settings. In the first quarter of 2023 the Handbook of Cultural Intelligence Research (Thomas & Liao, 2023) will be released, which includes 27 chapters from 55 different authors representing 55 different countries. A subset of 12 authors will provide the panel for this symposium. The goal of the symposium is to build on the themes reflected in the handbook and to facilitate a discussion among the participants as to the future opportunities that each theme presents for cultural intelligence research. We hope to inspire the next generation of researchers to move beyond the mundane and repetitive mode that so often creeps into a field of study as it matures. The concept of cultural intelligence addresses one of the most pressing issues of our time; the understanding of intercultural interactions among individuals in groups, organizations, and society.

Session Type: **Meeting**
Program Session: **809** | Submission: **21195** | Sponsor(s): **(MBR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 1**

New Attendee Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*
Organizer: **Julia Vesei**, *Academy of Management*

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

KEY TO SYMBOLS

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

Session Type: **Meeting**
Program Session: **810** | Submission: **21200** | Sponsor(s): **(MBR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Career Center Services

Stop by the Career Services Center to sign up for a coaching session or learn more about the job market experience. Staff is on hand to support you through this part of your journey.

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

Session Type: **Paper Session**
Program Session: **811** | Submission: **20939** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Inclusivity in Organizational Design

Session Moderator: **Eric Sanders**, *Elmhurst U.*
Session Moderator: **Shola Ajiboye**, *Case Western Reserve U.*

MC: **Rewriting Our Story: Working-Class People in Elite Institutions**

Author: **Sandra Ool**, *Cambridge Judge Business School*

In this dissertation review, I provide a summary of the empirical and theoretical findings and implications of my study. Moving beyond macro level socio-economic statistics, my dissertation explores the complex and often misunderstood lived experiences of working-class people in elite institutions. I use a qualitative cross-organisational case study approach, interviewing people who come from a working-class background and have built their careers in the City of London, either within management consulting and / or financial services. I explore what it is like to clash with the surrounding environment on a daily basis and what people choose to do about it. The purpose of my dissertation was to explore how working-class people's views of themselves and their elite work environment change throughout their career. I use the concept of class work to bring institutional classism to life and reveal how it manifests in the day to day. More importantly, I connect the status quo with the promise of disruption through examples of class-destroying work. My findings confirm the prevalence of class-based norms in the workplace, while also providing surprising insights regarding the potential for change through lifelong crafting of individual working-class people. As a management consulting practitioner, who also happens to come from a working-class background, it was essential for me to relate my findings to practice. As such, I outline practical implications to encourage management consulting firms to begin their journey in addressing class-based differences in their organisation.

MC: **Inclusive Co-Design in Management Consulting through Power, Place and Time Work**

Author: **Taisa Ballantyne**, *Cambridge Judge Business School*

In this short paper, I focus on how management consultants can culturally adapt co-design processes for greater inclusion of beneficiary groups. To do so, I draw on the case of the Design by Doing 2.0 Bhutanese Employment Lab, a social innovation lab co-created and designed by community-based consultants and the Bhutanese refugee community in Edmonton, Canada. Using qualitative data from in-depth interviews and lab documents, I reveal how power, place, and time considerations are integral to building more inclusive processes when engaging and designing solutions with culturally diverse beneficiary groups. This paper is adapted from my master's dissertation and subsequent research summary. It presents practical insights for management consultants who wish to adapt co-design and innovation processes to be more aware of unequal power dynamics in their engagements. This research also supports literature on inclusive innovation by revealing how practitioners can engage in power, place, and time work to enact greater inclusivity in co-design processes.

MC: **From Human Capital to Social Capital: Putting Humans at the Center in Designing the Organization**

Author: **Tiffany J. McDowell**, *Ernst and Young LLP*

Today's organizations are unable to deal with rapid change nor to innovate consistently at scale. Worse, individuals are not engaged in their work, nor with the organizations to which they belong. We know we must dismantle current organization designs and restructure for today's environment, but to date organization design solutions have been incomplete for three reasons. First, organization designs are not linked to how humans behave in groups and in systems. Second, design solutions are focused primarily on the individual unit of analysis, not the group and system level. And third, design has historically ignored the power of horizontal networks, which account for approximately 80% of how information flows and work is done in an organization. This paper introduces the Peopletecture model, demonstrating through qualitative methods how the six elements in the model (hierarchy, networks, measurement, membership, responsibility, and teaming) provide academics, leaders, and practitioners with a purposeful set of tools that improve consulting outcomes, and advance management theory by applying new methods to help improve the lives and experiences of workers. Using a consistent qualitative method to document case studies from two organizations facing real and tangible workforce challenges, the paper describes new and innovative approaches to resolving these challenges, designing intentional collaboration patterns around how humans behave in social settings, thereby positively impacting management consulting theory and practice.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **812** | Submission: **20935** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Human Resource Management, Training and Workers Front and Center

Session Moderator: **Uzonna Olumba**, *U. of Illinois at Urbana-Champaign*
Session Moderator: **Shola Ajiboye**, *Case Western Reserve U.*

MC: **Is Training People the Most Profitable Investment ?** 💻

Author: **Carole Bousquet**, *IDRAC Business School & ISEOR*
Author: **Miguel Delattre**, *IAE - U. of Lyon 3*

Any organization, whatever its size or sector of activity, experiences dysfunctions linked to problems of training/job mismatch and a lack of development of individual and collective skills. Although companies are aware of the need for professional training, in reality, they have difficulty overcoming the related dichotomous reasoning: training is mainly seen through its "social" benefits, while its economic impact is mainly reasoned as a cost to the employer, disconnected from the company's strategy and concrete performance objectives. How can we measure the return on investment of training initiatives? How to better manage them? This paper, based on 24 case studies, aims to present a method for managing and calculating the ROI of training actions, or "Intangible Investment on Qualitative Development of Human Potential" (Savall & Zardet, 1987, 2018), accessible to both academics and practitioners.

MC: **Let's Talk About Silence: Preventing and Reducing Employee Silence in Professional Service Firms** ☯ 🗨

Author: **Henrik Maria Bienstein**, *WFI - Ingolstadt School of Management*

The phenomenon of employee silence – especially in the context of professional service firms (PSFs) like management consultancies or auditing firms – has recently gained increasing attention in organizational research. However, there is a lack of studies on organizational measures that can prevent or reduce this unfavorable employee behavior. Twenty-five semistructured expert interviews with partners of PSFs were conducted to address this topic. I develop a framework consisting of 30 measures and resulting in six fields of action to reduce employee silence in the specific organizational context of PSFs. The findings contribute to a further understanding of professionals and their workplaces as well as opening an academic discourse on measures to prevent or reduce silence in organizational research. By implementing the measures developed, PSFs can reduce employee silence and prevent negative impacts of the phenomenon, such as performance declines or terminations.

MC: **Putting Women Front and Center: An Integrated Literature Review of Working Women Post Pandemic**

Author: **Joanne Roehm**, *Doctoral Student*

ABSTRACT Recognizing advances in women's workforce participation and pay overtime, particularly in the last several decades, we know that before the COVID-19 pandemic several entrenched, systemic issues existed that impacted the volume of women in the workforce across all sectors and played a role in women's career advancement and pay. As we move out of said pandemic, what is the future of women and work? In this integrated literature review, recent literature (2020 to 2022) was searched using keywords that include workplace, gender, working women, workplace climate, employment, COVID-19, pandemic, gender inequality and many combinations thereof. An overview of themes from the current body of literature around women at work and the COVID-19 pandemic and our current understanding of them will be presented and analyzed, and then end with conclusions, their implications, limitations of the current literature, and by sharing opportunities for additional future research. The pandemic has given us the opportunity to learn from the experiences of women leaders and this literature review synthesizes published research to date and hypothesizes specific strategies for organizations to better accommodate female leaders who are working mothers. Specifically, we put women front and center, and address how the pandemic has disrupted the nature of work for these valuable workers. Keywords: Women, work, COVID-19, pandemic, gendered work, gender equity

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MC: **Orchestrating Diverse Schedules at Work: A Framework of Coordination for Flexible Work Schedules**

Author: **Cana Karaduman**, *Tilburg U.*

Organizations increasingly adopt hybrid work arrangements to reduce costs and attract talent. Flexible working schedules are one of the features that come with the change. Such flextime applications allow employees to exercise their autonomy over their work, provide them with a better work-life balance, and increase their job satisfaction. On the other hand, synchronizing the actions of a team of employees with diverse schedules can pose a challenge for managers. In this paper, I argue that an encompassing understanding of employees' divergent time preferences (i.e., subjective time preferences) can help us understand under which conditions we need certain coordination modes. I propose a conceptual model that, a) synthesizes the literature on different subjective time taxonomies, b) proposes means to coordinate different conditions related to employees' subjective time, and c) introduces temporal complexity, consisting of temporal interdependence and temporal uncertainty, as an important construct to understand the coordination of time in organizations. The paper aims to provide a framework for coordinating diverse time preferences of employees, that can stem from the diversity of personality, age and culture.

MC: **Relationship Between Trait Emotional Intelligence & Burnout Among Workers in the Humanitarian Sector**

Author: **Raghida Abdallah Yassine**, *Adelphi U.*
Author: **Najoie Nasr**, *Haigazian U.*
Author: **Hiba Antoun**, *Haigazian U.*

This study investigated the relationship between trait emotional intelligence and burnout among managers and non-managers in the humanitarian sector in Lebanon. We explored trait emotional intelligence as it relates to burnout whilst controlling for status (managerial and non-managerial) and working from home. The results of the study suggest a significant inverse relationship between the average score of trait emotional intelligence and burnout as total score. That is the higher the trait emotional intelligence score reported, the lower is the burnout score. Further analysis suggested that there is a significant relationship between trait emotional intelligence as a total score as well as the subscales burnout. This aligns with the studies on positive psychology and linkages between well-being and positive emotions. While controlling for employment status, results indicated that emotional exhaustion was not affected by employment status (manager and non-manager), which was unexpected. Finally, those working from home had higher levels of burnout than those who did not.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **813** | Submission: **20204** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

Technology in Teaching

Session Moderator: **Wlamir Goncalves Xavier**, *Biola U.*

MED: **Conventional versus Fully Online Flipped Learning Environments**

Author: **Sabrina Wittmann**, *Philipps-U. Marburg*
Author: **Torsten Wulf**, *Philipps-U. Marburg*

Due to restrictions related to the COVID-19 pandemic, fully online higher-education classes were implemented around the world, which reinforced existing trends towards the adoption of online and blended learning formats, such as flipped learning. The few studies that have compared the effects of conventional and fully online flipped learning environments on student learning outcomes offer mixed results. Thus, with pandemic restrictions being lifted, researchers and practitioners are seeking to understand whether conventional flipped learning or fully online flipped learning is preferable. Drawing on flipped learning, educational-psychology, and management-education research, we argue that fully online flipped learning is associated with increased flexibility and decreased interaction, leading to less flow and, thus, poorer student learning outcomes. The results of an experiment involving 136 graduate students enrolled at a German university support our hypotheses. We contribute to management-education research on flipped learning environments by shedding light on the effects of fully online flipped learning compared to conventional flipped learning by analyzing the key characteristics of flipped learning. Thus, our paper also offers practical tips on the design of flipped learning classes.

MED: **Pedagogical and Andragogical Approaches to Distance Learning**

Author: **Wlamir Goncalves Xavier**, *Biola U.*
Author: **Jake Aguas**, *Biola*
Author: **Cinara Gambirage**, *U. of Groningen*

This article investigates and explores if best practices for adult (andragogical) online teaching, differ from the pedagogical practices recommended for children. Research-based online teaching standards developed and tested by Quality Matters (QM) were used to address this specific question. Findings indicated a significant similarity between Higher Education and K-12 best practices. However, the comparative analysis of the QM standards for Higher Education and K-12 identified three dimensions: regulation, cognitive development, and maturity.

MED: **Examining the Role of Psycho-Social Motivators on MOOC Adoption: Moderating Effect of Gender**

Author: **Rahul Rajan Lexman**, *Indian Institute of Technology Madras*
Author: **Rupashree Baral**, *Indian Institute of Technology, Madras*
Author: **Nimitha Aboobaker**, *Assistant professor Cochin U. of Science and Technology*

This paper aims to examine the effects of intrinsic psychological and extrinsic social and institutional motivators influencing individuals' behavioral intention to use MOOCs. Further, the study also aims to explore if there exists a moderating effect of gender on the relationships between the independent and dependent variables under study. Drawing upon the findings from social cognitive theory (SCT), and the technology acceptance model (TAM), our study developed a theoretical model and further conducted an empirical study with the student population in India. In total, 622 valid data were collected from undergraduate, postgraduate, and doctoral-level college students through an online survey. We used the structural equation modeling technique to examine the research model. The empirical results from our study suggest that, while intrinsic psychological motivators such as self-efficacy, technology innovativeness, valence, and self-development are positively associated with individuals' behavioral intention, extrinsic motivators such as social norm and management commitment have little influence on behavioral intention. The moderation test further revealed that males are more likely to be influenced by valence, self-development, and perceived usefulness (PU) as compared to females. Our study can provide insights to the MOOC administrators on various learner-centric attributes that enhances learner participation.

MED: **Indigenous Peer Learning in a Digital Third Space**

Author: **Christine Woods**, *U. of Auckland*
Author: **Billie Lythberg**, *U. of Auckland*

This paper explores learning in the context of Indigenous entrepreneurship education from the perspectives of non-indigenous academics engaged in Maori entrepreneurship education at the University of Auckland Business School. Specifically, it considers how a digital third space provided opportunities for a postgraduate class of Maori adult students to work together to understand entrepreneurship and explore its relevance for their community.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **814** | Submission: **10515** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

The Democratization of Coaching

Panelist: **Richard E. Boyatzis**, *Case Western Reserve U.*
Session Chair: **Melvin L. Smith**, *Case Western Reserve U.*
Panelist: **Nicky Terblanche**, *Stellenbosch U.*
Panelist: **Jonathan Passmore**, *Henley Business School, U. of Reading, United Kingdom*

People want and need development. In surveys of MBAs, the most frequent reasons as to why they chose a company to work for and why they stayed were opportunities to develop and engage in novel activities (Boyatzis, Smith & Van Oosten, 2019). In these surveys, development was a higher ranked reason that compensation. More recent surveys suggest that purpose and investing in their development are features Millennials seek in potential employers (American Express, 2017; Manpower 2016). At the same time, we know that the human organism requires constant adaptation or it atrophies and dies (Wilson, 2000). At the same time, there was an engagement crisis pre- COVID showing that most people with full time jobs were not motivated and engaged in their work from every country surveyed. It was followed by the Great Resignation and Quiet Quitting movements following two years of remote work, financial and social and political turmoil during the pandemic. The motivating power of development opportunities at work have risen to become a major factor in retention and productivity at work. In addition, there are billions of people who do not work in companies or for government organizations but still seek growth and development. There are three major approaches to development: education, training, and developmental assignments. Formal degree based education does not have a track record of providing retained learning. One study showed that the half-life of knowledge from the first required accounting course at a top 20 ranked full time MBA program was 6 ½ weeks (Specht & Sandlin, 1991). Outcome assessment studies of 4-year college or graduate school programs suggest little is remembered and needed skills for job performance are not often developed (Astin, 1993; Winter & McClelland, 1982; Boyatzis, Cowen & Kolb, 1995). Training programs in organizations do not appear to provide sustained development either, mostly suffering from what has been called the “honeymoon effect” of noticeable behavior changes that last 3 weeks to 3 months and then atrophy (Campbell, Dunnette, Lawler & Wieck, 1970; Boyatzis, 2008). Developmental assignments provided through formal career pathing or temporary project/task team assignments have been used for hundreds of years and are believed to work well, but there is little evaluative research to support its efficacy. Clearly, it works for some people, but that does not account for thousands or millions of people for whom such assignments have yielded little development of their capability. The positive benefits appear more haphazard and probably wasteful in terms of lost motivation and engagement. Coaching is emerging as a quite popular form of development in organizations, education and for individuals wanting to change. It is personalized and more acceptable than training programs in hierarchal cultures (Hofstede, 1984). The early results and outcomes from random assigned, control group studies are promising (Boyatzis, et al., 2022; DeHaan, et. al., 2019). Coaching, however, is highly labor intensive and as a result costly. This results in a relatively select number of individuals being able to access the benefits of coaching. To pursue the theme of the 2023 AOM Annual Meeting of Putting the Worker Front and Center, we contend that development has to be available, provided and encouraged for all. This symposium addresses three key issues that could broaden the use of coaching as a means of development, not just for the select few, but for the masses in our society. The three key questions we are addressing in this symposium are: 1. How can we bring the benefits of coaching to the hundreds of millions of individuals who work in organizations but are not executives or individuals identified as high potential talent? 2. How can we bring the benefits of coaching to the billions of people who do not currently work in organizations with development programs, as well as those who do not work in organizations at all? 3. How can coaching help with mental and social health, as well as career and educational guidance for people in all walks of life, regardless of their race/ethnicity, the type of work they do, their socioeconomic status, or their level of formal education achieved?

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

Session Type: **Paper Session**
Program Session: **815** | Submission: **20212** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Deeper Understanding of Management Learning & Education

Session Moderator: **Richard J. Arend**, *U. of Southern Maine*

MED: **The Contrasting Impacts of Entrepreneurship Education and the Likely Explanations**

Author: **Richard J. Arend**, *U. of Southern Maine*
Author: **Ali Fehmi Unal**, *U. of Southern Maine*
Author: **Richard Bilodeau**, *U. of Southern Maine*

We consider the overarching issue of whether entrepreneurship education matters by empirically studying the more focused question of whether it matters to personal, organizational, and societal performance based on what organization that training is applied in. We do so to better understand the contrast between entrepreneurial education's significant positive micro-level effects and its lack of significant effects at the macro-level (e.g., in start-up rates). We do so by surveying students who graduated from formal entrepreneurship programs in the last decade about their education, their individual entrepreneurial performance at whatever organizations they then contributed to, that organization's performance, and several other outcomes of interest to society (e.g., innovations). We find not only the usual contrast in micro- and macro-level effects, but also new results based on our simultaneous multi-level analysis approach (e.g., that includes insights at the organizational level where it appears that educational benefits begin to dissipate). We use these results to: generate a set of relevant possible explanations; offer a novel narrative for the current conundrum based on a solid analogy; and, propose several new recommendations to improve the outcomes.

MED: **Survival Learning and Organizing Despite Disaster and Misery in Fukushima**

Author: **Nobuyuki Chikudate**, *Hiroshima U.*

This study reports on the nature of the learning and organizing practices that played a significant role in harnessing survival and resilience among survivors and refugees of the catastrophic events of March 2011 in the northeastern region of Japan, especially Fukushima. Based on an eleven-year in-depth qualitative study, the research reveals the nature of learning and organizing among those who suffered from these events.

MED: **Deterring Cheating Online: Passive versus Active Proctoring through a Social Facilitation Lens**

Author: **Gerard Beenen**, *California State U., Fullerton*
Author: **Sinjini Mitra**, *California State U., Fullerton*

The abrupt transition to online teaching and exams has made business schools especially vulnerable to a surge in cheating behavior. To address this problem, we conducted two studies investigating cheating behavior and motivation from a social facilitation perspective. Study 1 explored how alternative interpretations of social facilitation (mere presence vs. virtual presence) might predict potential cheating for online proctoring approaches ranging from more passive to more active. We found indirect evidence that active proctoring was more effective at reducing cheating behavior. Study 2 extended the continuum of passive to active proctoring with a scenario study that explored motivational factors to deter cheating through a social facilitation lens (evaluation apprehension, negative arousal, self-awareness, distraction). Consistent with study 1 results, cheating intentions were highest for passive proctoring (instructor monitoring an online Zoom room) and lowest for active proctoring (instructor monitoring in-person). We also found evaluation apprehension and self-awareness were effective cheating deterrents in different proctoring scenarios. We discuss the implications and suggest future research directions.

MED: **The Relations Between Leader Development, Self-awareness, and Mindfulness**

Author: **Sari Johanna Laine**, *Turku School of Economics, U. of Turku*

Leader development has traditionally emphasized formal training of particular task-related skills, rather recently, the focus has shifted towards self-learning and developing one's cognitive and affective skills such as self-awareness and emotional intelligence. In this respect, voluntary mindfulness practice has increased popularity among leaders. To explore this phenomenon, this study aims to find out how leaders' voluntary mindfulness practice has impacted their felt sense of self-awareness development. The study is based on interviews with 43 leaders engaged in mindfulness practice. The findings imply that mindfulness practice accelerates the process of becoming more self-aware of one's unproductive tendencies and thinking patterns and seeing more (e.g., optimistic and resilient) thinking and behaving options. This study contributes to research on leader development and self-awareness and aims to clarify the mindfulness-related processes that may influence leader self-awareness development.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **816** | Submission: **20530** | Sponsor(s): **(MH)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

The Historical Analysis of Industries and Corporations

Session Moderator: **David Foord**, *U. of New Brunswick*

These papers examine how external factors have influenced industries and corporations. Each article of this proposed set takes a different industry or company and examines how it has changed over time.

MH: **Leisure Jobs: Recreating Family and Social Life in Canadian Electric Utility Marketing, 1920-1970**

Author: **David Foord**, *U. of New Brunswick*

This paper contributes to debates of how technological and cultural change occurred in twentieth century homes. It is framed in the context of the seemingly contradictory views about modernizing technology and housework in the twentieth century. One view is that the transformation of homes with electric power created more work for mothers. The other is that electric appliances saved time and led to fewer hours of housework and family care. I reconcile these views in an examination of the history of marketing of technological and cultural change in the Canadian electric power industry from 1920 to 1970.

MH: **Strategy and place: Understanding the Decline and Failure of a Multi-generational Family Business**

Author: **Tom McGovern**, *Newcastle U.*
Author: **Nicholas Wong**, *Newcastle Business School, Northumbria U.*

Rushworth Music House Limited (RMHL) was a family-owned business that operated in the music industry in Liverpool for over 160 years. The company had been very successful but under the ownership of the fifth generation of the family it faced a financial crisis that led to a radical restructuring of the business. The strategic and operational changes that were implemented provided only a temporary respite for the business. We examine the external and internal factors that led to the crisis and why the family directors were unable to turnaround the business. The case study shows the difficulties of achieving a sustained turnaround when facing financial difficulties and unfavourable external conditions.

MH: **The Ability to Reconfigure: A Historical Study of Corning**

Author: **Sean Simoes**, *Haskayne School of Business, U. of Calgary*
Author: **Olga Petricevic**, *U. of Calgary*

The ability to reconfigure refers to firms redeploying assets and changing routines as markets emerge and evolve and is viewed as a firm's Dynamic Capability (DC). We investigated reconfiguration through a historical study of Corning, including books and articles on Corning, annual reports, and letters to shareholders, and identified key themes that were enablers of reconfiguration such as a strong top-management desire to find the "next big hit", consistent investment in fundamental research in an area of core-expertise, partnerships with customers and external parties, and successful combination/reuse of resources. We categorized these enablers into four aggregate dimensions of reconfiguration: aspiring, investing, partnering, and harnessing, and developed a model linking these enablers. These results help explicate reconfiguration in a manner conducive to empirical testing and practical application.

MH: **Craft in Engineering**

Author: **Mirva Peltoniemi**, *U. of Jyväskylä School of Business*
Author: **Antti Sihvonen**, *Jyväskylä U. School of Business and Economics, Jyväskylä, Finland*

Research on the engineering profession has devoted substantial attention to engineers' political role, while the content of engineering work has received limited attention. In this study, we shed light on engineering work by studying its craft dimensions since engineering combines both craft and science. Our empirical fieldwork focuses on the development of analysis and testing methods and equipment at Central Laboratory, the R&D alliance of the Finnish pulp and paper industry, from 1920 to 1972. By using grounded theory and process research techniques, we analyzed 56 engineering projects to understand the dimensions and processes of engineering craft. Our findings reveal three dimensions of engineering craft: 1) mastery of transformation techniques that enable translating ideas and scientific principles into methods and equipment, 2) balancing scientific accuracy and practical application to steer work towards practical usefulness, and 3) interacting with the engineering community to determine standards of quality and manage their position. During crafting processes, these three dimensions generate cycles of problem-finding and problem-solving that focused either on routinized problem-solving or the creation of novel solutions. The creation of novelty suggests that engineering involves creativity, and these creative acts focus on the production of effective solutions. Together the different dimensions of engineering craft and how they are used in crafting processes help engineers to resist mechanization of their work because engineering work requires human judgment and ingenuity.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **817** | Submission: **20128** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Making Sense of Gender and Diversity

Session Moderator: **Susan Biancani**, *Netflix*

MOC: **Women Perceive Incivility from Men as Gender Bias: Coping Responses and Boundary Conditions**

Author: **Grisel Lopez-Alvarez**, *U. of Illinois at Urbana-Champaign*
Author: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*

Women are more likely than men to be targets of incivility in the workplace. Scholars have referred to this pattern as selective incivility and suggest that incivility directed toward women is a form of modern sexism in the workplace. However, it remains unclear whether women themselves make sense of incivility from men as a form of gender bias, whether workgroup context affects these perceptions, or whether women engage in unique responses to incivility perceived as selective. We draw on social identity theory to develop a conceptual model to better understand these relationships. Across three studies with working women, we show that although women perceive largely similar forms of incivility from men and women, they perceive male-instigated incivility as a form of gender bias; however, the gender composition of the workgroup does not moderate this relationship. Further, our findings show that women are more likely to engage in problem-focused-responses (i.e., direct confrontation and formal reporting), rather than emotion-focused responses (i.e., avoidance) in response to incivility perceived as selective. Our research advances the literature on incivility, selective incivility, and gender bias in the workplace, has practical implications for managers seeking to foster inclusion in the workplace, and suggests novel directions for future research.

MOC: **Do We See It As It Is or As We Are? The Mismatch Between Actual and Perceived Diversity**

Author: **Bianca Sá**, *Brazilian School of Public and Business Administration*
Author: **Ishani Aggarwal**, *Brazilian School of Public and Business Administration*

The perceived diversity literature has grown during the past decade. Despite the emphasis given to its contribution towards understanding diversity on teams' outcomes, less has been explored on the factors influencing the perception of diversity. Existing research indicates that actual diversity may not always align with perceived diversity; in this sense, we investigate which factors contribute to the potential mismatch between actual and perceived diversity. We integrate the literature on social perception, social cognition, and team diversity to highlight the role of the perceiver's attributes and group composition in shaping the perception of diversity and how time interacts with them. Moreover, we develop a novel Diversity in Salience perspective to explain the proposed effect.

MOC: **Time Policing, Work, and Personal Attributions for Absence and Gender in Professional Roles**

Author: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*

Pressures to spend long hours working are a powerful behavioral dynamic in contemporary professional and managerial workplaces. We build and test novel theory about the gendered ways that people monitor and make attributions about others' time use at work. Analyzing a survey of 100 managers, we develop a new construct, time policing: the everyday practice of monitoring and making attributions about others' time use at work. Participants' qualitative responses suggest time policing is gendered, with women's time away from the office more likely than men's to be attributed to personal commitments, and men's more likely to be attributed to work commitments. We explore time policing through two surveys and eleven experiments, including a preregistered replication, with a total of 2,710 participants. The results reveal two ways that time policing is gendered: first, the gender of the person evaluated changes whether he or she is noticed as taking time away from work; second, attributions about reasons for these absences are also gendered. We find that gendered time policing generalizes across industry gatekeepers, the lay public, and also occurs in online work environments. Further, our studies show that gendered time policing is shaped by the occupation's demographic composition: in gender-balanced or male-dominant occupations, time policing associates women with personal responsibilities, but in a female-dominated occupation, men are associated with personal responsibilities. These studies offer novel insights into relationships between time, gender, and inequality that are especially important given the push to return to the office.

MOC: **Organizational Event Sensegiving in the Wake of Mega-Threat Events and the Psychological Contract**

Author: **Adaora Ubaka**, *Northeastern U.*

Mega-threat events are adverse, highly publicized events, in which people are harmed, threatened, or targeted because of their membership within a specific social identity group (Leigh & Melwani, 2019). In the aftermath of such events, many organizations grapple with whether to issue a response to their employees, and if they do respond, how to respond in a way that is credible and sensitive to the needs of employees whose social identity group is most impacted. While there is burgeoning scholarship on mega-threat events and their impact on organizational life, there is a theoretical need to understand the mechanisms by which organizations can fulfill their psychological obligations to employees when these events occur. Integrating signaling and strength of signal theories (Spence, 1973; Suazo et al., 2011) across three experimental studies (N = 1, 100), we address this dilemma. First, we find that organizational communication response to a mega-threat event is a contemporary obligation within the employee-employer relationship as measured by psychological contract violation. In Study 1 we show how organizational event sensegiving as a communication approach generates perceptions of psychological contract fulfillment. This relationship is mediated by identity safety for those whose social identity group is affected by the mega-threat event (i.e., Asians), and perceived organizational support (POS) for all participants. In Study 2 (pre-registered replication), we replicate Study 1 findings. Implications for theory are discussed.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **818** | Submission: **20148** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Sensemaking and Meaning at Work

Session Moderator: **Patricia Caulfield Dahm**, *U. of Kansas*

MOC: **My Story to Tell: The Meaning(fulness) of a Moment**

Author: **Patricia Caulfield Dahm**, *U. of Kansas*
Author: **Spencer Harrison**, *INSEAD*
Author: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Author: **Njoke Thomas**, *Boston College*

Drawing on interview data from 60 employees of a technology company, we employ grounded theory methodology and induce a theory of establishing authority over meaningful moments at work. Our analysis reveals that individuals carefully share and withhold stories of meaningful moments from enmeshed, empathetic, and equivalent audiences in order to achieve authority over meaningfulness. By shifting our analysis of meaningfulness from the overall gestalt of work to moments, both positive and negative experiences emerged as meaningful.

MOC: **Virtual Collaboration Affects Tacit Knowledge Acquisition: the Role of Observation and Storytelling**

Author: **Qi Zhang**, *Erasmus U. Rotterdam*
Author: **Gianluca Carnabuci**, *ESMT Berlin*

Acquiring tacit knowledge is critical at work and often requires interactions, strong ties, and trust. However, it is unclear how the advent of virtual collaboration influences this process. Integrating research on virtual work, tacit knowledge, social learning, and vicarious learning, we propose that relative to face-to-face collaboration, virtual collaboration hinders the acquisition of tacit knowledge, mainly by reducing people's observation of others' behaviors but not the storytelling from others. We found evidence for our theory in a survey study and a critical incident study. According to the experiences from a range of professions requiring on-the-job-learning, virtual collaboration indeed hampers tacit knowledge acquisition via the reduction in observation. However, virtual collaboration is as effective as face-to-face collaboration in facilitating the acquisition of tacit knowledge via storytelling. Additionally, we find that whenever the tacit knowledge being transferred is task-based, virtual collaboration is a more effective conduit than face-to-face collaboration. When the tacit knowledge is more contextualized or embodied, such as interpersonal skills, personal development, and socialization, virtual collaboration becomes a less effective conduit than face-to-face collaboration. Our research unravels how and what people learn from others as tacit knowledge in virtual collaboration compared to face-to-face collaboration, which has important theoretical and practical implications.

MOC: **Sensemaking and SubjectiveTime: The Role of Mental Time Travel's Functions in Prospective Sensemaking**

Author: **Syed Hassan Naveed**, *U. of Strathclyde, Scotland, UK*
Author: **Efstathios Tapinos**, *U. of Strathclyde*
Author: **Dilshod Makhmadshoev**, *U. of Strathclyde*
Author: **Laura Fernández-Méndez**, *U. Pontificia Comillas, ICAI-ICADE*

Prospective sensemaking invokes multiple temporalities (past, present, and future) and thus the concept of time becomes pivotal in its realm. Extant studies have galvanized around the retrospective sensemaking and objective time, while prospective sensemaking and the actions of subjective time have remained undertheorized with a distinct lack of empirical evidence. One important action of subjective time is mental time travel in which the past, present, and future are experienced within the current moment. This paper examines the ways in which the individuals at the top-level management make sense of uncertainty by utilizing the three functions of the mental time travel (Attending, Preparing and Comprehending). Deeper understanding between sensemaking and these three functions of mental time travel has been made using 23 semi-structured interviews with the managers working in top positions within their respective organizations. Our study contributes to the theory of the sensemaking and the concept of subjective time by providing a comprehensive framework in which these three functions of the mental time travel are used across the past, present, and future in making the prospective sense of uncertainties and crafting and implementing strategies against them.

MOC: **Let Me Entertain You – How Entertainment Practices Support the Construction of Narratives**

Author: **Maren Vakilzadeh**, *U. of Kassel*
Author: **Peter Eberl**, *U. of Kassel*

Leaders often rely on narratives to positively influence their followers' attitudes toward change processes. In our paper, we explore how such narratives are constructed and how rhetoric elements can be used to convey a compelling narrative for change. Although it is acknowledged that entertainment is an essential component of narratives, little is known about the specific entertainment practices and their influence on narrative rhetoric. Using an in-depth qualitative study of Donald Trump's 2016 presidential campaign, we examine the rhetoric and the entertainment practices used for narratives to enhance the audience's willingness to change. Our analysis suggests that five interconnected rhetorics, namely legitimizing, delegitimizing, dissatisfying, futurizing, and empowering, are communicatively embedded in three entertainment practices, interruption, uncomplying, and embellishing. These entertainment practices are used to amplify the rhetoric which in turn enhances the acceptance of the narrative.

Session Type: **Paper Session**
Program Session: **819** | Submission: **20149** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Morality and Ethics in the Workplace

Session Moderator: **Li Huang**, *INSEAD*

MOC: **To Thine Own Self Be True, Or The Organization Would Seem False Too: Inauthenticity Triggers Cynicism**

Author: **Li Huang**, *INSEAD*
Author: **Eric Yuge Lou**, *INSEAD*

Influenced by a classical philosophical notion that a person's authentic self is their fount of happiness, organizational scholars have adopted an affective and introspective lens and studied employees' experience of personal inauthenticity as an obstacle to their own wellbeing and work engagement. Overlooked is a parallel notion corroborated by recent psychology research that people also see their authentic self a source of virtue and inauthenticity a threat to their moral self-concept. Drawing from the distancing account of the self-concept protection theory in social psychology, the current research proposes a two-stage, organization-specific defense response through which organizational members experiencing personal inauthenticity are motivated to espouse organizational cynicism, a negative attitude comprising of the belief that the organization lacks integrity as well as organization-directed negative affect and disparaging behaviors. Adopting a full-cycle research approach, we conducted a cross-lagged survey study, an experiment, and three multi-wave survey studies (with one of them pre-registered) to provide consistent support for our theoretical model and exclude trait cynicism and negative affectivity as alternative explanations. We discuss implications of this defense response for the personal authenticity of organizational members and the moral legitimacy of organizations.

MOC: **Using Mentorship and Codes of Conduct to Support Individuals' Internal Motivation to Report Honestly**

Author: **Pujawati Gondowijoyo**, *U. of Melbourne*
Author: **Susan E. Brodt**, *Smith School of Business, Queen's U.*

Despite extensive investment in organizational controls to prevent dishonesty, fraud statistics continue to rise. We take a different approach, one designed to promote honesty. Building on Self-Determination Theory (Ryan & Deci, 2000) and set in the context of reporting accounting information, we examine how codes of conduct and mentor relationships can be used to leverage employees' internal motivation to report honestly, in two experiments with managers. Experiment 1, set in a solo-reporting setting, manipulated code autonomy support (high/low) and mentor relatedness support (high/low), measured participants' trait-like internal motivation to report honestly and assessed their effects on honest reporting behavior. We found that individuals with low motivation to report honestly were more likely to report honestly when codes convey low (versus high) autonomy support. Experiment 2, set in a group-misreporting setting, manipulated code autonomy support (high/low), measured participants' internal motivation to report honestly, and assessed their effects on refusal to join group misreporting. We found that individuals with high motivation to report honestly were more likely to refuse to join others to misreport when codes convey high (versus low) autonomy support. Our results suggest managers tailor these anti-fraud controls to fraud risk and employees' motivation.

MOC: **Organizational Moral Disengagement: Suspending Morality at Work**

Author: **Irene Skovgaard-Smith**, *Norwich Business School, U. of East Anglia*
Author: **Roberta Fida**, *U. of East Anglia, Norwich Business School*
Author: **Claudio Barbaranelli**, *Sapienza U. of Rome*
Author: **Marinella Paciello**, *International Telematic U. Uninettuno*
Author: **Rosalind Searle**, *Centre for Trust, Peace and Social Relations, Coventry U.*
Author: **Mamoona Arshad**, *De Montfort U.*
Author: **Matteo Ronchetti**, *Department of Occupational and Environmental Medicine, Epidemiology and Hygiene*

While individual's wrongdoing through mechanisms of moral disengagement has grown in study, limited attention has been paid to collective moral disengagement. Although this has been mentioned in relation to well-known cases of corporate scandals and harmful industry practices and products, a distinct concept of organizational moral disengagement has not previously been theoretically developed or empirically operationalized. This is what we aim to do in this paper. Drawing on Bandura's moral agency theory, we conceptually define organizational moral disengagement (OrgMD) as individual's perception of the organizational suspension of morality which justifies and exonerates unethical activities. Using three studies, we develop and test the concept of OrgMD, devising a valid measure with demonstrable conceptual and empirical distinctiveness from personal moral disengagement, and showing a specific relationship with unethical pro-organizational conduct. Study 1 and Study 2 followed a two-wave design with the participation of UK employees (N=301 and N=297 respectively). Study 3 followed a cross-sectional design with the participation of 297 Italian employees. OrgMD is confirmed as unidimensional, with all the items loading onto one latent dimension (Hypothesis 1). OrgMD, although correlated, is different from personal moral disengagement (Hypothesis 2), and found to better predict unethical pro-organizational behavior (Hypothesis 3), compared to personal MD. We also show cross-cultural invariance of OrgMD based on data from two countries. Overall, in this paper we advance understanding of the role of perceptions of organizational disengagement mechanisms which justify malpractices and valorize unethical activities as permissible or even desirable.

MOC: **In Integrity We Trust: Organizational Crisis Elevates the Importance of Leader Integrity**

Author: **Eric Yuge Lou**, *INSEAD*
Author: **Li Huang**, *INSEAD*

Organizational members' trust in leaders is a foundation of adaptive crisis responses. We propose and test an integrity heuristic which differentiates leader trust development in times of crisis from leader trust development in non-crisis times. Four studies, including one field survey study during COVID-19, two classroom experiments, and one scenario-based online experiment (total N = 975), showed that three types of organizational crises all led organization members to rely more on leader integrity to trust leaders, but not ability and benevolence, and state anxiety drove this effect. Two additional studies explored the effect of leader integrity on crisis management effectiveness: A field study using survey and archival data (n = 111) and a classroom experiment (n = 131) found that leader integrity, compared to competence or benevolence, relieved employee anxiety, resulted in greater employee performance increase during COVID-19 and facilitated employees' adaptive responses. Marrying the threat literature and the trust literature, this work sheds much-needed light on how leaders can foster trust and inspire adaptive responses in times of crisis.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **820** | Submission: **20127** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Deviance and Incivility

Session Moderator: **Michele N. Medina-Craven**, *Mississippi State U.*

MOC: **Some Rules are Meant to be Broken: Individual Differences and Rule-Breaking Behavior**

Author: **Michele N. Medina-Craven**, *Mississippi State U.*
Author: **Kathryn Ostermeier**, *Bryant U.*
Author: **Meagan Eleanor Baskin**, *Florida Gulf Coast U.*
Author: **Julie Irene Hancock**, *U. of North Texas*
Author: **Maria Bracamonte**, *Mississippi State U.*

Through a multi-wave design with co-worker ratings (n = 115), we advance current knowledge on rule-breaking in organizations by exploring the relationship between essential personality traits and pro-social rule-breaking (PSRB) behaviors while examining organizational structure as a moderator. Our results indicate that individuals high in honesty-humility are less likely to engage in PSRB behavior. In contrast, individuals high in moral disengagement are more likely to engage in PSRB behavior. Organizational structure – when the organization is more organic and free-flowing – is also positively related to PSRB behavior, indicating that when an organization does not have solid rules or guidelines (a "weak situation"), individuals are more likely to rely on their predispositions and engage in PSRB behaviors. Organizational structure also moderated the relationship between moral disengagement and PSRB behavior, enhancing this negative relationship. Overall, this study illuminates the types of individuals more likely to engage in PSRB behaviors and the role that the organization plays in creating an environment where these behaviors can flourish, providing important implications for managers.

MOC: **Experienced Incivility Variability: Victims' Responses from an Adaptation Perspective**

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

Recognizing the dynamic nature of employees' experienced incivility, we consider experienced incivility variability as an important source of interpersonal uncertainty in the workplace. By identifying the critical role of uncertainty from an adaptation perspective, we hypothesized that, beyond the level of experienced incivility, experienced incivility variability increases victims' emotional exhaustion (i.e., affective reaction) and decreases their reflective learning (i.e., cognitive response), which consequently influence their engagement in destructive and constructive behaviors. In addition, we propose that experienced incivility variability also plays a moderating role in the relationship between victims' daily experienced incivility and their daily reactions. To test the model, we adopted a multilevel experience sampling study of 222 employees over ten consecutive work days. Results supported most of our hypotheses. The implications of experienced incivility variability for theory and practice are discussed.

MOC: **Servant Leadership and Constructive Deviance: A Moderated Mediation Model**

Author: **Bowen Shi**, *National U. of Singapore (NUS)*
Author: **Menghuan Wang**, *Beijing Normal U.*
Author: **Yongjuan Li**, *Chinese Academy of Sciences*

Servant leadership has gained increasing attention as an emerging form of positive leadership in organizational research and practice. Previous research has suggested that servant leadership inhibits employee work deviance. However, no distinction has been made between different types of deviance. It is unclear whether servant leadership promotes employees to go beyond organizational norms to help the organization and its members and when it happens. Based on social exchange theory and the normative conflict model, we propose felt obligation as a mediating mechanism and psychological entitlement and normative conflict as boundary conditions. As a result of field and experiment studies involving 829 participants, we found that: 1) servant leadership positively affects constructive deviance; 2) felt obligation mediates the relationship between servant leadership and constructive deviance; 3) normative conflict moderates the relationship between felt obligation and constructive deviance. This study contributes to a more comprehensive understanding of how servant leadership influences employee deviance, and practical implications for how managers could facilitate subordinates' constructive deviance.

MOC: **I Cannot Yell at my Boss: The Spillover Effect of Supervisor Incivility on Work and Family Domains**

Author: **Hassan Imam**, *Kyoto U.*
Author: **Naveed Bilal**, -
Author: **Tomoki Sekiguchi**, *Kyoto U.*

The present study draws on the frustration-aggression hypothesis to investigate how supervisor incivility leads to work-family conflict and employee interpersonal deviance towards customers and co-workers. Multi-source daily surveys were collected from service employees for two consecutive weeks from Monday to Friday (N = 750) and analyzed through multilevel structural equation modeling. The results confirm that supervisor incivility increases work-family conflict and employees' interpersonal deviance towards customers and co-workers. Further, results of indirect effect highlighted that employee interpersonal deviance to co-workers positively mediates between supervisor incivility and work-family conflict. The study findings highlight that supervisor-initiated incivility is detrimental to the workplace and negatively impacts employees' personal lives. The study draws important implications for organizations who wish to mitigate the negative effects of supervisor incivility. For example, an organization should implement a comprehensive hiring and promotion process, in which personality checks an essential requirement. Workplace incivility is often framed as a generic low intensity deviant behavior. The present study suggests that workplace incivility from specific sources, particularly from supervisors, should be addressed because it is detrimental to business and equally damaging to the employees' well-being.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **821** | Submission: **20150** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Identity and Understanding the Self

Session Moderator: **Edgar E. Kausel**, *Pontificia U. Católica de Chile*

MOC: **Increasing Savings Behavior by Affecting the Connection With the Future Self: A Field Experiment**

Author: **Edgar E. Kausel**, *Pontificia U. Católica de Chile*
Author: **Francisco Larach**, *Pontificia U. Católica de Chile*
Author: **Alvaro Chacon**, *U. Técnica federico santa maría*
Author: **Gonzalo Enei**, *Fintual Administradora General de Fondos S.A*

Individuals tend to have difficulties saving enough for retirement. Not saving enough for retirement can negatively affect retirees' quality of life. Many strategies have been developed to try to solve this issue. Besides the classical approaches of awarding monetary rewards or tax benefits to those who save for their pensions, researchers have explored complementary ways to increase the connection with the future self. The argument is that by increasing the vividness in the thought process of the future self, individuals tend to act more in their future interests. In the present study, we test this idea through a field experiment with real users from an investment company. We have three conditions, one with no future self-reference, another with a text referencing the future self, and the last with a text referencing the future plus an aged picture of themselves. Our results show that the more the intervention triggers a vivid connection to the future self, the more likely people will save for retirement.

MOC: **The Antecedents & Consequences of Perceptual Fit: How Employees Come to Understand Culture**

Author: **Brian Gregory**, *Northern Arizona U.*

Purpose: This research explores a rarely studied form of person-organization fit, perceptual fit, which captures the accuracy of an employee's understanding of their organization's culture. The managerial antecedents as well as the behavioral and attitudinal consequences of perceptual fit were examined theoretically and empirically. Methodology: Survey tools were used to measure multiple workplace cognitions, attitudes and values from employees of three small healthcare organizations. Organizational culture was measured for each organization so that perceptual fit could be ascertained, which represents an accuracy score of each individual's comprehension of culture. Regression analyses measured the hypothesized associations between perceptual fit and its proposed antecedents and consequences. Findings: The results suggest that leader-member exchange (LMX) and perceived organizational support (POS) are both associated with perceptual fit. In terms of the outcomes of perceptual fit, the regression analyses provide support for an association between perceptual fit and psychological empowerment, job satisfaction and organizational commitment. Originality: This study contributes to the literature by exploring how employees come to understand their organization's culture, and the consequences of differing levels of understanding (i.e., perceptual fit). The study results suggest that managerial action such as LMX and POS can enhance the chances that an employee is able to understand their organization's culture accurately. Further, this research adds psychological empowerment as an important outcome of perceptual fit.

MOC: **Latent Identities: Assuming and Sustaining Identities Independent of Roles**

Author: **Elise B. Jones**, *US Coast Guard Academy*
Author: **Judith R Gordon**, *Boston College*

The vast majority of research on identity work – the means by which identities are formed, sustained, and revised – addresses role identities, or identities for which an individual holds a corresponding role. Yet identity research illustrates that some identities, including lingering identities, possible selves, and alternative identities, exist independent of a related role. Little is known about how individuals conduct identity work pertaining to these identities which, although often overlooked, play an important role in shaping individual well-being and the future of the workforce. In this paper we bring together under the umbrella of latent identities the range of identities scattered through the literature that exist independent of a corresponding role and address the substance of identity work pertaining to them and the vehicles by which individuals conduct it. In so doing, we foster clarity and integration within the identity literature, address the unique nature of identity work pertaining to latent identities, clarify the position of roles in the identity lifecycle, and further illuminate the transitory nature of individual identity. Together, these contributions support a broader, more parsimonious view of individual identity than can be represented by role identities alone.

MOC: **Leveraging Identity to Drive Curiosity Externtization at the Michlin-starred Restaurant Alchemist**

Author: **Nicole Alexandra Rosenkranz**, *Ecole hôtelière de Lausanne, HES-SO UAS and Arts Western Switzerland*
Author: **Marc B. Stierand**, *Ecole hôtelière de Lausanne, HES-SO UAS and Arts Western Switzerland*
Author: **Vlad Glaveanu**, *School of Psychology, Dublin City U.*

Curiosity has increasingly been deemed to hold pivotal influence over the ventures founders create. While this growing body of knowledge has helped us understand the origins of a venture, what is less well understood is the process by which founders' curiosity gets externalized to the organizational level. Yet, the externalization of curiosity has been recognized as central for rallying organizational members behind innovation initiatives. To understand how curiosity externalizes and thereby translates into a venture's collective property, we conducted an in-depth case study of Rasmus Munk and his two Michelin-starred restaurant Alchemist for both the founder and venture's exceptional and continuously demonstrated level of curiosity. Our empirically grounded model draws attention to the pivotal role identity mechanisms assume in externalizing curiosity in a venture: Promoting originality through "unfamiliarizing the familiar" at the individual is counter-balanced by "familiarizing the unfamiliar" into a coherent venture story at the organizational level, thus creating a self-reinforcing curiosity cycle.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **822** | Submission: **16156** | Sponsor(s): **(MOC, SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Addressing the Workplace Mental Health Crisis: Stigma of Mental Illness & Intellectual Disabilities

Organizer: **Devin Rapp**, *U. of Utah, David Eccles School of Business*
Organizer: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Discussant: **Sally Maitlis**, *U. of Oxford*
Presenter: **Dane Cannon**, -
Presenter: **Christine Anna Mihelcic**, *U. of Richmond*
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Participant: **Michelle Hebl**, *Rice U.*
Presenter: **Devin Rapp**, *U. of Utah, David Eccles School of Business*
Participant: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Participant: **Robert Monnot**, *U. of Utah, David Eccles School of Business*

Our presenter symposium seeks to address the mental health crisis at work by introducing four projects that all contribute to better understanding and addressing the stigma surrounding mental illness and intellectual disabilities in the workplace. We do this by presenting the history and state of mental illness stigma, including some important measuring issues. Additionally, we highlight two inductive studies and one deductive field study that examine different dynamics of workers and leaders related to navigating the stigma of mental illness and intellectual disabilities. Our findings present theoretical and practical implications that can be used for future research and effective policy and organizational guidelines to better reduce the effects of stigma and encourage a more inclusive and healthy workplace.

Mental Illness Stigma in the Workplace

Author: **Dane Cannon**, -

Disability Imposter Syndrome

Author: **Christine Anna Mihelcic**, *U. of Richmond*

Allies as Intermediaries: Strategies that Promote Hiring People with Intellectual Disabilities

Author: **Christine Nittrouer**, *Texas Tech U.*
Author: **Michelle Hebl**, *Rice U.*

Reframing the Traditional Sources of Mental Health Stigma Amongst Farmers

Author: **Devin Rapp**, *U. of Utah, David Eccles School of Business*
Author: **Robert Monnot**, *U. of Utah, David Eccles School of Business*
Author: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **823** | Submission: **20118** | Sponsor(s): **(NEU)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Entrepreneurship, Leadership, and Supervision

Session Moderator: **Sophia Soyoung Jeong**, *New York U. Abu Dhabi*

NEU: **The Hormonal Bias to Responsible Leadership**

Author: **Christian Voegtlin**, *ZHAW School of Management and Law*
Author: **Andreas Walther**, *U. of Zurich*

While responsible leadership is becoming increasingly relevant in our globalized world, we lack knowledge about the influence of individual hormonal determinants on responsible leadership. Such knowledge can help us to become more cognizant of the basic neurological constraints and enablers of complex responsible leadership behavior; behavior that is increasingly expected by organizational stakeholders. While research on the hormonal determinants of behavior and attitudes is well advanced, it has so far neglected to investigate the potential relation between behaviorally influential steroid hormones and responsible leadership. The results of our study testing for these relations show that higher total cortisol output and estradiol levels were associated with complex responsible leadership behavior. For testosterone, a negative trend with responsible leadership emerged. We discuss the implications of our findings for theory and business practice.

NEU: **The Habitual Entrepreneur Brain – A Voxel Based Morphometry Study**

Author: **Frédéric Ooms**, *HEC Liege*
Author: **Bernard Surlemont**, -
Author: **Jitka Annen**, *Coma Science Group, GIGA Consciousness, U. of Liège Centre du Cerveau2*
Author: **Rajanikant Panda**, *Coma Science Group, GIGA Consciousness, U. of Liège Centre du Cerveau2*
Author: **Steven Laureys**, *Coma Science Group, GIGA Consciousness, U. of Liège Centre du Cerveau2*

The recent empirical studies conducted in neuroentrepreneurship have not yet accounted for the potential structural particularities of the entrepreneurs' brains. This study explores the anatomical difference in the brain between habitual entrepreneurs and managers using voxel-based morphometry. Our results show a higher gray matter volume in the left insula in habitual entrepreneurs as compared to managers. This difference is associated with higher cognitive flexibility in divergent thinking measured using a self-reported scale. These findings suggest new avenues in the research of individual differences and the potential influence of experience on the neurological underpinnings of divergent thinking.

NEU: **Fake Smiles for the AI Boss? A Study of Employees' Emotional Labor Performance Under AI Supervision**

Author: **Yasheng Chen**, *School of Management, Xiamen U.*
Author: **Xin Xu**, *Sun Yat-Sen U.*
Author: **Ziwei Liang**, *Xiamen U.*

This study experimentally investigates how artificial intelligence (AI) supervision systems influence the effect of performance-contingent incentives on emotional labor. The face recognition API developed by face++ and an electrodermal activity device are used to measure participants' emotional expressions and emotional arousal, respectively. We provide neurobiological evidence that employees who are evaluated by an AI system demonstrate more desirable emotional expressions than those under outcome-based incentive contracts. However, not all smiles are created genuinely. Employees are less likely to invoke emotional arousal and they exhibit less authentic smiles when their emotional behavior is evaluated by an AI system rather than by humans, which in turn lowers customer satisfaction. Our study generates new insights into the performance-contingent incentives literature in the emotional labor setting and provides evidence of the pros and cons of introducing AI supervision systems into the workplace.

NEU: **Managers' Perceptions of and Behavioral Responses to COVID-19 Threats: A Role of Ethical Leadership**

Author: **Khalid Mehmood**, *School of Economics and Management Hubei Engineering U.*
Author: **Yaser Iftikhar**, *Armed Forces Post Graduate Medical Institute, National U. of Medical Sciences*
Author: **Zhang Hui**, *School of Economics and Management Hubei Engineering U.*
Author: **Hina Rehman**, *National U. of Modern Languages, Islamabad, Pakistan*
Author: **Chenglong Zhang**, *School of Economics and Management Hubei Engineering U.*
Author: **Fauzia Jabeen**, *Abu Dhabi U.*

Drawing on affective events theory, this study framed and tested a model examining the process of sequential mediating roles of managers' anxiety and frustration on the link between managers' perception of COVID-19 threats and two negative behavioral outcomes, customer-directed deviant behavior, and coworker abuse. We conducted two empirical studies in tourism-related service settings in Pakistan. In Study 1 (i.e., data collected from frontline managers of tour operators), the results supported our proposed model that the relationships between managers' perception of COVID-19 threats, and customer-directed deviated behavior and co-worker abuse are each sequentially mediated first by managers' anxiety and then by frustration. Study 2 (where the data were collected from hotel frontline managers using a time-lagged approach) supported our sequential mediation process when predicting customer-directed deviant behavior and coworker abuse. Moreover, ethical leadership moderated the sequential indirect effects on these relationships. We conclude by discussing implications for research and practice.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **824** | Submission: **12986** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Feeling the Burn: Novel Strategies for Fighting Burnout in the New World of Work

Organizer: **Marissa Shandell**, *The Wharton School, U. of Pennsylvania*
Moderator: **Adam Grant**, *The Wharton School, U. of Pennsylvania*
Panelist: **Susan J. Ashford**, *U. of Michigan*
Panelist: **Amy C. Edmondson**, *Harvard U.*
Panelist: **Tracy Dumas**, *Ohio State U.*
Panelist: **Laura Maria Giurge**, *London School of Economics and Political Science*

As we enter a post-pandemic working world, understanding how to reduce and prevent burnout is a pressing and timely issue—one that is paramount to putting the worker front and center. Our symposium will examine how and why fighting burnout will look different in this new world of work, with an explicit focus on novel work contexts ranging from independent and gig jobs to virtual and hybrid organizations. The session will convene a group of organizational behavior experts with different lenses on burnout to expand our view and identify future directions for research and practice: Susan Ashford, Amy Edmondson, Tracy Dumas, Laura Giurge, and Adam Grant. In an interactive and structured panel discussion, our panelists will collectively address the following three objectives: (1) Understand the state of the science and unanswered questions about burnout in the new world of work; (2) Define strategies for individuals to fight burnout; and (3) Explore how organizations and occupations can change the cultural and structural conditions that promote burnout.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **825** | Submission: **20615** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

It's Not Easy Being Green: The Role of Envy in Organizations

Session Moderator: **Jaewoo Kim**, *U. of Houston*

OB: **A Dynamic Model of Constructive and Destructive Reactions to Job Search Envy**

Author: **Jaewoo Kim**, *U. of Houston*
Author: **Daniel Judson Beal**, *Virginia Tech*
Author: **Leanne Atwater**, *U. of Houston*
Author: **Jamie Belinne**, *U. of Houston*

Although envy has been examined most often as the precursor to a wide range of negative reactions, recent evidence demonstrates that envious reactions can also be functional. Drawing on a diverse set of literature, we theorize that the self-threatening implications of envy may produce negative consequences for individuals seeking jobs, even when envy sets those individuals on a functional path toward self-improvement. The result is the presence of two paradoxical paths in which individuals may level up (i.e., experience self-improvement and improved outcomes in response to envy) and also bottom out (i.e., experience social isolation and reduced negative mental and physical health). Furthermore, we leverage evolutionary theory to hypothesize that male job seekers in a competitive job search context are likely to exaggerate their reactions to both paths of envy compared to female job seekers. We examine these hypotheses by assessing job seekers on a weekly basis over an intensive job search season. Using Dynamic Structural Equation Modeling, our results demonstrate that individuals experiencing envy do indeed level up and bottom out over time and that male job seekers, relative to female job seekers, exhibit greater reactivity to envy when leveling up as well as greater overall levels of social isolation. Discussion emphasizes the long-suspected but rarely documented effects of envy on physical and mental well-being—even while pursuing functional ends—and the roles that self-relevance and perceived control may play in exacerbating these effects.

OB: **Dark Side of Competitive Psychological Climate: The Role of Workplace Envy and Trait Self-Esteem**

Author: **Muhammad Imran Rasheed**, *The Islamia U. of Bahawalpur Pakistan*
Author: **Muhammad Hamid Murtza**, *The Islamia U. of Bahawalpur Pakistan*

Organizations and managers create competitive climate at workplace in order to enhance employees' efforts. Psychological competition however is not always healthy. We argue competitive psychological climate may envoke envy feelings among employees which can further affect their performance at jobs. Drawing on social comparison theory, we collected here wave data from 318 employees working in the star hotels in Pakistan. Our results revealed that competitive psychological climate is positively associated with benign and malicious envy, while benign envy is associated positively with employee performance and malicious is associated positively with deviance at workplace. Further, benign envy mediates the association between competitive psychological climate and job performance while malicious envy mediates the association between competitive psychological climate and deviance. In addition, trait self-esteem has been found a boundary condition on the first stage of our model such that trait self-esteem moderates the associations between competitive psychological climate and benign and malicious envy. Trait self-esteem has also shown moderated mediation effect on the indirect association between competitive psychological climate and job performance through benign envy and on the indirect association between competitive psychological climate and deviance through malicious envy. This research is important in understanding negative impact of competitive psychological climate on employee outcomes specifically the feelings of envy and its outcomes at workplaces. Limitations and future research directions are discussed.

OB: **Envy can be Empowered! The Impact of Benign Envy and Desiring to Gain Face on Bootleg Innovation**

Author: **Xiaomei Li**, *Tianjin U.*
Author: **Di Wang**, *College of Management and Economics, Tianjin U.*

Drawing upon social comparison theory and self-esteem maintenance theory, this paper developed and tested a model to examine positive reactions toward individuals with dispositional and state benign envy. It theorized that an individual with benign envy is positively related with desiring to gain face, which in turn motivates an individual to conduct bootleg innovation. Moreover, it theorized that an individual who desire to gain face is positively related to benign envy, which also in turn motivates an individual to conduct bootleg innovation. Dispositional and state benign envy have different results in our research. Hypotheses were generally supported in 2 field studies, 280 valid samples in study 1 from online questionnaires and 80 valid samples in study 2 are from a large logistics company by daily diary study. This research contributes to a more completed and balanced view of benign envy, desiring to gain face and bootleg innovation in organizations.

OB: **Feeling Underqualified: The Role of Hope in Relation to Adaptive and Maladaptive Behaviors**

Author: **Gamze Koseoglu**, *U. of Melbourne*
Author: **Sejin Keem**, *Portland State U.*
Author: **Aysegul Karaeminogullari**, *Pontificia U. Javeriana*
Author: **Berrin Erdogan**, *Portland State U.*
Author: **Talya N. Bauer**, *Portland State U.*
Author: **Eyup Burak Sancak**, *Canakkale Onsekiz Mart U.*

Drawing from Social Comparison Theory (Festinger, 1954), we predicted that perceived underqualification would have motivational and affective implications for employees, in the form of higher levels of envy and help seeking, to indirectly affect interpersonal deviance and job performance. Further, we hypothesized that a state of hope would serve as a moderator of the relations between perceived underqualification, envy, and help seeking. We tested our hypothesized model with a sample of 150 medical school students who were undergoing the start of a clinical rotation and their rotation coordinators at a university hospital located in northwestern Turkey. Data collection spanned 4 waves, from the first day to the end of the 1-month rotation. Results were supportive of positive indirect effects between perceived underqualification and job performance via help seeking, and between perceived underqualification and interpersonal deviance via envy. Further, the emotion of hope was a moderator of the perceived underqualification – help seeking relationship. Theoretical and practical implications derived from our findings are offered.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **826** | Submission: **15712** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

Advancements in Leader Development Research: New Insights on Leader Self-Views

Session Chair: **Luke DeCoste**, *Claremont Graduate U.*
Discussant: **David V. Day**, *Kravis Leadership Institute, Claremont McKenna College*
Participant: **Luke DeCoste**, *Claremont Graduate U.*
Presenter: **Darnell Mauricio**, *Claremont Graduate U.*
Participant: **Kristina Shea**, *Claremont Graduate U.*
Participant: **Rebecca J. Reichard**, *Claremont Graduate U.*
Participant: **René Molina**, *Claremont Graduate U.*
Participant: **Eric Middleton**, -
Presenter: **Kayla Kai Parker**, *Claremont Graduate U.*
Presenter: **Timothy Raider Smith**, *Claremont Graduate U.*
Presenter: **Stephanie Renee Dailey**, -
Participant: **Jessica Diaz**, *Claremont Graduate U.*
Participant: **Kristine Powers**, *Claremont Graduate U.*

In recent years, researchers have made consistent calls and provided direction to refine leader development scholarship (Day & Dragoni, 2015; Vogel et al., 2021). In the service of these ongoing interests, this symposium presents four papers, each with unique strengths, to collectively expand our understanding of leader self-views and their role in leader development. Specifically, the papers offer development-related insights with longitudinal and multi-source data, construct refinement through a bibliometric review and content analysis, and new explanatory and moderating mechanisms regarding the relationships between leader self-views and behavior. Through the presentations and accompanying discussion on leader self-views, this symposium is designed to stimulate new and compelling directions for future research and practice in the field of leader development.

Mapping, Reviewing, and Charting the Course for Leader Self-Awareness Through Bibliographic Coupling

Author: **Darnell Mauricio**, *Claremont Graduate U.*
Author: **Daniel Smith**, *Claremont Graduate U.*
Author: **Luke DeCoste**, *Claremont Graduate U.*
Author: **Kristina Shea**, *Claremont Graduate U.*
Author: **Rebecca J. Reichard**, *Claremont Graduate U.*
Author: **René Molina**, *Claremont Graduate U.*
Author: **Eric Middleton**, -

The Black Female Leader Experience: The Impact of Microaggressions on Leader Identity

Author: **Kayla Kai Parker**, *Claremont Graduate U.*

The Moderating Effect of Role Models on the Relationship Between Identity and Ethical Leadership

Author: **Timothy Raider Smith**, *Claremont Graduate U.*

Leader Self-Views as Proximal Indicators of Transformational Leader Development

Author: **Stephanie Renee Dailey**, -
Author: **Rebecca J. Reichard**, *Claremont Graduate U.*
Author: **Jessica Diaz**, *Claremont Graduate U.*
Author: **Kristine Powers**, *Claremont Graduate U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **827** | Submission: **20800** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Advancements in Cognition and Affect Research

Session Moderator: **Katarzyna Adamska**, *BI Norwegian Business School*

OB: **Perceiving Manager's Mindset as Growth or Fixed and Employees' Goal Preferences. A Vignette Study**

Author: **Katarzyna Adamska**, *BI Norwegian Business School*

This study explored the link between perceptions of managers' fixed vs. growth mindsets and employees' preferences for learning vs. performance goals in the work setting. Using an experimental vignette method, the study found that employees who endorse a fixed mindset might particularly benefit from being exposed to a manager who expresses growth mindset beliefs. However, this influence was small and overall employees preferred performance goals in this sample. Supplementary analysis revealed that participants exposed to the vignette which described the fixed manager (in comparison with the growth and neutral manager) were less likely to volunteer for an unspecified work task if asked by this manager and less likely to say they would like to work with this manager. Implications for theory and practice are discussed.

OB: **Loyalty Without a Fair Reward** ☯

Author: **Yang Zhao**, *London Business School*
Author: **Kun Wang**, *UCL School of Management*

Despite loyalty being an admirable and desirable employee quality, loyal employees are not properly rewarded. Prior research has identified the negative correlation between employee loyalty and wage, but the mechanism leading to such improper treatment has remained generally less understood. This study focuses on a different but critical reward—job promotion—to explore the mechanisms of unfair promotion decisions for loyal and sufficiently capable employees. We propose that the positive effect of loyalty on promotion likelihood will be mitigated by replacement cost concerns as managers are eager to prevent talent loss. Additionally, we argue that loyalty will be further disregarded in the promotion scenario where the new position requires fewer managerial responsibilities. Hence, we point to two barriers to proper and fair rewards for loyal employees. Using data from an experimental study in an online panel of 80 US-based workers experienced in making promotion decisions, we found support for our hypotheses. We discuss the implications of our research for theory and practice.

OB: **The Paradox of Explaining: Feeling Unknowledgeable Hinders Engaging in Effective Learning Strategies** 💻

Author: **Stav Atir**, *U. of Wisconsin-Madison*
Author: **Jane Risen**, *U. of Chicago Booth School of business*

People often need to learn complex information as part of their professional and personal lives. However, learners are often reluctant to engage in effective learning strategies. We propose that one overlooked reason is that when learners feel unknowledgeable about the material, the situation feels self-threatening. We focus on the learning strategy of explaining, i.e., explaining learned information to a hypothetical other person. Although this is an effective strategy (Pilots 1-2), we find that learners prefer more superficial learning strategies (Study 1). Critically, their reluctance to explain is tied to their subjective knowledge of the material; people who feel less knowledgeable about what they learned are most reluctant to explain it, despite the strategy being as effective for them (Study 2). An intervention that increased subjective knowledge (by having learners answer a few easy questions), increased learners' choice to explain, which was mediated by learners believing that explaining would be more pleasant and effective (Study 3). Finally, because Studies 1-3 incentivized performance financially, we replicated key results in the classroom with students, finding improved scores on a class quiz (Study 4). The paradoxical implication of these findings is that those who need effective learning strategies the most are the ones least likely to use them. Put together, we find that subjective knowledge plays a key role in learning decisions, and that boosting subjective knowledge is a simple intervention that can improve learning-related choices.

OB: **Organizational Dehumanization as a Predictor of Unethical Workplace Behavior** 💻

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

Despite a general tendency to value morality, employees often engage in self-interested unethical workplace behavior that has the potential to harm their own organization. Drawing on social cognitive theory, the present research contributes to our understanding of this phenomenon by proposing that organizational dehumanization can serve as a specific mechanism of moral disengagement in organizational settings. More precisely, whereas employees typically anthropomorphize their organization (i.e., attribute human qualities to it), we propose that dehumanizing one's organization (i.e., denying it human qualities) can facilitate unethical workplace behavior by reducing one's anticipatory guilt for such behavior. Hypotheses were supported across two studies with different methodologies. Theoretically, this research answers repeated calls in the literature to identify a specific mechanism of moral disengagement that can account for unethical behavior in organizational settings, highlights how moral disengagement processes can be initiated and facilitate unethical workplace behavior, and advances our understanding of organizational anthropomorphism as a motivated phenomenon. Practically, this research offers insight into the relationship between anthropomorphism and morality, and identifies a novel potential strategy for reducing unethical behavior in organizational settings.

OB: **Pride Contagion Between Leaders and Followers in Computer-mediated Communication** 💻

Author: **Yoonjin Choi**, *London Business School*

In this research, we propose that a leader's display of pride in the collective achievement of a group can elicit pride among group members and, as a result, motivate them to work harder and perform better. In Study 1, a pre-registered online experiment (N=400), we found that team members reported feeling greater pride when their team leader expressed pride in the team's achievement than when the leader expressed enjoyment. In Study 2, we replicate and extend these findings through a pre-registered field experiment at an actual company (N=479). We found that employees experienced pride when their leader expressed pride in their collective achievement and, as a result, showed a significant increase in the number of hours worked and the quality of their work. These findings contribute to our understanding of how a leader's expressed emotions influence followers and, more broadly, how emotions in the workplace regulate social behavior.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **828** | Submission: **20637** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Identity Research in the Gig Economy

Session Moderator: **Neveen Mohamed**, *Vlerick Business School*

OB: **Enhancing Independent Workers' Thriving Through Disidentification**

Author: **Neveen Mohamed**, *Vlerick Business School*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

Research on independent work has provided key insights into the identity challenges that gig workers face, and the identity processes they engage in to overcome those challenges. While understanding how gig workers develop a sense of identity is important, in this research we suggest it is just as important for gig workers to come to an understanding of who they are not, and that disidentification with targets are also a key dimension of the work-self. To better understand the disidentification processes that gig workers engage in, we develop a grounded model of how workers use disidentification to thrive in the gig economy. Using qualitative data from 69 independent workers, we find that workers cultivate a repertoire of "unwanted selves" (i.e., who and what they are not) based on their states of disidentification with targets. This repertoire helps workers to free their work-self by understanding who and what they are not; and protect their work-self through engaging in boundary work tactics. Together, this contributes to enhancing workers' thriving in the gig economy. Our grounded model thus offers an initial exploration of the role of disidentification in cultivating positive identity outcomes, and complements the research that has predominantly explored the identification processes that gig workers engage in.

OB: **Paths of Identity Development and Identity Archetypes in Platform-Based Gig Driving**

Author: **Jenna Van Fossen**, *Michigan State U.*
Author: **Paige Watson**, *Clemson U.*
Author: **Amy Schuster**, *Clemson U.*
Author: **Nathan Baker**, *Michigan State U.*
Author: **Chu-Hsiang Chang**, *Michigan State U.*
Author: **Shelia Cotten**, *Clemson U.*

Theory and research on work identity has focused on stable careers and the influence of the organizational setting on identity. However, recent decades have seen the rise of alternate career models. Gig work is diverse, and platform-based gig work in particular is defined by features that may present difficulties to forming a work identity, including precarity, reduced autonomy, the lack of clear occupational title or role, and potential stigma. To better understand the growing sector of platform-based gig workers, organizational behavior scholars must put workers front and center to gain insight into their experiences and how the changing nature of work may challenge traditional assumptions about workers. As such, we sought to identify the driving forces of identity development and resulting forms of identity within platform-based gig work. We conducted focus groups with gig drivers (N=53) and analyzed our data with a grounded theory approach. Our derived model of identity management in platform-based gig work suggests that elements of precarity both function as a threat to self-image and necessitate self-directed behaviors to meet subsistence needs. Image threat and perceived goal conflict with the platform company motivate workers to engage in identity development to defend the self, whereas engaging in behavioral strategies can generate feelings of self-efficacy. These psychological and behavioral processes could lead to one of three distinct identity archetypes: entrepreneurial, dis-identified, and prosocial identities. These identities are characterized by different emotions and attitudes towards the gig work role.

OB: **A Diary Study in Gig Workers' Psychological Detachment After Receiving Complaints**

Author: **Yijue Liang**, *George Mason U.*
Author: **Tianjun Sun**, *Kansas State U.*
Author: **Ze Zhu**, *U. of Nebraska, Omaha*

The recently booming gig economy, in which gig workers provide on-demand and short-term service to clients in exchange for monetary rewards via online gig platforms, creates opportunities for workers to receive immediate and instantaneous feedback from clients, especially negative feedback such as client complaints. Considering the arising controversy concerning gig workers' well-being, the present study strives to understand how and when complaints from clients can influence gig workers' well-being and subsequent work outcomes. Grounded in the resource perspective, we took an intrapersonal lens and hypothesized that gig workers might find it more difficult to psychologically detach from their daily work after receiving complaints from clients and, in turn, have a lower level of resources to maintain their job performance and positive job attitudes on the following day. In addition, we expected gig workers with a higher rate of pay to perceive higher job security, which can consequently alleviate the detrimental impact of received complaints on the workers' psychological detachment. With the experience sampling method (ESM), we collected data from 147 gig workers for five consecutive workdays to test our theoretical model, and most of our hypothesized paths were supported. By examining gig workers' daily work experiences and well-being, this research provides potential responses to challenges faced by the growing workforce and helps put the workers front and center.

OB: **A Job's Worth: Examining the Links between Job Insecurity and Multiple Jobholding**

Author: **Himani Singh**, *U. of Mannheim*
Author: **Claudia Rossetti**, *U. of Mannheim*

We integrate the concepts of resource conservation, resource investment, and resource value from the Conservation of Resources theory to explore how job insecurity relates to becoming a multiple jobholder. Prior research has focused on how individuals respond to job insecurity by looking at traditional work arrangements in which individuals work a single job at a time. Yet, individuals may deviate from these traditional paths by entering multiple jobholding, i.e., starting side jobs alongside a primary job. Analyzing longitudinal secondary data of real workers and experimental data in two studies, we consistently find that individuals attributing higher value to their primary job are less likely to become multiple jobholders in response to higher job insecurity. To better understand the interplay between multiple jobholding and job insecurity, we further explore how starting side jobs reciprocally affects future job insecurity in a third study and find that starting side jobs is associated with higher levels of future job insecurity. Our findings on this bidirectional relationship advance existing research on job insecurity and multiple jobholding by identifying the conditions under which job insecurity (de)motivates multiple jobholding and pointing toward a potential cost of multiple jobholding in terms of increased job insecurity.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **829** | Submission: **20786** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Family Matters: Understanding the Impact of Family Motivation on Work Outcomes

Session Moderator: **Juhui Geng**, *Shanghai Jiao Tong U.*

OB: **For The Sake of My Family at Any Cost: Why and When Family Motivation Predicts Unethical Behaviors**

Author: **Juhui Geng**, *Shanghai Jiao Tong U.*
Author: **Limei Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Yujia Li**, *School of Economics & Management, Tongji U.*

As a strong motivational force stemming from family, family motivation may cause employees to stop at nothing to benefit their dependents at home; however, little research has examined this phenomenon. Drawing upon the goal shielding theory, we explored why and when family motivation predicts unethical behaviors. We proposed that family motivation increases unethical pro-leader behavior and social undermining toward coworkers by triggering a bottom-line mentality (BLM). We further posited that leaders' performance-avoidance goal orientation strengthens the positive relationship between family motivation and employee unethical outcomes (i.e., unethical pro-leader behavior and social undermining toward coworkers) through employee BLM. We collected multisource, three-wave field data to test the theoretical model; further, the results supported all hypotheses. Our findings advance the family motivation and BLM literatures and caution team leaders about the detrimental consequences of exploiting family motivation to boost employee performance.

OB: **Being Proactive for My Family: An Examination of the Impact of Family Motivation on the Proactivity**

Author: **Cui Zilong**, *Jilin U. of Finance and Economics*

his study aims to advance the understanding of the consequences of family motivation by investigating how family motivation affects proactivity through psychological meaningfulness and the moderation of such mediation by FSSB (family-supportive supervisor behaviours). Research data were collected from 588 blue-collar employees of 5 Chinese companies with a three-wave and leader-follower dyad design to examine the hypothesized moderated mediation model. The results of indirect analysis suggest that family motivation promotes the likelihood of proactivity through psychological meaningfulness. The findings also show how the effects of family motivation are further amplified by FSSB. Organizations can improve job design and enhance human resource management flexibility to enhance employees' family motivation. Organizations should also select and provide specific courses and training for leaders based on FSSB. The results deepen our theoretical understanding of the consequences of family motivation by demonstrating the positive associations between family motivation and proactivity. The current study also contributes to the literature by identifying the mediating mechanism of psychological meaningfulness to explain the relationship between family motivation and proactivity. Furthermore, the results show that FSSB moderates the above mediation.

OB: **Is Family Motivation Family-Friendly? How and When Family Motivation Leads to Work-Family Conflict**

Author: **Feng Gao**, *School of Business, Renmin U. of China*
Author: **Yuqing Sun**, *U. of Washington*
Author: **Zhicheng Li**, *Jiangxi U. of Finance and Economics*

Research has identified family as an important motivator for employees to work. Challenging the intuition that family motivation functions in the best interests of the family, we draw on self-determination theory to argue that high family motivation may lead to employees feeling more anxious at work, which in turn increases their work-to-family conflict. We further propose that intrinsic motivation can mitigate this positive effect of family motivation on workplace anxiety and work-to-family conflict. Results from a three-wave field survey study supported our hypotheses. Our study provides a novel view of family motivation and offers a more balanced account of how family motivation interacts with intrinsic motivation to influence employees' psychological well-being and subsequent outcomes regarding the family domain.

OB: **Using Strengths to Secure One's Job: A Serial Mediation Model of Family Motivation on Job Security**

Author: **Changhong Lyu**, *Shanghai U. of Finance and Economics*
Author: **Yufei Liu**, *College of Business,Shanghai U. of Finance and Economics*

Research has shown that supporting one's family is an important reason why employees are motivated to work. Compared to other motivators, family motivation focuses on beneficiaries who are affected by one's employment itself. In other words, job security itself is a critical work goal. Yet, little research has examined the implications of an employee's family motivation on his/her job security. Building on recent developments in job crafting literature, this paper integrates individuals' goals to understand how employees with family motivation exert agency to shape their jobs to achieve job security. Specifically, we argue that employees could conduct job crafting toward strengths and job crafting toward interests based on their abilities and needs. Results from a four-wave longitudinal study found that high levels of family motivation led to high levels of perceived job security. This relationship was mediated by individuals' job crafting toward strengths and subsequent job performance. Job crafting toward interests led to work engagement and job security. However, family motivation did not influence job crafting toward interests. The findings contribute to family motivation research by focusing on the energizing effect of family motivation on the proactive behaviors of employees.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **830** | Submission: **20790** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

Listen to Your Heart: Passion and Calling at Work

Session Moderator: **Marina Astakhova**, *U. of Richmond*

OB: **A Self-Serving Perspective on the Obsessive Work Passion-to-Helping at Work Relationships**

Author: **Marina Astakhova**, *U. of Richmond*
Author: **Violet Ho**, *U. of Richmond*
Author: **Ruo Mo**, *Montpellier Business School*

To reconcile inconsistent past findings as well as to underscore that obsessive passion (OP) for work can impact not only the focal individual but others around them, we adopt an interpersonal perspective to examine when and why obsessively passionate workers will shy away from helping others at work. We test a two-stage moderated mediation model in which self-serving motives serve as an explanatory mechanism translating OP into helping at work, and servant leadership and help visibility serve as two boundary conditions that, respectively, modify the relationship between OP and self-serving motives, and between self-serving motives and helping. In two studies, we found support for a positive link between OP and self-serving motives, but also an unexpected amplifying (rather than dampening) role of servant leadership. Additionally, Study 2 offered mixed support for the hypothesized second-stage moderation, in that the relationship between self-serving motives and helping was negative when help visibility was low, but did not become positive when help visibility was high. Overall, the indirect relationship between OP and helping via self-serving motives was negative only when servant leadership was high and help visibility was low, and did not become positive at high levels of servant leadership and help visibility as predicted. The findings offer a more nuanced view of OP and helping than expected, and we discuss their conceptual and practical implications.

OB: **Take Me Back to Old Days: The Upward Passion Transfer through Mentoring**

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

Research on the interpersonal impact of passion focuses primarily on the downward passion transfer—from employees higher in the organizational hierarchy (leaders) to those lower in the hierarchy (followers). While we acknowledge the value of studying passionate leadership, we argue that the understated potential of upward passion influence also deserves scholarly attention. Drawing from temporal self-appraisal theory, we propose a moderated mediation model depicting how observed newcomer passion for work may impact leader self-perception and behavioral outcomes. Results from an online vignette study suggest that for leaders at higher job levels, observing newcomer passion can induce the leader’s passion remembrance, giving rise to their organizational citizenship behavior and enhancing their work engagement. In conducting this research, we extend theory on the interpersonal impact of passion and contribute to the literature of self-regulation and followership.

OB: **Unpacking How Individuals’ Event Perceptions Affect the Collective Development of a Calling**

Author: **Jingzi Zhou**, *Nottingham U. Business School China*
Author: **Émilie Lapointe**, *BI Norwegian Business School*
Author: **Shijin Zhou**, *U. of Nottingham, China*
Author: **Yuntao Bai**, *Xiamen U.*

This paper explores how calling spread among hotel employees during a sudden lockdown caused by the detection of COVID infections among guests. We interviewed 19 employees who worked during the lockdown and analyzed the data inductively. By bringing event system theory (EST) into the literature of extreme context research and combining it with insights from research on sensegiving and sensemaking, we show that employee perceptions of an extreme event change as they unfold and that calling develops, contingent on these evolving perceptions. This paper contributes to the literature by showing that calling can be developed and transmitted collectively during an extraordinary event. We also contribute to the EST literature by integrating the comprehensive dimensions of event strength, time, and space and applying both feature- and process-oriented perspectives to development of our theory.

OB: **In Search of Meaning From Work – A Study of Quantum Career Movers**

Author: **Sharath Baburaj**, *Doctoral Student Indian Institute of Management Ranchi*
Author: **Gaurav Marathe**, *Assistant Professor, Indian Institute of Management Ranchi*

Scholarly articles have described the role of work in helping people overcome existential vacuum to establish meaning in life (MiL). However, we lack clarity on the underlying mechanism and the temporal processes that lead to the feeling state of MiL across the tripartite aspects of coherence, purpose, and significance. This study aims to bridge this apparent gap in the literature by studying Quantum career movers (QCMers), i.e., individuals who have left successful careers and opted for novel paths in search of MiL. The quantum career moves (QCM) indicate a precondition of 'lacking meaning' and a postcondition of 'experiencing meaning.' Through multiple rounds of interviews with forty-two QCMers, we found that QCMers encountered an existential vacuum as the pre-QCM work failed to provide a larger purpose and the flexibility to maneuver life goals, referred to by us as career volition. In contrast, the QCM careers offered opportunities for career volition and a sense of "existential vitality," characterized by coherence, purpose, and significance, through immersive experiences. Existential vitality further invigorated existential narrativity acclaimed through narratives concerning the prosocial impact of work, imbuing an external sense of coherence, purpose, and significance. Together, the QCM journey fostered MiL across the internal and external manifestations of the tripartite aspects, with the internal feelings facilitating the external ones. Further studies analyzing QCMers over a longer term or based on individuals who derive meaning in their current career without seeking QCM can revalidate our findings and offer newer insights into the search for meaning from work.

OB: **When a Job Is a Calling: The Meanings of Money for Meaningful Work**

Author: **Samuel Mortimer**, *Saïd Business School U. of Oxford*
Author: **Katherine Klein**, *U. of Pennsylvania*

Some people experience work as a calling, working for passion and to make a valuable contribution to the world. Other people experience work as a job, working for the remuneration and other material benefits that work provides. According to conventional wisdom, people cannot have both a calling and a job orientation to their work—working for both the meaningfulness and the money. But despite its prevalence in the literature, this claim is supported by remarkably little empirical evidence. We conducted a three-year longitudinal qualitative study that challenged this assumption: the teachers we interviewed were highly motivated by both their pay and their passion to make a positive difference to the lives of their students. Yet they also experienced a tension between their prosocial and financial motivations, going to lengths to explain and justify their choices. We identified two processes through which they resolved this tension: the first, balancing, involves affirming a tension between prosocial and financial motivations in general, while explaining why it does not apply in this case. The second, integrating, involves rejecting a tension between prosocial and financial motivations by making financial reward part of what makes their work meaningful.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **831** | Submission: **20725** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

I Quit: Modern Perspectives on Employee Turnover

Session Moderator: **Linwei Gan**, *Chinese U. of Hong Kong*

OB: **Free Myself: Investigating the Impact of Employees' Turnover Intention on Job Embeddedness**

Author: **Linwei Gan**, *Chinese U. of Hong Kong*
Author: **Kenneth S Law**, *Chinese U. of Hong Kong*
Author: **Jane Jiang**, *Nanjing U. School of business*
Author: **Xueqi Chen**, *Chinese U. of Hong Kong*

While previous studies mainly emphasize how employees with high job embeddedness are tied to their organizations, much less is known about employees' willingness and initiation to become embedded in the organization. Based on the conservation of resources theory, we propose that people could actively adjust their job embeddedness according to their turnover intention. We collected cross-lagged panel data, followed by an experimental study to test our hypotheses. Data from 135 newcomers in Study 1 and 143 subjects in Study 2 supported our hypotheses, showing that turnover intention has a cross-lagged effect on job embeddedness. We discussed the theoretical and practical implications of our studies, as well as limitations and future research directions.

OB: **Migrant Worker Turnover: The Role of Retention Decision Satisfaction and Geographic Distance**

Author: **Qingyue Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Jingqiu Chen**, *Shanghai Jiao Tong U.*
Author: **Weiyue Yang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Intracountry migrant workers contribute to the development of global supply chains as well as economic growth in many emerging economies, such as China, Mexico, India and Vietnam. However, the high turnover of migrant workers poses a threat to their productivity and imposes substantial costs on the supply chain. The current study aims to investigate the psychological processes underlying migrant workers' turnover decisions. Based on the multiphase data of 512 Chinese migrants working in one of two factories, this study adopts a "push-pull" perspective to clarify how migrant workers make turnover decisions. This study finds that the organizational embeddedness of migrant workers is positively related to their retention decision satisfaction and negatively related to their turnover intention. Moreover, it is the retention decision satisfaction of migrant workers, rather than their turnover intention, that mediates the negative relationship between organizational embeddedness and voluntary turnover. Furthermore, migrant workers with jobs closer to home have higher levels of general adjustment and are subsequently more likely to have enhanced retention decision satisfaction and reduced turnover intention as a result of high levels of organizational embeddedness than those working in distant host cities. Overall, this study highlights how retention decision satisfaction arising from organizational embeddedness explains why migrant workers make retention decisions and how geographic distance weakens the effects of organizational embeddedness on retention decision satisfaction and turnover intention through general adjustment.

OB: **Losing Faith in Job? How Supportive HRM Prevents Employee Detachment in Times of High Housing Prices**

Author: **Jih-Yu Mao**, *U. of Nottingham Ningbo China*
Author: **Ran Huang**, *U. of Nottingham Ningbo China*

Housing prices and organizational management at first glance may seem unrelated. However, we suggest declining local housing affordability to trigger employee loss of faith in job, therefore posing a threat to organizational human resource management (HRM). This research investigates how organizations can prevent employees from losing faith in and subsequently quit on their jobs in times of high housing prices through HRM. Results based on four-year longitudinal data on employees' job income and local housing prices in a western Chinese city and a survey reveal that the slower the growth in employee job income relative to the growth in local housing prices, the more employees lose faith in their jobs, leading to more job withdrawal and higher job change intentions. However, these relationships are weakened when employees perceive supportive HRM in their organizations, suggesting that supportive HRM is effective at counteracting the negative influences of the larger external environment. This research illuminates the organizational impact of housing prices and calls for organizations to attend to their HRM.

OB: **I Embed Myself for Affection: Investigating Employees' Proactive Job Embeddedness**

Author: **Linwei Gan**, *Chinese U. of Hong Kong*
Author: **Kenneth S Law**, *Chinese U. of Hong Kong*
Author: **Jane Jiang**, *Nanjing U. School of business*

Employees' discretions in making retention or turnover decisions implicates that their willingness of and initiation in embedding themselves has been overlooked in the job embeddedness literature. This study aims at unfolding employees' initiatives in their embedding process, and we conceptualize their mindful job embeddedness adjustment as proactive job embeddedness based on the conservation of resources theory. We further propose that people could initiatively adjust their resources investment in job embeddedness to prosper their careers, which is mainly driven by their affective organizational commitment. We first operationalized proactive job embeddedness as average job embeddedness and job embeddedness trajectory and conducted a longitudinal survey study with 83 participants in Study 1. Data showed that affective commitment positively predicts both average job embeddedness and job embeddedness trajectory, and further exerted a positive indirect effect on career success through these two job embeddedness constructs. We then directly tested proactive job embeddedness in an experimental study, and data from 100 employees confirmed the predictability of affective commitment on proactive job embeddedness. We discussed the theoretical and practical implications of our studies, as well as limitations and future research directions.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **832** | Submission: **20852** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Don't Crowd Me! How Leader Intrusions Affect Employees and Their Families

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

OB: **Leader Family Ostracism and its Repercussions for Leaders' Work Role and Frontline Employees**

Author: **Muhammad Usman**, *NUST Business School, National U. of Sciences and Technology, Islamabad*
Author: **Adeel Khalid**, -
Author: **Thomas Garavan**, *Garavan*
Author: **Malik Imran Ahmad**, *Lancaster U. Management School*

Acknowledging the permeability of boundaries between work and family domains, a few studies have shown that stressors in employees' family domain (e.g., family ostracism) influence their outcomes in the work domain. However, one of the important questions that have been left unaddressed so far in the literature including service literature is: Do stressors from leaders' family domain, such as feelings of being ostracized affect their work role and followers' work-related outcomes? Thus, the present study foregrounds how and when leader family ostracism influences FLE service recovery performance in the service context. Data (328 responses) collected from three sources revealed that leader family ostracism was positively associated with laissez-faire leadership, which in turn negatively affected FLE service recovery performance. The study also showed that leader political skill acted as an important boundary condition of the relationship between leader family ostracism and laissez-faire leadership, as well as the indirect negative association between leader family ostracism and FLE service recovery performance. Other than theoretical contributions, this study offers several imperative practical implications that can help service managers compensate for their lack of resources from the family domain and mitigate related destructive outcomes at work.

OB: **How Supervisory ICT Demands After Hours influence Employee Work Behavior via Employee Attributions**

Author: **Wenqing Yu**, *Zhejiang U.*
Author: **Yanran Fang**, *Zhejiang U.*
Author: **Shenjiang Mo**, *Zhejiang U.*
Author: **Yi Su**, *Zhejiang U.*

With the widespread use of information communication technologies (ICTs), being required by supervisors to keep accessible and responsive to work out of regular work time, termed as supervisory ICT demands after hours, has been prevailing and controversial. Yet, we have limited knowledge about the effects of such demands on employee work behavior. To fill this void, we draw on attribution theory to examine the constructive attribution (i.e., employee attribution of supervisory performance-promotion) and the destructive attribution (i.e., employee attribution of supervisory self-serving) as key mechanisms that transmit the positive indirect effects of supervisory ICT demands after hours on employee proactive and unethical behavior, separately. We further examine the moderating role of ICT centrality perceived by each employee in shaping the indirect impacts. Three-wave data was collected from 493 employees working at a retail corporation. Results showed that supervisory ICT demands after hours indirectly triggered employee proactive behavior via employee attribution of supervisory performance-promotion, whereas such demands indirectly triggered employee unethical behavior via employee attribution of supervisory self-serving. Furthermore, when employees perceive higher ICT centrality (vs. lower), the indirect positive relationship between supervisory ICT demands after hours and employee proactive behavior was more salient. Theoretical and practical implications are discussed.

OB: **Unexpected Message from the Boss: How Supervisor Work Intrusion Leads to Subordinate Work Engagement**

Author: **WEICHENG LU**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Guiquan Li**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **JIEYING HAN**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Haixin Liu**, *Beijing Jiaotong U.*

Work intrusions, defined as unexpected encounters by others that disrupt recipients' concentration and work flow, have been well documented on its downstream effects on work outcomes. Yet, it is still unclear if the source (supervisor vs. coworker) of intrusion makes a difference. Drawn from affective events theory (AET) and cognitive appraisal theory (CAT), we theorize and test a within-person level model that links supervisor intrusion to work engagement of subordinates via a positive and discrete emotion-alert. We also posit that this within-person process is moderated by subordinate agreeableness at the between-person level. Results of a 2-week experience sampling study with 81 participants supported our theoretical model that supervisor intrusion uniquely stimulated subordinate alert emotion, which lead to increased work engagement of subordinates. For subordinates with a higher level of agreeableness, the indirect effect was stronger. Interestingly, when supervisor intrusion was replaced by coworker intrusion, the effects diminished. Theoretical and practical implications for work intrusion, discrete emotion, and AET and CAT were discussed.

OB: **The Spillover Effect of Supervisor Bottom Line Mentality for Family Area: A Multipath Test**

Author: **Shuwei Zong**, *Southwestern U. of Finance and Economics*
Author: **Geng Liu**, *Jiangxi Agricultural U.*
Author: **Mingwei Liu**, *School of Management, Huazhong U. of Science and Technology*

The growing literature on supervisor bottom-line mentality provides a clear understanding of its positive and negative consequences in the work domain, but its spillover effects on the family domain have been less discussed by scholars. Based on stress-as-offense-to-self theory and conservation of resource theory, we focus on how supervisor bottoms-line mentality affects employees' family domain (work-family conflict) and how employees subsequently act on it. By analyzing data from a survey of 209 leader-employee pairs, this study reveals the following findings: supervisor bottom-line mentality enables employees to experience the psychological experience of work-family conflict; illegitimate tasks transmit the effect of supervisor bottom-line mentality on employees' work-family conflict, i.e., illegitimate tasks play a mediating role; after undergoing work-family conflict, employees tend to implement unethical pro-family behavior for the benefit of the family; supervisor bottom-line mentality indirectly and orderly influences unethical pro-family behavior through illegitimate tasks and work-family conflict. On the whole, our findings reveal that supervisor bottom-line mentality can serve to induce unethical pro-family behavior of employees. Theoretical contributions and practical implications are discussed.

OB: **Beyond the Workplace: How and When Authoritarian Leadership Leads to Follower Family Undermining**

Author: **Suosuo Jia**, *U. of International Business and Economics*
Author: **Xiongying Niu**, *U. of International Business and Economics*
Author: **Siheng Li**, *U. of International Business and Economics*
Author: **Baofang Zhang**, *U. of International Business and Economics*

Prior studies have extensively discussed the negative effects of authoritarian leadership, but these studies have limited the outcomes of authoritarian leadership to the work domain. By integrating the moral disengagement theory with work-home resources model, we investigate the impact of authoritarian leadership on follower family undermining behavior by examining the mediating role of follower moral disengagement and the moderating role of work-home segmentation preferences. We test our model in a two-wave field survey of 205 employees in China. The results show that authoritarian leadership is positively related to follower moral disengagement, in turn eliciting follower family undermining. In addition, work-home segmentation preferences attenuate the mediating effect of follower moral disengagement on the relationship between authoritarian leadership and follower family undermining. The theoretical and managerial implications of these findings are discussed.

Session Type: **Paper Session**
Program Session: **833** | Submission: **20342** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Brave New Worlds: Positive Effects of Artificial Intelligence in the Workplace

Session Moderator: **Alexander Emmanuel Eng**, *National U. of Singapore*

OB: **Automation and Wellbeing: Topic Modelling Literature Review**

Author: **Alena Valtonen**, *Lappeenranta-Lahti U. of Technology LUT*
Author: **Jaan-Pauli Kimpimäki**, *LUT U., School of Business and Management*

There is a growing interest in employee wellbeing in managerial research. In increasingly automated workplaces, employee wellbeing is influenced by new technologies and evolving ways of work. These influences have not yet been thoroughly understood or explored in extant literature. Considering the high implicit value of employee wellbeing, in this paper we review how automation and automation-enabling technologies have been associated with employee wellbeing. We use topic modelling to elicit latent topics from the broader literature intersecting automation and general human wellbeing (n=4,095), interpreting and extrapolating implications of our findings onto workplace settings. We found that automation carries the potential to improve employee performance, including job satisfaction and meaningfulness, relationships in the workplace, as well as physical and mental wellbeing. Based on our findings, we outline major emergent directions of research in the automation-employee wellbeing discussion.

OB: **Joint Effects of Accuracy and Equity on Fairness: Judgments of Algorithmic and Human Decisions**

Author: **Alexander Emmanuel Eng**, *National U. of Singapore*
Author: **Wei Jee Ong**, *National U. of Singapore*
Author: **Tianyu He**, *National U. of Singapore*

While there is an increasing focus on notions of fairness in algorithmic decision-making, there remains little understanding of how fairness judgments of algorithmic and human decision-makers may systematically differ. We investigate this question by examining how accuracy and equity – commonly treated as objectives to be traded off – are jointly important input criteria into fairness judgments. Using a policy-capturing experiment where we manipulate the accuracy of hiring decisions and gender composition of hired workers, we find that both criteria positively affect fairness judgments, and that the effect of accuracy is stronger when there is greater inequity. This interactive effect of accuracy and equity is stronger for algorithmic (versus human) decision-makers when they are judged on the fairness of procedures, but not outcomes. After accounting for both accuracy and inequity, there are no differences in judgments of human and algorithmic decision-makers. Our findings reveal the importance of treating both accuracy and equity as primary criteria for fairness that may differ in importance when evaluating different decision-makers, but beyond which there is little evidence for overall algorithmic aversion or preference.

OB: **Investigating When and Why AI Stress Promotes Employee Learning and Subsequent Positive Outcomes**

Author: **Qiwei Zhou**, *Ocean U. of china*
Author: **Keyu Chen**, *School of Economics and Management Tsinghua U.*

Employees encounter increasing technostress as enterprise digital transformation becomes prevalent. While predominate literature has viewed artificial intelligence (AI) stress as a hindrance, we highlight the developmental nature of employee knowledge and capability, and probe employee learning as an active response to such challenge. Relying on the learning perspective of the Job Demand-Control Model, we investigate how and when AI stress induces employee learning, and the positive outcomes of such coping behavior in the context of digital transformation. We theorize that AI stress would evoke more opportunities and willingness for employees to learn, and in turn facilitate subsequent job performance and digital transformation supportive behavior. Further, employee AI trust plays a moderating role not only in the relationship between AI stress and learning, but also in the indirect effects. High AI trust guarantees employees to respond to AI stress with the active learning approach. Findings from a two-wave survey data of 224 Chinese employees supported our predictions. This work advances our knowledge of AI adoption, digital transformation and stress learning.

OB: **Let's Talk about AI: Talking about AI is Positively Associated with AI Crafting**

Author: **Xiaowei Dong**, *Business School, Sun Yat-Sen U.*
Author: **Luyuan Jiang**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Li Wanlu**, *Business School, Sun Yat-Sen U.*
Author: **Yuqing Gan**, *School of Business, Sun Yat-sen U.*
Author: **Jingtian Xia**, *Sun Yat-Sen U.*

Artificial intelligence (AI) is becoming increasingly common in organizations, and more and more employees are talking about AI with their coworkers (i.e., AI talk). However, we have limited knowledge of what effects AI talk has on employees' psychological states and subsequent behaviors. Drawing on self-efficacy theory, we propose that talking about AI is positively associated with AI self-efficacy (i.e., the degree to which individuals think they can successfully complete AI-related tasks), which in turn increases proactive coping behavior to adapt to AI (i.e., AI crafting). Furthermore, we suggest that leader AI-focused attention moderates these positive indirect effects such that these relationships are strengthened when leaders focus more attentional resources on AI (i.e., leader AI-focused attention is high). To test our theoretical model, we conducted an experiment and a multi-wave field study in organizations that use AI. This research reveals the effects of AI talk on AI crafting via AI self-efficacy, which expands the existing AI literature and job crafting literature and provides a more comprehensive understanding of AI in the workplace.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **834** | Submission: **20716** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Team Diversity

Session Moderator: **Xinxin Lu**, *Hunan U.*

OB: **Is A Heterogeneous Configuration Favorable for Agentic Traits?**

Author: **Xinxin Lu**, *Hunan U.*
Author: **Donald H. Kluemper**, *Texas Tech U.*

Researchers have reported inconsistent findings of the effect of team personality diversity on team outcomes. It is debatable whether heterogeneity or homogeneity is more favorable for team personality. Integrating the agency-communion framework and socio-analytic theory, we propose that team agency is compatible with a heterogeneous configuration and integrate magnitude and configural approaches to explore the optimal configuration for team agency. The data were collected from 597 employees of 116 diverse teams across three waves. Path analysis results did not support the moderation of team dispersion on the effect of team agency leading to accomplishment striving. But the results supported the moderation of team agency configurations on the effect of team agency on accomplishment striving and its indirect effect on team performance via team accomplishment striving, such that the effects are strongest in a fragmented configuration and weakest in a bimodal configuration. The research findings suggest that dispersion and configurations play differential roles in the effects of team agency.

OB: **Gender Diversity and Team Effectiveness**

Author: **June Shin**, *Rutgers U., School of Management and Labor Relations*

The rapid diversification of the workforce has driven significant attention to the study of team diversity—variation among team members on attributes in which they may differ (e.g., gender, age, race, tenure, personality; van Knippenberg & Mell, 2016). Curiously, this research persistently shows mixed effects on a key outcome: team performance (e.g., Horwitz & Horwitz, 2007; Webber & Donahue, 2001). To help resolve the inconsistencies regarding the association between team gender diversity and team performance, I draw from the categorization-elaboration model (van Knippenberg et al., 2004) to examine the mediating effect of information elaboration—the exchange, processing, and integration of information and perspectives among team members (Homan, Van Knippenberg, Van Kleef & De Dreu, 2007)—and two contextual moderators—leader's diversity belief and leader's network heterogeneity. In a study of 94 teams from several entrepreneurial organizations in South Korea, results showed that team gender diversity had a non-significant indirect effect on team performance through information elaboration. However, leader's diversity belief had significant positive moderating effect on the association between information elaboration and team performance. Collectively, this study adds precision to unpacking the team diversity's positive and negative effects, highlights two boundary conditions that can impact the nature of team diversity and its outcomes, and advances the research on the role of information elaboration in the categorization-elaboration model (van Knippenberg et al., 2004).

OB: **Cognition Diversity, Repeated Cooperation and Collective Intelligence in Dynamic Cooperative Network**

Author: **Ziqiu Lin**, *School of Public Policy and management Tsinghua U.*
Author: **Jar-Der Luo**, *Tsinghua U.*

The interaction between science and technology gives rise to an urgent need for interdisciplinary knowledge to study dynamic cooperative network as an organizational structure. Based on an Agent-Based Model, this paper studies the influence of members' cognitive diversity on collective intelligence, and explores the moderating effect of network members' repeated cooperation in above relationship. The research has three findings. First, members' cognitive diversity has a positive effect on an organization's mean outcome of collective intelligence but also increases its variance. Second, increasing the probability of repeated cooperation can alleviate the impact of huge variance and help the organization achieve high collective intelligence in the long run. Third, in an organization with a high probability of repeated cooperation, the collective intelligence of low cognitive diversity organizations is better than that of high cognitive diversity organizations in the early stages of development, but as time goes on, high cognitive diversity organizations will exceed low cognitive diversity organizations, and finally reach the highest level in the long run. To overcome the simulation's shorthand of reality particularities in empirical evidence, we test our key findings in simulation by using empirical data from one of China's largest internet companies. The fixed effect panel model shows that employees' cognitive diversity indeed promotes collective intelligence when the probability of repeated cooperation exceeds a certain threshold, which confirms our simulation results.

OB: **The Consequence of Within-Team Social Hierarchy: Power vs. Status Matters**

Author: **Fenghao Wang**, *Deakin U.*

Whether within-team social hierarchy benefits or diminishes team functioning remains a debate in management literature, with scholarly support for both standpoints. Importantly, existing attempts to reconcile the mixed findings are theoretically incomplete, substantially overlooking the nature of social hierarchy as well as peculiar hierarchical characteristics. Following the multiplicity perspective of social hierarchy, and building on the research differentiating power and status as two bases of social hierarchy, in this study, we propose that the conflicting findings may be attributed to the valued social dimensions based on which social hierarchy is established. Particularly, power hierarchy benefits team performance because it promotes team structure clarity, which further facilitates information and workload sharing. In comparison, status hierarchy diminishes team performance because it blurs team structure clarity, which reduces information and workload sharing. In addition, time pressure strengthens the above effects because team members rely more on both power and status hierarchies to guide their interactional behaviors. Results from a field study involving 1428 dyads from 478 participants and 122 teams provide general support for the hypotheses. Overall, this research contributes to the hierarchy functionality debate by highlighting the critical role of hierarchical basis and articulating the underlying mechanisms.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **835** | Submission: **20796** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Job Design and Organizational Policy Effects

Session Moderator: **Lu Xing**, *U. of Auckland*

OB: **It's Not My Job. . . But a Challenge? Perceiving and Reacting to Illegitimate Tasks**

Author: **Lu Xing**, *U. of Auckland*
Author: **Peikai Li**, *Ghent U.*

More than ever, organizations are asking employees to do ever more duties that employees think they should not have to carry out (known as "illegitimate tasks"). The added workload can be a significant source of work stress. While previous studies often view illegitimate tasks as a hindrance stressor, we highlight the importance of employees' appraisals and reveal the potential for appraising such tasks as challenges. Based on the transactional theory of stress, we explain how and when individuals appraise and react to illegitimate tasks in an adaptive manner (i.e., increasing job crafting and reducing procrastination). Our study considers employees' organizational identification as a critical contingency. We collected data from a three-wave survey of 481 Chinese employees. Results showed that when organizational identification was at a high level, illegitimate tasks positively related to employees' challenge appraisal while negatively relating to the challenge appraisal when organizational identification was at a low level. In turn, the challenge appraisal positively relates to job crafting and negatively relates to procrastination. Our findings contribute to a deeper understanding of the effects of illegitimate tasks and provide insights into how organizations can mitigate the negative influences when such tasks are unavoidable.

OB: **Are Job Rotation Programs Worth The Effort? How Job Rotation Influences Newcomers' Adaptation Proces**

Author: **Wei Wu**, *Hong Kong Polytechnic U.*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*
Author: **Wen Wu**, *Beijing Jiaotong U.*
Author: **Yuhuan Xia**, *Shandong U.*

Although job rotation is a popular program for training newcomers, our understanding of its influence is limited. Drawing from adaptation theory and self-regulation theory, we propose that job rotation, as a planned disruptive event to newcomers' adaptation process, will cause a discontinuous socialization process and trigger newcomers' transition adaptation and reacquisition adaptation. Using a field quasi-experiment with twelve waves of longitudinal data, we tracked changes in newcomers' task mastery and social integration before, during, and after job rotation. We find that newcomers with job rotation experience an immediate decrease in task mastery after job rotation. Unexpectedly, newcomers without job rotation experienced an increase in social integration after rotation point compared to newcomers with job rotation. We also found that newcomers with higher learning orientation experienced a smaller decrease in task mastery during job rotation, and that newcomers with a more proactive personality experienced an increase in social integration during job rotation. Newcomers with initial challenging work experience had a greater increase in task mastery after job rotation but not in social integration. Our findings provide theoretical implications for socialization literature and adaption literature and practical implications for designing job rotation programs.

OB: **From Strategic Ambidexterity to Employees' Task Performance? The Intermediary Role of Job Design**

Author: **Tomislav Hernaus**, *Faculty of Economics & Business, U. of Zagreb*
Author: **Alesa Sasa Sitar**, *School of Economics and Business, U. of Ljubljana, Slovenia*
Author: **Matija Maric**, *U. of Zagreb, Faculty of Economics and Business*

Because ambidextrous organizations as dual-core systems in practice experience performance variability, we revisited the strategy–structure–performance paradigm by introducing multiple and multilevel perspectives of fit. Specifically, we hypothesized and explored the interplay among strategy–structure fit, job demands–resources fit, and individual-level performance. A time-lagged two-source field survey was conducted on a nested sample of 874 employees from 49 large organizations. A downward multilevel mediation showed that jobs with congruent cognitive demands and task resources represent an underlying design mechanism that translates the strategic ambidexterity–process integration fit into employees' task performance. Our results advise organizational design scholars to consider the importance of microfoundations (e.g., job characteristics) for achieving individual-level performance, as well as human resource management (HRM) practitioners and line managers to contextualize job design within organizational settings (e.g., organizational design) and, thus, integrate multilevel design practices.

OB: **People Over Politics: The Narrative Themes Influencing Judgements of Harmful Worker Policies**

Author: **John Jamison**, *Marymount U.*

During the Covid-19 pandemic, policy discussions around worker wellbeing have repeatedly degraded into polarized political debates rather than judgements of the policy's ultimate harm or benefit for the workers themselves. Leaders who feel that they will be judged by the political implications of their policy decisions may be influenced to make policy decisions with undue deference to political orientations rather than actual worker outcomes. Participants in our study confirmed this bias by judging a fictional leader's harmful masking policy based overwhelmingly on their pre-existing political orientation on masking rather than on the content of the policy itself. However, we followed-up this initial analysis with an exploratory text analysis method to investigate what other themes besides political orientation participants considered in assigning responsibility to the leader for the harmful policy. We find that even controlling for political orientation, participants were strongly preoccupied with the people involved in the policy outcomes. Participants' discussions of the moral complexities of the case showed preoccupations with the workers themselves above even the legal, business, and societal aspects of the case. This study suggests that discussions of harmful employer policies do not need to be abandoned to political debate. Rather, harmful employer policies can be most effectively recognized as harmful when discussions center around the workers themselves. Results of this study suggest that those wishing to influence employer policies towards greater worker wellbeing would do well to focus on messages about the workers themselves rather than on polarized political orientations alone. Similarly, those wishing to hold leaders accountable for harmful employee policies would also want to move beyond political orientations to also put the workers themselves into the spotlight.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **836** | Submission: **20597** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

Mean People Suck: New Perspectives on Ostracism and Bullying at Work

Session Moderator: **Joshua Nagel**, *The Graduate Center & Baruch College, CUNY*

OB: **Why So Quiet? Investigating Effects of Coworker Interdependency and Incivility on Use of Ostracism**

Author: **Joshua Nagel**, *The Graduate Center & Baruch College, CUNY*
Author: **Kristin Sommer**, *Baruch College & The Graduate Center, CUNY*

This research study aimed to investigate two seemingly related but theoretically distinct antecedents of workplace ostracism - task interdependency (cooperative/competitive tasks) and level of coworker civility (civil/uncivil). These antecedents were expected to interact to predict coworker ostracism by way of either the motive to punish or to avoid. Participants worked on a cooperative or competitive task with a confederate who behaved either civilly or uncivilly toward them. Social interactions were coded for the degree to which participants ostracized their partners, as defined by how talkative they were during the interactions. Participants also reported on their motives to punish or avoid their partners. In support of predictions, participants exhibited higher levels of ostracism towards uncivil compared to civil partners. Contrary to predictions, task interdependency did not moderate the effects of partner civility on degree of ostracism or motives. Possible reasons for this lack of hypothesis support – including a weakness in the interdependency manipulation and the tendency for people to perceive uncivil coworkers as more competitive – are discussed. The present experiment improves meaningfully on past correlational work by isolating partner civility as a direct cause of ostracism and by assessing ostracism using objective, behavioral measures.

OB: **Bystander's Reactions to Witnessing Ostracism: The Role of Social Identity and Social Dissimilarity**

Author: **Kayleigh Harris**, *U. of Massachusetts Amherst*
Author: **Nicolina Leeann Taylor**, *U. of Kentucky*
Author: **Seong Won Yang**, *U. of Kentucky*
Author: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*

Bystanders are important to the experience of workplace ostracism (intentional or unintentional social exclusion when inclusion would normally be expected) as they have the power to intervene, either diffusing the situation by reducing the ostracism and supporting the victim, or to worsen it by joining in with the perpetrator. This study examines the effects of group co- membership on a bystander's decision on whether and how to intervene when witnessing ostracism. There are three intervention types that a bystander may enact: joining in, supporting the victim, or opposing the perpetrator. We hypothesize that a bystander's choice to intervene and their chosen type of intervention can be predicted by whether members of the triad (i.e., the perpetrator, victim, and bystander) share same-group membership. Our findings suggest that shared group membership most significantly affects both the decision to intervene, and a specific type of intervention -- whether to support the victim. These findings further our understanding of why and how a bystander might exacerbate or mitigate the detrimental effects of ostracism.

OB: **Defining Workplace Bullying and Related Concepts Using a Hierarchical Typology**

Author: **Nam Gyu Ryu**, *UNSW Business School, Australia*
Author: **Will Felps**, *UNSW Business School, Australia*

Workplace bullying is a pervasive and harmful problem. In this paper, we suggest that the workplace bullying literature has three major limitations as the literature has a very narrow definition of bullying. First, workplace bullying is defined by its repeated nature. Second, previous studies tend to rely on victims' subjective experience and does not consider much about other involving parties such as bystanders or perpetrators. Third, the predominant measure of workplace bullying confounds several aspects of bullying such as severity and number of perpetrators. Drawing on the review, we provide a hierarchical typology to address this issue and offer new directions for research and suggest different bullying types. Implications and different measures for each type of bullying are discussed.

OB: **Validation of the Workplace Emotional Blackmail Scale (WEBS)**

Author: **Yen-Yu Chen**, *National Yang Ming Chiao Tung U.*
Author: **Mai Pham**, *Department of Business Administration, National Chengchi U.*
Author: **Sheng Wang**, *U. of Nevada, Las Vegas*
Author: **Shihui Zhang**, *National Chengchi U.*

Recent years have seen a growing body of research on the effectiveness of workplace influence tactics. This study aimed to validate the Workplace Emotional Blackmail Scale (WEBS), which was originally developed in Chinese (Chen et al., in press), with an employee sample (Study 1) and a supervisor sample (Study 2) from organizations in various industries in the U.S. We followed Chen et al.'s approach and operationalized workplace emotional blackmail as an affect-based influence tactic. Consistent with Chen et al.'s research, the confirmatory factor analysis results of both samples provided support to the two-factor structure of the workplace emotional blackmail construct: intimidation and appealing. Moreover, both samples showed satisfactory reliability and criterion-related validity (employee resistance, compliance, and commitment). The results of measurement invariance analysis between the two samples further demonstrated full configural, metric, and scalar invariance, indicating that both supervisors and employees conceptualized workplace emotional blackmail similarly. The study findings suggest the appropriateness of using WEBS to examine the nomological network of emotional blackmail in the workplace in the U.S. Keywords: workplace emotional blackmail, factor analysis, psychometrics, reliability, validity

OB: **A Review of Witnessed Workplace Mistreatment: Boundary Conditions and Relative Importance**

Author: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*
Author: **Rui Zhong**, *Penn State Smeal College of Business*
Author: **The Ton Vuong**, *Haskayne School of Business, U. of Calgary*
Author: **Sandra Robinson**, *U. of British Columbia*
Author: **Sandy Hershcovis**, *U. of Calgary*

This study aims to understand the role of observers in the dynamic of workplace mistreatment. Through a meta-analytic review, we examine the conditions under which observers respond more or less constructively to mistreatment incidents and the relative importance of witnessed versus experienced mistreatment in terms of overall impact on employees. The results show that observers tend to have negative responses towards perpetrators, though responses towards targets are mixed. Furthermore, these observer responses are contingent on the study design, mistreatment source, and mistreatment ambiguity. The study also finds that experienced mistreatment has a stronger impact on employees than witnessed mistreatment, although witnessed mistreatment still has a sizable impact. The implications of these findings and future directions for research on witnessed mistreatment are discussed.

Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

I'm Here For You: Examining the Effects of Authentic and Empathetic Leadership

Session Moderator: **Gustavo Tavares**, *Insper Institute of Education and Research*

OB: **Enjoying Rivals' Pain: A Conceptual Framework of Strategic Leaders' Schadenfreude**

Author: **Sachinthanee Dissanayake**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **Kumar Krishna Biswas**, *U. of Wollongong*

While researchers recognize empathy in leadership, can strategic leaders empathize with their rivals' misfortune when it could benefit their organizations? This paper explores how strategic leaders emotionally respond to rivals' misfortune. Given the vulnerability, uncertainty, ambiguity, and competition in the business environment, strategic leaders may experience schadenfreude at rivals' misfortune. Schadenfreude is the emotion of having pleasure at others' misfortune. Based on a critical review of the schadenfreude literature using bibliometric analysis of publications from 1962 to 2022 and applying organizational identification and social comparison theory, we develop a comprehensive theoretical framework delineating the emergence and consequences of strategic leaders' schadenfreude in business. In response to rivals' misfortune, we argue that strategic leaders' strong organizational identification and downward comparison elicit schadenfreude via organizational-based self-esteem. Further, the influence of downward comparison will be intense if the rival is previously understood as a great achiever. We further argue that the experience of schadenfreude depends on the leaders' trait of guilt-proneness. In addition to schadenfreude emergence, our theoretical framework suggests three possible consequences: unethical pro-organizational behavior, emotional sharing with close others at work, and safer options in decision-making. Our novel theoretical framework extends the current research investigating strategic leaders' schadenfreude.

OB: **Authentic and One of Us: The Interaction between Leader Authenticity and Group Prototypicality**

Author: **Gustavo Tavares**, *Insper Institute of Education and Research*
Author: **Filipe Sobral**, *EBAPE/FGV*

We draw on socio-cognitive and social identity theories of leadership to propose that perceived authenticity predicts leader endorsement and social influence in groups, especially when the target group member is seen as a representative of the group's values and beliefs (i.e., when he or she is group-prototypical). We tested our hypotheses in two independent studies: (i) an experiment in which we manipulated the level of authenticity and group prototypicality of a stimulus group member and measured leader endorsement and (ii) a two-wave social network field study with Air Force Cadets in which we measured not only leader endorsement but also the level of influence each cadet exerts over his or her peers. Our approach differs from previous Authentic Leadership (AL) studies in that we use a psychological conceptualization of authenticity (rather than the AL construct) and focus on leader endorsement and social influence as our main dependent variables. Our findings support the premise that authenticity can be an important source of social power and that group prototypicality is a boundary condition for its effects. This study contributes to the ongoing debate on the role of authenticity in leadership processes.

OB: **The Impact of Authentic Leadership on Followers' Being Themselves**

Author: **Shengjun Zhang**, *Shanghai U. of Finance and Economics*
Author: **Gang He**, *Guanghua School of Management, Peking U.*
Author: **Yahua Cai**, *Shanghai U. of Finance and Economics*
Author: **Sun Xiuli**, *Capital U. of Economics and Business*

Although the effectiveness of authentic leadership is well documented, our understanding of how authentic leadership influences followers' self-concept or identity is limited. Drawing on self-verification theory, we argue that authentic leadership triggers followers' self-verification, and this psychological experience contributes to followers' creativity and voice behavior. We also argue that the relationship between authentic leadership and followers' experienced self-verification is strengthened when followers' need for self-verification (i.e., self-verification striving) is higher. Using a time-lagged research design with responses from 647 leader–follower dyads, we found support for our proposed model. We then discuss the theoretical and practical implications of our findings and suggest directions for future research.

OB: **Stories of Leadership: Leading with Empathy Through the COVID-19 Pandemic**

Author: **Jennifer Sue Linvill**, *Purdue U.*
Author: **Gloria Oghenebruphiyo Onosu**, *Georgia State U., J. Mack Robinson College of Business*

During the COVID-19 pandemic, many organizations worldwide have witnessed an unprecedented need for organizational change that rapidly transformed the work environment and operational procedures. This study focuses on leaders' experiences during COVID-19 as an opportunity for complexity leadership scholars to apply new ways of thinking to leadership practices. This study attends to the concepts of leading with empathy and fostering organizational environments where individuals feel a sense of belonging. This is important because the COVID-19 pandemic has further exacerbated the need for organizations to create a supportive environment for employees. Specifically, this study focuses on how individuals' leadership experiences during a time of complexity (i.e., COVID-19) serves to examine and shift leadership paradigms in organizations.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **838** | Submission: **20810** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

New Directions in Servant Leadership Research

Session Moderator: **Jialing Xiao**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*

OB: **Servant Leadership and OCB, The Relational and Motivational Mechanisms**

Author: **Jialing Xiao**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Author: **Shuisheng Shi**, *Hunan U.*

We investigate the relationship between servant leadership, followers' perceived LMX, work engagement, and organizational citizenship behaviors. Using a social exchange and motivation perspective, we examine how servant leadership influences followers' OCB by fostering followers' perceived LMX and work engagement. We further compare the magnitude of the two mechanisms. With a multisource time-lag study from an international logistics company, we conducted multi-level Hierarchical linear modeling and find that servant leadership influences followers' OCBO and OCBS through LMX and work engagement. And LMX is a more effective mechanism for explaining the relationship between servant leadership and OCBS.

OB: **The Effects of Servant Leadership on Performance and Health: A Multilevel and Multisource Study**

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

How and under what conditions does servant leaders' behavior influence both performance (individual and collective) and health within dynamic and extreme environments such as firefighters' context? We develop and test a multilevel model that integrates principles of servant leadership with social exchange theory to explore how servant leadership positively influences collective task performance, and how and when it strengthens adaptivity at the individual level and reduces emotional exhaustion. Our four-wave and three-source study sample comprised 303 firefighters nested in 45 fire stations. Multilevel Structural Equation Model analyses results indicate that, at the individual level, servant leadership significantly predicts high adaptivity, and low emotional exhaustion through the mediating influence of firefighters' felt trust and trust climate. Implications of our results to theory and practice are discussed.

OB: **Leadership Influence and Newcomer Socialization: Dual-path Model of Servant and Directive Leadership**

Author: **Changjun Li**, *School of Economics and Management of Wuhan U.*

Although past research has shown how organizational and personal efforts contribute to successful newcomer socialization, the influence of leaders and their leadership behaviors on newcomers' socialization process and performance is less clear. By integrating leadership and socialization research, I proposed a dual-process model in which servant leadership and directive leadership promote newcomer socialization performance through a social exchange mechanism—leader-newcomer exchange—and a social cognitive mechanism—self-efficacy, respectively. I also proposed newcomers' length of socialization (i.e., the number of months since organizational entry) as a crucial boundary condition. By collecting multi-wave, multi-source data from 369 newcomers, I found that leader-newcomer exchange mediated the positive relationship between servant leadership and newcomer socialization performance, self-efficacy mediated the positive relationship between directive leadership and newcomer socialization performance, and these mediation effects were more salient for newcomers with shorter (vs. longer) length of socialization. These findings not only enrich our knowledge of the leadership influence in the context of newcomer socialization, but specifically reveal how and when relationship-focused (i.e., servant leadership) and task-focused (i.e., directive leadership) leadership styles shape the process and effectiveness of newcomer socialization. The present research, thus, offers a host of implications useful for newcomer management.

OB: **The Relationship Between Mentors' Servant Leadership and Hotel New Employees' Affective Commitment**

Author: **Shuaijun Zhang**, *UTRGV*
Author: **Xiaoman Zhou**, *Chongqing Normal U.*

This study investigated the impacts of the dual role of servant leadership and mentorship on hotel employees' affective commitment. We used structural equation modeling and hierarchical multiple regression analysis to analyze two waves of self-reported data collected from 370 new employees in 13 hotels in five regions of China. Inspired by self-determination theory, we developed an integrated model, and the results showed that the link between servant mentorship and new employees' affective commitment is mediated via psychological capital. In addition, we found a moderating effect of new employees' feedback-seeking behavior on the relationship between the mentor's servant leadership and the new employee's psychological capital. We provided relevant theoretical and practical contributions.

OB: **Effects of Servant Leadership on Languishers' Social Functioning and Organizational Identification**

Author: **Nabi Ebrahimi**, *UMass Lowell Manning School of Business*
Author: **Tamara Montag-Smit**, *UMass Lowell Manning School of Business*
Author: **Ann Kronrod**, *UMass Lowell Manning School of Business*

This article sheds light on the way servant leadership (SL) helps reduce the adverse impacts of languishing in the work context and promote languishers' social functioning. In a scenario-based study (Study 1, n = 135), the negative relationship between followers' languishing level and their serving behaviors was significantly attenuated by higher levels of their perception of manager SL effectiveness. Drawing upon social learning theory and based on the proposition that servant leaders develop followers who also engage in serving behaviors, Study 1 showed that when manager SL effectiveness was perceived to be high, languishers were encouraged to engage more socially and showed more serving behaviors than flourishers. A survey among 220 real-world employees (Study 2) extended the results of Study 1 by showing that greater manager SL attenuates the negative relationship between languishing and organizational identification and the effect of SL on organizational identification was significantly stronger for languishers than flourishers. It appears that the manager's leadership style may be especially helpful to improve their languishing employees' well-being in the organization, especially in cases when it might be difficult for the employees to do this on their own.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **839** | Submission: **10543** | Sponsor(s): **(OB, CAR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Lessons from Recent Developments in Careers: Clues to the New Normal?

Organizer: **Jon P. Briscoe**, *Northern Illinois U.*
Presenter: **Bernadeta Gostautaite**, *ISM U. of Management and Economics*
Presenter: **Jelena Zikic**, *York U.*
Presenter: **Eric J. Michel**, *Northern Illinois U.*
Presenter: **Erin Wilson Burns**, *RBL Group*
Discussant: **Jon P. Briscoe**, *Northern Illinois U.*
Author: **Ilona Buciuniene**, *ISM U. of Management and Economics*
Author: **Silvia Bagdadli**, *Bocconi U.*
Author: **Martina Gianecchini**, *U. of Padova*
Author: **Sergio Madero**, *Tecnologico de Monterrey*
Author: **Mami Taniguchi**, *Waseda U.*
Author: **Janine Bosak**, *Dublin City U.*
Author: **Pamela Suzanne**, *UdeSA*
Author: **Émilie Lapointe**, *BI Norwegian Business School*

Even before the Covid 19 Pandemic careers were in great flux. Since the onset of the pandemic they have become even more malleable being shaped primarily by employees and freelancers, but also by organizations and leaders. This symposium samples empirical work from academia, and conceptual work from academia and the consulting world to propose some directions for how careers might be changing--and might be managed--for individuals, organizations, and their leaders.

Coping with Radical Changes in the Nature of Work: The Role of Sustainable HRM

Author: **Ilona Buciuniene**, *ISM U. of Management and Economics*
Author: **Bernadeta Gostautaite**, *ISM U. of Management and Economics*

Social Support

Author: **Eric J. Michel**, *Northern Illinois U.*
Author: **Jon P. Briscoe**, *Northern Illinois U.*
Author: **Silvia Bagdadli**, *Bocconi U.*
Author: **Janine Bosak**, *Dublin City U.*
Author: **Martina Gianecchini**, *U. of Padova*
Author: **Émilie Lapointe**, *BI Norwegian Business School*
Author: **Sergio Madero**, *Tecnologico de Monterrey*
Author: **Pamela Suzanne**, *UdeSA*
Author: **Mami Taniguchi**, *Waseda U.*
Author: **Jelena Zikic**, *York U.*

The Role of Career Sacrifice Under Uncertainty

Author: **Jelena Zikic**, *York U.*

How Leaders Can Help Today's Employees Create the Careers They Expect

Author: **Erin Wilson Burns**, *RBL Group*

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

Session Type: **Symposium**
Program Session: **840** | Submission: **14547** | Sponsor(s): **(OB, DEI, CM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Gender Gaps and Disparities in Organizations, Negotiations, and Conflict Management

Organizer: **David P. Daniels**, *NUS Business School*
Participant: **David P. Daniels**, *NUS Business School*
Participant: **Laura Kray**, *U. of California, Berkeley*
Participant: **Christine Nguyen**, *Columbia Business School*
Participant: **Oliver Hauser**, *U. of Exeter Business School*
Participant: **Solene Delecourt**, *Haas School of Business, UC Berkeley*
Participant: **Rembrand Michael Koning**, *Harvard Business School*

This symposium examines how gender gaps and disparities are evolving and/or persisting within organizations, negotiations, and conflict management settings. First, Daniels, Koval, and Neale theorize that both a “female penalty” (a gender pay gap) for most women, and also a “female premium” for high-potential women, may emerge from the interplay between first offers and gender in job negotiations. The authors analyze a unique field dataset from an online labor marketplace where all workers (n=19,878) must propose a first offer when negotiating their hourly wages for freelance jobs, and they find support for their hypotheses. In addition, the authors provide causal evidence that workers’ first offers influence their negotiation outcomes, by taking advantage of “left-digit bias” (Wiltermuth, Gubler, and Pierce, 2022); when workers make a first offer that is just above (vs. just below) a “left-digit threshold” such as $10.00/hr. or $20.00/hr., it causally improves their negotiation outcomes (i.e., hourly wages) by 15% for men and by 24% for women. Second, Kray, Kennedy, and Lee explore whether “women don’t ask” is myth or reality and show that, in contrast to lay beliefs, women negotiate their salary more often than do men among people holding MBA degrees (in a 2019 survey). The authors also examine historical data and show that men reported negotiating their salaries more often than women prior to the twenty-first century, but since then, the trend has reversed, suggesting it is time to update beliefs about gender and negotiating propensity. Third, Nguyen, Yeomans, and Gino revisit how conversational receptiveness can improve interpersonal evaluations in the midst of conflict (Yeomans et al., 2020) by examining gender differences in communication strategies and whether communicators are aware of such gender differences. The authors found that female writers were rated to be more receptive, both by themselves and by other gender-blind raters; additionally, female raters perceived others’ text as more receptive. Theoretically, the authors seek to build on and add nuance to the literature on conflict management, receptiveness, and gender; practically, the authors hope to give communicators a better understanding of the profiles and efficacy of their communication strategies in disagreement contexts. Fourth, Bohnet, Chai, Hauser, and Louw study the effects of behaviorally-informed, scalable interventions to close the gender gap in re-application rates to senior roles. Their results suggests that positive feedback and encouragement can reduce the gender gap in re-applications, while communication of diversity targets may not change behavior. Their results inform future research on interventions to reduce gender gaps and offer a practical and scalable solution for organizations aiming to achieve gender parity in leadership positions. Fifth, Delecourt, Chopra, and Koning use both observational data and a field experiment to explore how the gendering of a startup idea impacts its appeal to the startup’s male and female workers. Core to their analysis is the idea that a startup idea can be gendered for systemic reasons (e.g., when the startup focuses on biological differences) or direct reasons (i.e., when the “genderness” of the startup’s target market can be redirected or shifted while holding many other aspects of the idea—from the market potential to the idea’s technical difficulty—relatively constant). Overall, the symposium explores how gender gaps and disparities are evolving and/or persisting, providing new answers and new questions about gender differences in contexts that are both theoretically important and practically relevant.

What Did You Expect? How First Offers and Gender Shape Job Negotiation Outcomes

Author: **David P. Daniels**, *NUS Business School*
Author: **Christy Zhou Koval**, *Eli Broad School of Business, Michigan State U.*
Author: **Margaret A. Neale**, *Professor emerita Stanford Graduate School of Business*

Now, Women Do Ask: A Call to Update Beliefs About the Gender Pay Gap

Author: **Laura Kray**, *U. of California, Berkeley*
Author: **Jessica Alynn Kennedy**, *Vanderbilt U.*
Author: **Margaret Lee**, *Haas School of Business, UC Berkeley*

The Effect of Gender on Receptiveness and Curiosity in Conversational Conflict

Author: **Christine Nguyen**, *Columbia Business School*
Author: **Michael Yeomans**, *Imperial College Business School*
Author: **Francesca Gino**, *Harvard U.*

Closing the Gender Gap of Re-Applications for Senior Roles: Evidence from a Field Experiment

Author: **Iris Bohnet**, *Harvard Kennedy School*
Author: **Hui-Yih Chai**, *Behavioural Insights Unit, New South Wales*
Author: **Oliver Hauser**, *U. of Exeter Business School*
Author: **Kim Louw**, *Behavioural Insights Unit, New South Wales*

Gendered Ideas and the Market for Startup Talent

Author: **Solene Delecourt**, *Haas School of Business, UC Berkeley*
Author: **Sahiba Chopra**, *Haas School of Business, UC Berkeley*
Author: **Rembrand Michael Koning**, *Harvard Business School*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **841** | Submission: **10051** | Sponsor(s): **(OB, DEI, HR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Gender Equality: Why Aren't We There Yet and What Are the Costs?

Organizer: **Shoshana Schwartz**, *Christopher Newport U.*
Session Chair: **Shoshana Schwartz**, *Christopher Newport U.*
Discussant: **Lisa Michelle Leslie**, *New York U.*
Presenter: **Ellen Ernst Kossek**, *Purdue U.*
Presenter: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Presenter: **Suzanne C. De Janasz**, *George Mason U.*
Presenter: **Terri A Scandura**, *Miami Herbert Business School*
Presenter: **Traci Sitzmann**, *U. of Colorado, Denver*
Participant: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Participant: **Shoshana Schwartz**, *Christopher Newport U.*
Participant: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Participant: **Stefanie Johnson**, *U. of Colorado, Boulder*
Participant: **Phoenix Van Wagoner**, *California State U., Fullerton*
Participant: **Matthew Piszczek**, *Wayne State U.*
Participant: **Tammy D. Allen**, *U. of South Florida*
Participant: **Benjamin R. Pratt**, *U. of Central Oklahoma*
Participant: **Anthony Misisco**, *U. of South Florida*
Participant: **Todd Bodner**, *Portland State U.*

The #MeToo movement, the Equal Pay Pledge, and the United Nations' "HeForShe" campaign are part of a worldwide reckoning around gender. Yet women are still paid less than men, earning 83 cents for every dollar on average (Bureau of Labor Statistics, 2022), and are underrepresented in upper-level jobs (Catalyst, 2022) offering greater power, prestige, and influence. Since the 1990s, progress on closing the gender wage gap has slowed substantially, and the rate at which occupational segregation has declined has also slowed markedly. The lack of progress despite increased corporate and societal initiatives indicates that there is more to be learned. In this symposium, we will take a deeper dive into several important topics in gender and work to further our understanding of why – in this era of increased focus on gender equity – substantial gender gaps in work-related outcomes remain. In the first presentation, Kossek et al. further our understanding of work-life inclusion, demonstrating how firms' work-life inclusion profiles relate to firm equality and work and non-work wellbeing. Subsequently, Lambert et al. explore how strong organizational diversity climates buffered women from increased anxiety and increased turnover intentions during COVID-19. Next, de Janasz and Scandura examine gender differences in negotiation-related behavior, a key contributor to workplace gender disparities. Finally, Sitzmann et al. move beyond conceptualizing gender equity as a women's issue by demonstrating how gender egalitarian practices benefit firms' performance. Collectively, the four papers in this symposium present novel insights into the causes and consequences of persistent gender disparities in workplace outcomes.

U.S. Faculty Work-Life Inclusive Climates in the Overwork University: Exploring Gendered Profiles

Author: **Ellen Ernst Kossek**, *Purdue U.*
Author: **Matthew Piszczek**, *Wayne State U.*
Author: **Tammy D. Allen**, *U. of South Florida*
Author: **Benjamin R. Pratt**, *U. of Central Oklahoma*
Author: **Anthony Misisco**, *U. of South Florida*
Author: **Todd Bodner**, *Portland State U.*

Diversity Climate as a Protective Factor of Mental Health Among Female Employees After COVID-19

Author: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Author: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Author: **Stefanie Johnson**, *U. of Colorado, Boulder*
Author: **Phoenix Van Wagoner**, *California State U., Fullerton*

Gender Differences in Negotiation Habits, Behaviors, and Intentions: A Preliminary Examination

Author: **Suzanne C. De Janasz**, *George Mason U.*
Author: **Terri A Scandura**, *Miami Herbert Business School*

Elevating Gender Equality to the Firm-Level: Effects on Firm Performance

Author: **Traci Sitzmann**, *U. of Colorado, Denver*
Author: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Author: **Shoshana Schwartz**, *Christopher Newport U.*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **842** | Submission: **11297** | Sponsor(s): **(OB, HR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Leadership and Well-Being: Putting Leaders' and Followers' Good Health Front and Center

Organizer: **Amelie Verena Güntner**, *U. of Zurich*
Organizer: **Ilke Inceoglu**, *U. of Exeter*
Discussant: **Hannes Leroy**, *Erasmus Research Institute of Management*
Presenter: **Svenja Sievers**, *U. of Kiel, Germany*
Presenter: **Ryan Rex**, *U. of Calgary*
Presenter: **Amelie Verena Güntner**, *U. of Zurich*
Presenter: **Judith Volmer**, *U. of Bamberg*
Participant: **Claudia Buengeler**, *Kiel U.*
Participant: **Deanne N. Den Hartog**, *U. of Amsterdam*
Participant: **Diana Boer**, *U. of Koblenz-Landau*
Participant: **Silja Bellingrath**, *U. of Duisburg-Essen, Germany*
Participant: **Steve Granger**, *Concordia U., Montreal*
Participant: **Julie Weatherhead**, *U. of Calgary*
Participant: **Nick Turner**, *U. of Calgary*
Participant: **Pia Ingold**, *U. of Copenhagen*
Participant: **Anna Luca Heimann**, *U. of Zurich*
Participant: **Martin Kleinmann**, *U. of Zurich*
Participant: **Philipp Otto**, *U. of Bamberg, Germany*
Participant: **Ann-Kristin Menhardt**, *U. of Bamberg, Germany*

This symposium aims to provide different theoretical approaches and evidence-based insights that can be used to tackle the pressing need for sustainable and effective management of health and well-being in organizations. Specifically, given the crucial impact of leaders on organizations' optimal functioning, four papers bring together diverse perspectives on the topic of leadership and well-being. First, Sievers, Buengeler, Den Hartog, Boer, and Bellingrath provide a comprehensive examination of the causal effects of constructive and destructive leadership on follower psychological and physical well-being using an innovative range of methodological approaches. Second, Rex, Granger, Weatherhead, and Turner put the spotlight on the mechanisms through which transformational leadership affects follower psychological well-being and their relative strengths using a two-study approach. Third, Güntner, Ingold, Heimann, and Kleinmann illuminate the crossover processes from leader well-being to follower well-being while focusing on leaders' perceptual, cognitive skills across two studies. Fourth, Volmer, Otto, and Menhardt draw attention to coaching as a measure that can increase health-related work outcomes in leaders and test its effectiveness and moderating mechanisms in an experimental, longitudinal study. The insights gained from this symposium expand our understanding of the positive and negative impact of leadership on follower well-being and the mechanisms underlying this relationship. The papers also highlight the crucial role of leaders' own well-being and ways to foster it. The discussant, Hannes Leroy, will synthesize these theoretical and empirical contributions, highlight avenues for future research directions, and lead an interactive discussion between presenters and the audience.

Examining the Role of Constructive and Destructive Leadership in Follower Well-Being

Author: **Svenja Sievers**, *U. of Kiel, Germany*
Author: **Claudia Buengeler**, *Kiel U.*
Author: **Deanne N. Den Hartog**, *U. of Amsterdam*
Author: **Diana Boer**, *U. of Koblenz-Landau*
Author: **Silja Bellingrath**, *U. of Duisburg-Essen, Germany*

The Relative Strength of Five Pathways between Transformational Leadership and Employee Well-Being

Author: **Ryan Rex**, *U. of Calgary*
Author: **Steve Granger**, *Concordia U., Montreal*
Author: **Julie Weatherhead**, *U. of Calgary*
Author: **Nick Turner**, *U. of Calgary*

Crossover from Leader Well-Being to Follower Well-Being: On the Role of Leader Situation Construal

Author: **Amelie Verena Güntner**, *U. of Zurich*
Author: **Pia Ingold**, *U. of Copenhagen*
Author: **Anna Luca Heimann**, *U. of Zurich*
Author: **Martin Kleinmann**, *U. of Zurich*

Coaching Effectiveness in Promoting Leadership Health: Affective, Strategic, and Behavioral Changes

Author: **Judith Volmer**, *U. of Bamberg*
Author: **Philipp Otto**, *U. of Bamberg, Germany*
Author: **Ann-Kristin Menhardt**, *U. of Bamberg, Germany*

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **843** | Submission: **13613** | Sponsor(s): **(OB, ONE)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

The Biophilia Effect for Management: Consequences and Implications

Organizer: **Lin Jiang**, *U. of South Florida*
Organizer: **J. Jeffrey Gish**, *U. of Central Florida*
Discussant: **Gregory Bratman**, *U. of Washington*
Discussant: **Anthony Klotz**, *UCL School of Management*
Participant: **Lauren Rachel Locklear**, *Texas Tech U.*
Participant: **Shannon G. Taylor**, *U. of Central Florida*
Participant: **Elizabeth Embry**, *U. of Kansas*
Participant: **Ute Stephan**, *King's College London*
Participant: **Jon C. Carr**, *North Carolina State U.*
Participant: **Réka Anna Lassu**, *Pepperdine U.*
Participant: **Sarah Burrows**, *U. of Central Florida*
Participant: **Zhiwei Wang**, *Fuzhou U.*
Participant: **Ian Siderits**, *North Carolina State U.*
Participant: **Patrick Flynn**, *North Carolina State U.*

In recent years, contact with nature has received the attention from both researchers and practitioners (Klotz & Bolino, 2021). Companies have increasingly adopted the biophilic work design to bring greenspace to the workplace (Prigg, 2018; Sears, 2016; Wilson, 2019) or encouraged employees to go outdoors into nature (Klotz, McClean, Yim, Koopman, & Tang, 2022). One explanation has to do with Wilson's (1984) biophilia hypothesis, which argues that contact with the natural world enhances human well-being. Although this biophilia effect has received both theoretical and empirical attention, management research has just begun to explore the effects of nature on employees. Papers in this symposium aim to address several important unanswered questions, using a mixed of methods, ranging from qualitative field study, to experienced sampling, and to randomized controlled experiments.

Session Type: **Symposium**
Program Session: **844** | Submission: **11737** | Sponsor(s): **(OB, SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

New Insights into Antecedents and Consequences of Ethical Voice

Organizer: **Anjier Chen**, *National U. of Singapore (NUS)*
Discussant: **Elizabeth Wolfe Morrison**, *New York U.*
Participant: **Linda K Trevino**, *Pennsylvania State U.*
Participant: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Participant: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Participant: **Feng Qiu**, *U. of Massachusetts, Amherst*
Participant: **Ke Michael Mai**, *National U. of Singapore*
Participant: **Aleksander P.J. Ellis**, *U. of Arizona*
Participant: **Xueqi Wen**, *Tongji U.*
Participant: **Edward McClain Wellman**, *Arizona State U.*
Participant: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Participant: **Crystal I Chien Farh**, *U. of Washington*
Participant: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Participant: **Min Yu**, *Arizona State U.*

As more organizations begin to realize the importance of acting responsibly in the broader society, research has been emerging on employee voice that is driven by ethical principles or super organizational interests (i.e., ethical voice). Given that the focus of ethical voice is different from that of voice aimed at improving organizational efficiency and productivity, their antecedents and consequences are likely to differ. However, our understanding of the antecedents and consequences of ethical voice is rather limited and is much needed. In this symposium, we seek to offer new insights into antecedents and consequences of ethical voice and discuss practical implications for organizations wishing to encourage employee ethical voice.

Ethical Voice, Related but Different from Traditional Voice: Antecedents and Supervisor Evaluations

Author: **Anjier Chen**, *National U. of Singapore (NUS)*
Author: **Linda K Trevino**, *Pennsylvania State U.*

Moral Silence: When and Why Individuals Communicate with Others after Observing Ethical Misconduct

Author: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Examining the Effects of Interpersonal Competition on Employees' Reporting of Unethical Behavior

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*
Author: **Ke Michael Mai**, *National U. of Singapore*
Author: **Aleksander P.J. Ellis**, *U. of Arizona*
Author: **Xueqi Wen**, *Tongji U.*

Elevation or Contempt? The Emotional Implications of DEI-based Task Refusal

Author: **Edward McClain Wellman**, *Arizona State U.*
Author: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Author: **Crystal I Chien Farh**, *U. of Washington*
Author: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Min Yu**, *Arizona State U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **845** | Submission: **21013** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Organizational Growth and Change: Drivers, Trajectories, and Impacts

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

ODC: **Toward a Theory of Long-Term Post-Initial Public Offering Growth Trajectories**

Author: **Theresa M. Welbourne**, *U. of Alabama*
Author: **Miranda Welbourne Eleazar**, *U. of Iowa*
Author: **Joshua Victor White**, *U. of Dayton*

An initial public offering (IPO) provides firms with a significant infusion of capital that facilitates growth and scaling. However, despite the opportunity presented by the IPO, many firms fail not long after ringing the opening bell. Even if they survive, firms often fail to grow to the extent they hoped. Thus, it is important to understand how firms grow post-IPO and what makes firms grow differently after the IPO. This question of how firms grow is ideally studied in the context of IPOs because IPOs equalize the stage of firm development. At this milestone event, each firm has decided that it is ready for to go public and obtains capital through the IPO to fuel continued growth. We choose to explore a sample of IPOs from the largest cohort to date, doing an in-depth exploration of the 20 years following the 1996 IPO cohort to contribute toward the development of a theory of post-IPO growth trajectories. Specifically, we identify patterns of growth trajectories, their outcomes, and their antecedents through the digital age; the 20 years includes times of economic prosperity and upheaval. We contribute to the entrepreneurship and change management literatures on growth and scaling, risk, and IPOs.

ODC: **Employee Pass: A Consequence of Disregarding Organisational Growth**

Author: **Roman Golotovskiy**, *Faculty of Management, Prague U. of Economics and Business*
Author: **Vera Kralova**, *Prague U. of Economics and Business*
Author: **Pavel Kral**, *Prague U. of Economics and Business*

Organisational growth is a challenge for management and has a significant impact on the organisation. Extant organisation growth theories suffer from two biases. Pro-growth bias stems from focusing attention on organisations that implement changes during growth and ignoring those who do not. Survival bias results from drawing conclusions that fail to account for unsuccessful organisations. Thus, the literature does not inform well on what happens organisation doesn't react to organisational growth and maintain its practices. This study employs a single-case study to investigate how disregarding organisational growth affects an organisation. Specifically, we explore, how unchanged organisational structure influences internal communication after significant organisational growth. The negative impact of neglected organisational structure adaptation appears on both organisational and individual level and culminates through employee pass – employee mental separation and organisational silence. The employee pass model represents an organisational and individual transition to the separation and silence. The results provide a suggestion to eliminationg the pro-growth and survival biases of the endurance and change narratives. The study also contributes to organisational silence research by revealing the process of silencing.

ODC: **Transparadoxical Enactment and Multivocal Paradox Knotting In Managing Growth Disequilibrium**

Author: **Changwei Guo**, *School of Business, Renmin U. of China*
Author: **Yuan Li**, *Saint Mary's College of California*
Author: **Fengbin Wang**, *School of Business, Renmin U. of China*
Author: **Yuening Liu**, *Peking U. HSBC Business School*

Knotted paradoxes are discursively constructed and multiple interweaving tensions that can tilt a system out of balance. We examine the knotting of intra-organizational paradoxes in the context of the development of an online sales strategy within a large industrial multinational company. Based on six rounds of in-depth interviews over a period of eight years, we explicate the negotiation between the corporate management and middle management around tensions of identity, coordination, capability, and strategy. We demonstrate how the corporate management's transparadoxical messaging opened a malleable space for growth, and how the middle management creatively interpreted the messages and took innovative initiatives. This elastic enactment pushes the boundaries of the malleable space and, together with transparadoxical messaging, often intensifies some poles of the knotted paradoxes and generates imbalance. We elucidate the multiplicity of paradox by tracing the surfacing of primary and secondary paradoxes and their entanglement with latent tensions. The knotted paradoxes form a complex web of multivocal contradictions instead of binary oppositions. Our longitudinal case study shows that the metamorphosis of knotted paradoxes manifests in a perpetual state of disequilibrium, which fosters strategic growth and innovation.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **846** | Submission: **21034** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

HR Matters: Strategic HRM and HR Practices Driving Organizational Renewal and Change

Session Moderator: **Lauri Juhani Paavola**, *Aalto U. School of Business*

ODC: **Making HR Matter – Organizing FCEs to Create Impact**

Author: **Lauri Juhani Paavola**, *Aalto U. School of Business*

To examine how Field-Configuring Events (FCEs) create change, we conduct an inductive longitudinal study on how an annual event known as the HR days impacted a Finnish retail ecosystem, the S-Group. Our analysis shows how the impact of the HR days, a relatively stable FCE intended to develop and transform human resource management (HRM) practices within the S-Group, changed from being a mere routine annual event to being influential. We were able to trace the reasons behind the varying impact to a restructuring that the ecosystem underwent that created different pressures within the entity. By elucidating how factors beyond the organizing of the event had an impact on its outcomes, we show that FCEs cannot only be conceived as stable settings providing change, but as relational systems providing varying outcomes. Accordingly, our findings underline the importance of studying FCEs in their networks within and across organizations over time.

ODC: **The Interactive Effects of HPWP and Adaptive Leadership on Readiness and Commitment to Change**

Author: **Saima Naseer**, *Brock U.*
Author: **Muhammad Salman Chughtai**, *Faculty of Management Sciences, International Islamic U., Islamabad*
Author: **Fauzia Syed**, *Associate Professor (FMS)*

Utilizing the Social cognitive theory, this study suggests that organizations that promote high performance work practices are instrumental in fostering an individual's affective commitment to change. We also hypothesize that an individual's readiness to change is an explanatory mechanism through which high performance work practices lead to an affective commitment to change. Additionally, the high performance work practices and readiness to change relationship would be strengthened in the presence of high adaptive leadership. We tested our hypotheses using a temporally segregated research design across three-time waves (n=337). We found support for our direct, mediating, moderating, and mod-med hypotheses. Our results corroborate that a high adaptive leadership and an organization implementing high performance work practices set the stage for creating an individual's affective commitment to change via their readiness to change. The current study integrates the change management, leadership, and HRM literature by suggesting unique mechanisms and boundary conditions that advance research and practice in an individual's willingness and acceptance to change. We suggest theoretical and practical implications for research and practice based on our study's findings.

ODC: **Organizational Renewal during Crisis: Impact of CEO Succession and SHRM as Change Agents**

Author: **Indu Ramachandran**, *Texas State U.*
Author: **Vishag Badrinarayanan**, *Texas State U.*
Author: **Kim Clark**, *Saint Mary's College of California*

Organizational renewal can be broadly described as a process that entails a significant change in managers' mental models and strategic direction of an organization, facilitating value creation within an organization during times of organizational crisis, and thus, reversing declining performance. Organizational renewal is often characterized by varying degrees of crisis. Drawing from the literature on organizational renewal and CEO succession, this paper identifies various CEO retention and replacement options that correspond to different degrees of crisis severity. Subsequently, for each crisis situation, strategic actions that contribute to organizational renewal are proposed. Additionally, given that employees are key to implementing any kind of strategic change, this paper discusses the role of strategic human resource management (SHRM) in aligning human resource management with an organization's strategies and tactics thereby allowing employees to embrace necessary changes, understand the new objectives of the organization and shift their behaviors to meet the new demands.

ODC: **Performance Feedback and Strategic Change: The Moderating Effects of Firm Visibility and Firm Slack**

Author: **Tushar Ravindra Shah**, *Northeastern State U.*
Author: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*
Author: **Soumendra Banerjee**, *Misericordia U.*

Multiple studies of the relationship between performance feedback and strategic change have generated mixed evidence, triggering an increasing scholarly interest in various dimensions of performance feedback and contingency factors that shape and affect firm's strategic change efforts. We focus on two well-accepted component dimensions – historical and social performance feedback; and two contingent variables – firm slack and visibility. We find that negative and positive historic aspiration gap both have a higher effect on strategic change under high visibility as well as high slack. But under low visibility and low slack, the effects were different. Low visibility did not have any impact on the relationship between performance feedback (historic or social) and strategic change, but with positive historic aspiration gap, low slack firms reduced their strategic change efforts. Overall, we show that both slack and firm visibility play an important role in moderating the relationship between performance feedback and strategic change efforts.

Session Type: **Paper Session**
Program Session: **847** | Submission: **20159** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Organizational Learning Processes and Outcomes

Session Moderator: **Jisoo Park**, *Clark U.*

OMT: **How Using Contractors Affects Organizational Learning: Evidence from U.S. Hospitals**

Author: **Jisoo Park**, *Clark U.*

This study examines the conditions under which using contractors facilitates organizational learning in terms of organizations' adoption of an industry's new best practices. Contractors—those who contract with clients/contracting firms to provide services—often work simultaneously across multiple firms. While contractors can bring diverse knowledge from other firms to facilitate implementing new practices, contractors lack firm-specific knowledge about implementing those practices. By contrast, although full-time employees have firm-specific knowledge, they typically have less exposure to diverse knowledge possessed by other firms. Drawing from minority-majority relations theories, I hypothesize that organizational learning will peak when firms employ a moderate proportion of contractors. This is because the relationship between full-time employees and contractors will be the most positive at this point, facilitating the transfer of firm-specific knowledge and diverse knowledge between the two. I test this hypothesis in the healthcare context where an important guideline on using stents was promulgated in 2006, and hospitals had to learn this new best practice. I find evidence for my hypothesis using data on 85,567 patients treated in 40 New York state hospitals in 2004-2007. In addition, I test my theorized mechanisms by showing that firms with a low or high proportion of contractors can facilitate learning by using specific contractors that can mitigate their knowledge transfer barriers. This paper contributes to the literature on knowledge transfer, organizational learning, and strategic human capital.

OMT: **Employee Composition and Organizational Learning: When Self-selection Organizations Outperform**

Author: **Junjie Zhou**, *National U. of Singapore*
Author: **Jungpil Hahn**, *National U. of Singapore*

Self-selection organizations delegate the decision about task allocation to individual employees. Despite the widespread adoption of self-selection in organizations, our understanding of this organization form still needs to be improved concerning two aspects. First, although self-selection behaviors are driven by different motivations, it is not clear how employees' motivation will affect the performance of self-selection organizations. Second, different motivations not only shape which tasks employees initially select but also determine how continuous task reallocation circulates employees within the organization and influence how they learn from each other. This study investigates how and under what conditions self-selection organizations with different compositions of employee motivations perform better (or worse) than traditional hierarchies from an organizational learning perspective. Using simulation experiments, we find that a mixture of fit- and payoff-driven employees enables self-selection organizations to achieve better performance compared to traditional hierarchies. Variances in factors such as task size, employee knowledge breadth, and environmental dynamics are examined to test the boundary conditions under which self-selection organizations with a mixture of employee motivations outperform hierarchies. These findings provide new theoretical and practical implications for organization design.

OMT: **On Praise for Knowledge-sharing**

Author: **Yongha Kwon**, *U. of Wisconsin-Madison*
Author: **Ji-hyun Kim**, *Yonsei U.*
Author: **Mooweon Rhee**, *Yonsei U.*

Knowledge-sharing, individuals' behavior to share their knowledge to improve others' knowledge, has received much praise for its normative and practical benefits. This study revisits the praise for knowledge-sharing from the perspective of organizational learning theory. We consider knowledge-sharing as selectively realizing potential conduits of knowledge transfer provided by the organizational structure. Employing a computational model, we show that the structural pattern of knowledge transfer realized by knowledge-sharing promotes the recombination and appropriation of diverse individual knowledge and in turn improves the firm's long-term performance. This benefit of knowledge-sharing complements or even substitutes managerial capabilities to design and implement an effective organizational structure for long-term organizational learning. In contrast to the usual praise for knowledge-sharing, our model analysis also demonstrates cases in which managerial practices to introduce knowledge-sharing may disrupt organizational learning. We discuss implications for organizational learning, prosociality, network dynamics, and managerial practices.

OMT: **And Waiting is not Easy…… The 4 Types of Organizational Waiting**

Author: **Bernadine Johnson Dykes**, *Shenandoah U.*

In this paper, we develop the construct of organizational waiting by suggesting that it is comprised of two dimensions (anticipation and preparation) and thus has four types (engaged waiting, passive waiting, distressed waiting and secure waiting). We show how the four types of waiting impact organizational learning, decision-making under uncertainty and strategic renewal. We offer avenues for future research for scholars and managers.

OMT: **Peers Who Help You Learn More: Three Virtues of Peer-hub Relations in Via-hub Vicarious Learning**

Author: **Hitoshi Mitsuhashi**, *Waseda U.*
Author: **Naoki Yasuda**, *Rikkyo U.*

Via-hub vicarious learning occurs when the focal organization learns from the experiences of other organizations (i.e., peers) through common hubs with which they have exchange relations, such as manufacturers and service providers. Seeking to enhance our understanding of this form of collective intelligence, this study investigates how the experiences of peers linked through hubs present more learning benefits to the focal firm. In doing so, this study proposes hypotheses regarding the virtues of non-dependent, recallable, and in-honeymoon peers in vicarious learning. This study uses aviation safety data to test these hypotheses, viewing the focal airline operator's fatal accident as an outcome of learning. Results show that the focal airline operator is less likely to have fatal accidents when peers accumulate more operating experiences. Moreover, this baseline effect is more pronounced when peers are not dependent upon hubs, when the resources exchanged in peer-hub relations are those that hubs (and peers) can fully recall since the beginning of peers' resource usage, and when peers have a short relational history with hubs. This study advances the theory of vicarious learning by providing conceptual and empirical evidence of how external environmental factors, such as peer-hub relations, shape an organization's rate of vicarious learning and how collective intelligences emerge in populations.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **848** | Submission: **20171** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Investigating the Role of Managers in Organizations

Session Moderator: **Dongil Daniel Keum**, *Columbia Business School*

OMT: **Hanging on for Employees: Managerial Prosocial Preferences, Firm Exit Thresholds, and Risk-Taking**

Author: **Dongil Daniel Keum**, *Columbia Business School*
Author: **Xin Lucy Liu**, *Columbia Business School*

When facing economic setbacks, managers may continue operating due to the concern that exiting harm employees who lose their jobs. We propose that managers with higher prosocial preferences set lower exit thresholds and avoid risky investments that increase the risk of having to exit. These hypotheses are tested using a multi-method design. Our field study shows that, in responding to intensifying Chinese import competition, more prosocial managers (e.g., those who maintain employee-friendly policies, volunteer at charitable organizations, lean non-Republican in political orientation, or are promoted internally) are less likely to exit, divest, and lay off workers as well as invest in R&D. A manager's concern for employees mediates the negative effect of prosocial preferences on exit thresholds and risky investments (Experiment 1) and has larger effects when employees face a greater cost of job loss due to less generous unemployment insurance or the loss of medical insurance (Experiment 2). We show that anticipated guilt is a key component of the prosocial cost (Experiment 3). Our study revises the prevailing view of managers as selfish actors and presents managerial prosocial preferences as a critical input to corporate strategy and risk-taking.

OMT: **Consequences of Collaborative Managers on Inequality**

Author: **Letian Zhang**, *Harvard Business School*
Author: **Shinan Wang**, *Northwestern Kellogg School of Management*
Author: **Xuege (Cathy) Lu**, *U. of Minnesota Carlson School of Management*

This paper argues that the changing role expectation of managers could help explain the rise of women managers in the United States. Traditionally, a major impediment to women's advancement into management has been role incongruity: the communal stereotype ascribed to women is inconsistent with the agentic expectation for ideal managers. To explain women's recent progress into middle management, this paper underscores the changing expectations for middle managers. Instead of commanding and controlling their employees, today's middle managers are increasingly expected to be collaborative and empathetic, qualities that align more closely with the communal stereotype about women. Through analyzing millions of managerial job ads and detailed firm demographic data, we find that managerial expectations have become increasingly collaborative and that firms expecting more collaborative managers have a much higher proportion of women in management. We conducted several placebo tests to account for endogeneity concerns, and an additional survey and experiment to identify mechanisms. Together, these findings suggest that the changing expectations for managers contributed to women's rise into middle management, indicating that women's advancement into traditionally authoritative positions remains a challenge.

OMT: **Investigating How Managers Shape Risk Understandings to Catalyze Inter-organizational Cooperation (WITHDRAWN)**

Author: **Suresh Cuganesan**, *U. of Sydney Business School*

Inter-organizational cooperation (IOC) is risky. Accordingly, prior literature focuses on how managers mitigate IOC risks through governance. However, conceptualizations of risk as objective, and implicit assumptions of organizations as monolithic, have underplayed the important role of managers in shaping operational-level understandings of risk to catalyze IOC. I investigate how managers do this, utilizing a social constructionist perspective on risk. Through a longitudinal study of a firm seeking to develop IOC with two other entities, I make two contributions. The first is the development of a managerial risk work model that explains how IOC can build over time from being minimal to expansionary in nature as managers engage in risk work of different types. Second, I show how problematic between-partner goal differences can be rendered constructive if risk understandings across organizations can be reshaped to intersect with, rather than oppose, each other.

OMT: **Re-hiring Long-term Unemployed Individuals: The Role of Boundary Work Among Managers**

Author: **Celine Flipo**, *IESEG School of Management*
Author: **Maria Castillo**, *IESEG School of Management*

The covid-19 and post-covid crisis that has seen unemployment rates rise around the world will also have an impact on long-term unemployment. Research on long-term unemployment suggests that long-term unemployed individuals (LTU) face difficulties to return to work and are often stigmatized because of their situation. Through 40 interviews with managers from different companies, this paper seeks to explore the role of managers in fostering reemployment of LTUs. It posits that managers can resist the stigma associated with long-term unemployment through boundary work. We find that managers negotiate and redefine the boundary between LTUs and job seekers to overcome the stigma and recruit LTU individuals. We organize managers hiring LTU individuals into three types: contesters, catalyzers, and integrators.

OMT: **The Future Isn't What It Used to Be: Anticipatory Control and Digital Change in Water Infrastructure**

Author: **Virginia Leavell**, *Cambridge Judge Business School*

In this study I ask how managers anticipate future technological change as a means of organizational control. When organizations face conditions of increasing uncertainty, people rely less on past experiences and more on their anticipation of possible future events to make decisions. Thus, a perennial question for managers in conditions of uncertainty is what they can and cannot control. In this longitudinal, ethnographic study of two water agencies that managed the production and distribution of drinking water, I show how managers developed and acted on predictions of the future in an attempt to align present organizational structures and practices to the future they both expected and hoped to bring about. The findings presented in this paper draw on an extensive dataset that included over 830 hours of observations, more than 90 interviews, and more than 13,000 pages of documents. Rather than explaining output, or what "eventually happens" during the implementation and use of new smart metering technologies at either of the organizations examined in this paper, I explore instead how predictions of possible futures shaped work and material infrastructure before (if ever) the anticipated future came about. In my findings, I show how discourse and the positioning of technologies in relation to strategic planning processes shaped managers' predictions of their organizations' technological futures. Despite the fact that both agencies were anticipating what could nominally be understood as the same technology, their anticipatory processes shaped markedly different trajectories. Managers enacted an unpopular and major departmental reorganization at one agency, while at the other, they ushered in a poorly received defunding of infrastructure repair. By developing our understanding of anticipatory control, we may better understand how organizations operate in times of uncertainty, when actors are looking even more to the future than the past.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **849** | Submission: **20161** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Stigma and the Stigmatization Process in Organizaitons and Occupations

Session Moderator: **Anastasiya A. Zavyalova**, *Rice U.*

OMT: **The Origins of Stigma: Russian NGOs Under the 2012 "Foreign Agents" Law**

Author: **Anastasiya A. Zavyalova**, *Rice U.*

Most organizational research on stigma focuses on preexisting stigma, leaving the question "where does stigma come from?" largely unexplored. The few studies that have examined stigma emergence, position transgression as a trigger for the stigmatization process and focus mainly on the actions of external stakeholders at the expense of the agency of the stigmatized. I address these voids by explicating the process of stigma emergence in the context of the 2012 "foreign agents" law in Russia and its application to NGOs. I used an inductive approach–by relying on archival data, online sources, and interviews–to uncover deliberate attempts of the government to stigmatize select NGOs by assigning to them a newly created "foreign agent" label. I present a three-phase process model of stigma emergence and detail the iterative manner, through which the stigmatizer amended enforcement tactics as the stigmatized devised new coping strategies. The ironic outcome was that the quest to stigmatize and exert formal control over "foreign agent" NGOs led to NGOs' deformalized existence. I discuss the critical roles of power imbalance, limited action by higher authority, and low media attention during the early phase of stigma emergence. These findings may generalize to other countries with authoritarian regimes.

OMT: **In the Eyes of the Beholder: When Broad vs. Local Perception of Occupational Stigma Differ**

Author: **Pulum (Eunice) Kim**, *Boston U. Questrom School of Business*
Author: **Michel Anteby**, *Boston U. Questrom School of Business*

In this paper, we explore how an occupational membership may signify varying meanings across different social contexts, resulting in disparate experiences of stigmatization amongst members. Our population of interest are instructors in supplementary education in South Korea: a generally non-stigmatized line of work. Through an inductive study, we find that even when the broad, outside audience's evaluation of the occupation is overall positive or neutral, some members experience localized stigma. Furthermore, we show how members' own past social (educational) context – college peers they compare themselves to (i.e., their local audience) – shapes these perceptions. Some instructors indeed prioritize their local audience's perception of their work over the dominant external one. In doing so, we contribute to the extant literature on occupational stigma by considering the interaction between occupational members and diverse subgroups of outsiders—the audiences who evaluate the meanings and social value associated with the occupational membership. Whereas the extant literature on occupational stigma treats occupational members as the stigmatized and non-members as the stigmatizers, we spotlight the need to account for local audiences, alongside broader ones, to better understand occupational stigmatization processes.

OMT: **Saving Thunderbird: Stakeholder Stigmatization and Social Media Communities**

Author: **Andrew Inkpen**, *Thunderbird School of Global Management at ASU*
Author: **Kerttu Kettunen**, *U. of Agder*
Author: **Kimmo Alajoutsijärvi**, *U. of Agder*
Author: **Ilan Alon**, *U. of Agder*

This study focuses on a stigmatization process initiated by an organization's stakeholders. We examine the impact of alumni stigmatization actions that followed the announcement of an alliance between Laureate Education, a for-profit company that operated a portfolio of degree granting higher education institutions (HEI), and the Thunderbird School of Global Management, a small, well-respected but struggling private business school. We contribute to the present understanding of stigmatization as a process by elaborating in detail how early phases of collective negative evaluations and stigmatization actions by stakeholders develop into organization-level outcomes. We also contribute to the understanding of the dynamics of social media communities and show how macro level stigmas are mediated by group level actions and interactions into organization-level stigmatization and disapproval in a way that is extremely difficult for organizations' strategic management to respond to and manage. We add to earlier studies on social evaluations by examining the stigmatizers' perspective and by showing the rapid, blended, and overlapping nature of different types of social evaluations.

OMT: **The Moral Dirtiness of Human Resource Management: A Film Study**

Author: **Luca Carollo**, *U. of Bergamo*
Author: **Marco Guerci**, *U. degli Studi di Milano*
Author: **Edoardo Della Torre**, *U. of Milan, Italy*
Author: **Giuseppe Previtali**, *U. of Bergamo*

It has been claimed that the HR 'profession' suffers from a chronic lack of social legitimacy. In this paper we advance the idea that not only does HR work lack social legitimacy but it is also openly stigmatized for being immoral. In other words, we maintain that HR work can be conceptualized as morally dirty work. We provide empirical support for this contention by analyzing a sample of 22 international films representing HR practitioners at work. The research results show that HR work in filmic representations comprises both immoral tasks and immoral methods, thus furnishing a comprehensive and nuanced picture of the immoral aspects that can affect the HR profession. Furthermore, films show that HR practitioners can take their distance from the moral dirtiness of their work by either exiting the role, trying to reform it, or openly raising resistance against their employer. These research results highlight the need to integrate dirty work scholarship into study of the HR profession, while they provide important indications in terms of future HR research, practice and education.

Session Type: **Paper Session**
Program Session: **850** | Submission: **20129** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Accounting for Pay Disparities in the Workplace

Session Moderator: **Shiya Wang**, *Harvard Business School*

OMT: **Offers versus Wages: Gender Differences in Pay at the Point of Hire**

Author: **Shiya Wang**, *Harvard Business School*
Author: **Adina D. Sterling**, *Columbia Business School*

One of the primary explanations for the gender gap is that there are different negotiation preferences and outcomes for women and men that suppress women's wages. Problematical for understanding the contribution of such supply-side behavior, however, is that initial wages are a product of not only negotiation behavior but initial offers from employers. Yet to date, all studies of the gender wage gap have studied wages, or what individuals make when they are hired, and not initial offers. In this study we use data from PayScale, a large-scale, proprietary data set of initial salary offers that job seekers received between 2017 and 2020 from all 50 states in the U.S. to study initial salary offers, initial wages, and the relationship between the two. Examining over 1.3 million initial salary offers, we find a statistically significant female penalty on initial salary offers with the inclusion of all observable differences in human capital, job, firm, and industry characteristics. We also find systematic differences in initial offers across labor market segments, occupations, jobs, and career stages. Overall, our study suggests caution should be taken when using negotiation outcomes to explain candidate behavior, and instead suggests the origin of the gender pay gap arises from the offers provided to candidates by employers.

OMT: **Blue and Red Fields: Political Segregation and Pay Inequity in the Labor Market**

Author: **Ray Fang**, *Boise State U.*
Author: **Felice Klein**, *Boise State U.*
Author: **Chi Nguyen**, *Oklahoma State U.*
Author: **Jeff Lingwall**, *Boise State U.*

In this paper, we explore the relationship between political segregation (the tendency for liberals and conservatives to work in different industries and occupations) and the persistence of gender and racial pay gaps in the labor market. We propose that pay gaps tend to be smaller in fields with higher proportions of liberals because workers in these fields are more likely to support practices that promote gender and racial equity. We tested this theory with a pre-registered analysis of two nationally representative archival samples of U.S. employees and managers. In Study 1, we used the General Social Survey (N = 15,498) and found that workers in more liberal fields are more supportive of organizational efforts to create equity. In particular, the more ideologically liberal someone's field is, the more likely they support the preferential hiring and promotion of women and racial minorities. In Study 2, we used the Current Population Survey (N = 1,031,335) and found that gender and racial pay gaps tend to be smaller in liberal fields than in conservative fields. We also found that progress toward pay equity was faster in more liberal fields between 2000 and 2020. Overall, this paper suggests that political segregation has important implications for our understanding of inequality in the labor market.

OMT: **The Paradox of Individual Equity: How Employers Explain the Fairness of Unequal Pay**

Author: **Laura Adler**, *Yale School of Management*

An employee who learns she is paid less than her colleagues is likely to be more dissatisfied and less motivated at work. Yet current pay-setting practices routinely produce pay inequality among coworkers, often with identical jobs. Research shows that narrative accounts can resolve tensions between expectations for fairness and actual inequalities. This paper examines how employers use accounts to explain pay inequality and how these accounts influence employees. Data from 98 interviews with human resources practitioners and experts show that, to explain pay inequality, organizations mobilize an individual equity account: an explanation that proposes that the fair thing to do is to treat everyone differently. Individual equity accounts allow employers to resist equity claims by decommensurating, asserting that employees are fundamentally incomparable to one another. I identify three versions of the individual equity account that are used in practice, rooted in ideas about performance, the market, and intangible value. To test the effect of the individual equity account on workers, I use a survey experiment, which shows that individual equity accounts hinder the ability to evaluate equity. These findings contribute to organizational theory by developing insight into a widespread lay conception of equity—individual equity—and using the case to highlight how narrative accounts can constrain moral reasoning by individualizing conceptions of justice.

OMT: **Cross-National Differences in Managerial Pay Dispersion: A Configurational Approach**

Author: **Thomas Greckhamer**, *Louisiana State U.*

Compensation and its inequality across organizational ranks is a central aspect of modern organizations. To contribute to our understanding of cross-national differences in compensation systems, in this study I explore how institutional differences across countries shape the typical compensation received by a country's top executives as compared to that of lower managerial ranks. Building on a configurational approach that considers countries' institutions as inherently intertwined with rather than isolated from one another, I synthesize the literature into a configurational model that captures key institutions that should explain similarities and differences in managerial pay dispersion. I explore this model by analyzing a country-level data set using fuzzy-set Qualitative Comparative Analysis (fsQCA). These analyses identify institutional configurations that are consistently linked to high pay dispersion (as well as its absence) between CEOs and senior and middle-managers, respectively. I conclude by discussing the study's implications for our understanding of cross-national differences in managerial pay dispersion and by highlighting promising directions for further research on this important phenomenon.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **851** | Submission: **20155** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Authenticity in the Study of Organizations and Industries

Session Moderator: **Amna Chaudhry**, *U. of Edinburgh business school*

OMT: **Authenticity Scaffolding Across Temporal and Spatial Planes: The Scottish Ginaissance**

Author: **Amna Chaudhry**, *U. of Edinburgh business school*
Author: **John Matthew Amis**, *U. of Edinburgh*
Author: **Tina Dacin**, *Queen's U.*

Over the last twenty years, gin production in Scotland has exploded. This rapid and recent growth in Scottish gin distillation raises interesting questions regarding how a new industry strives for authenticity and how firms founded at different times seek to define themselves in an evolving and increasingly contested market. Our research finds that the answers to both of these questions centre on the development of authenticity. We thus contribute to authenticity theory by addressing two major questions that have erstwhile been inadequately explored by existing literature: First, we assess how are different interpretations and meanings of authenticity enacted and performed? Second, we examine how and why these meanings change over time? The case study provides insights into the ways in which multiple meanings of authenticity, centred on places, historical myths and materiality, become socially constructed, repeatedly disrupted and institutionally memorialized over time. We label this polygonal framework of recursively defining, invoking and deconstructing authenticity meanings as 'authenticity scaffolding' – the process by which varied meanings of authenticity coexist or collide with each other over time. In developing this framework, this research aims to contribute to existing authenticity literature by delineating the micro-processes that drive the evocation of multiple meanings of authenticity and elucidating the ways in which these authenticity constructs evolve and adapt to changing industry trends over time.

OMT: **Creating Immersive Experiences through Interactive Narratives: A Study of LARP Games in China**

Author: **Rongrong Zhang**, *The Chinese U. of Hong Kong, Shenzhen*
Author: **Yuqing Yang**, *Chinese U. of Hong Kong, Shenzhen*
Author: **Guo Zhan**, *Chinese U. of Hong Kong, Shenzhen*

Authenticity is essential to the creation of immersive experiences. Prior research examines how organizations use narratives to construct authenticity. However, less is known about how audiences can actively participate in the construction of authenticity. In this qualitative study, focusing on Live Action Role-Playing (LARP) games in China, we adopted the idea of "interactive narratives" to explain how immersive experiences are constructed. We found that a script is at the core of immersive experiences. Producers used interactive narratives in the script, including "three-act-structure" and "The Hero's Journey" to create settings for game participants. Following the script, participants actively perform their constructed identities in an immersive theatre. We also identified consequences of participants' immersive experiences, including escaping from reality and building social bonds. This study advances our understanding of how interactive narratives contribute to authenticity construction. We also discussed the broader implications of constructing immersive experiences for organizations and management.

OMT: **"Aligned, Misaligned, or Maligned?": How Identity Alignment Governs Authenticity Perceptions**

Author: **Susie Choe**, *U. of Michigan*

I propose that audiences evaluate a producer's authenticity based on their ascribed identity. Specifically, I argue that production choices (i.e., "how one produces") featured in prior work compensate for inauthentic identities but that such strategic choices—and their authenticity implications—are conditional on producer identity (i.e., "who produces"). This Conditional-Compensatory Framework is tested in a two-part study. An archival study establishes a positive correlation between identity alignment (e.g., ethnicity) and authenticity perceptions; audiences perceive Japanese-owned restaurants as more authentic than those owned by producers of other ethnicities. An experimental study further shows that identity governs authenticity perceptions directly (i.e., independent of production choices) and indirectly by conditioning the returns of choices. Thus, authenticity is not shaped by "how" but rather the effects of "who" in both the "how" and the returns to "how." I discuss conditions under which authenticity perceptions constitute socially legitimated discrimination and implications for producer stratification within markets, calling for a distinctly sociological view of strategy.

OMT: **The Multiplicity of Attributions of Authenticity and Audience Evaluation**

Author: **Zhongyuan Sun**, *City U. of Hong Kong*
Author: **Yutian REN**, *Hong Kong Baptist U.*
Author: **Yongquan YANG**, *City univercity of Hongkong*

The study of authenticity has grown rapidly in recent decades, along with the proliferation of various concepts of authenticity. Although recent frameworks have emerged that attempt to integrate these studies, they are fraught with problems. To this end, this paper establishes a more systematic and comprehensive framework and examines the relationships between different attributions of authenticity and audience evaluation. Drawing on millions of online reviews from the Chinese film market from 2002 to 2022 and a state-of-art language representation model, BERT, our results show that almost all types of authenticity (except type authenticity) increase audience evaluation. Besides, ethical, craft, and realism authenticity can exert a stronger positive influence on audience evaluation than moral, type, and essentialism authenticity, respectively. The study advances authenticity literature by clarifying the attributions of authenticity and their distinct impact on the audience and introducing a new approach to quantify authenticity.

OMT: **Organizational Authenticity: How Craft Ventures Manage Authentic Identities and Audience Appeal**

Author: **Stanislav D. Dobrev**, *Lubar College of Business*
Author: **Cameron Verhaal**, *Tulane U.*

Commercial success in craft-based industries requires projecting authentic identities but direct claims of authenticity can backfire and raise suspicions of pecuniary motivation, an antithesis to authenticity. Managing authentic identities is thus central to the success of new craft-based ventures. We argue that aligning an organization's core features to its audience can make its authenticity claims effective. Specifically, organizations can shape their audience's perceptions of authenticity and appeal by tacitly and indirectly conveying a resonant identity meaning with visibility and credibility. We model two outcomes: a producer's authenticity perceptions by its audience and a producer's appeal to its audience. Our empirical analysis, set in the U.S. microbrew industry, reveals strong support for the idea that craft ventures can raise authenticity and appeal through managing the meaning, visibility, and credibility of their identity claims. We discuss the implications of our theory and findings for the social construction of authenticity and authenticity-based appeal.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **852** | Submission: **19858** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

OMT Distinguished Scholar Address and Breakfast

Host: **Emilio J. Castilla**, *MIT Sloan School of Management*
Moderator: **Wendy K. Smith**, *U. of Delaware*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Forrest Briscoe**, *Pennsylvania State U.*
Participant: **Martin J. Kilduff**, *UCL School of Management*

Since 1980, the Organization and Management Theory Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field of organization studies. As individuals, each recipient embodies a career of scholarly Achievement and has had a significant impact on OMT scholarship. Come join the OMT Division to hear from our Distinguished Scholar. Open to all OMT members and prospective members.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **853** | Submission: **12591** | Sponsor(s): **(OMT, OB, RM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

Full-Cycle Organizational Research: Status and Opportunities

Organizer: **Aruna Ranganathan**, *Haas School of Business, UC Berkeley*
Panelist: **Jennifer Chatman**, *U. of California, Berkeley*
Panelist: **Ethan Scott Bernstein**, *Harvard Business School*
Panelist: **Justin M. Berg**, *Stanford Graduate School of Business*
Panelist: **Kimberly D. Elsbach**, *U. of California, Davis*
Discussant: **Robert Cialdini**, *Arizona State U.*

Full-cycle research is often described by researchers as the cyclical use of diverse methodologies. It begins with observing naturally occurring phenomena and then taking steps to establish the power, generality, and conceptual underpinnings of the phenomenon of interest (see Cialdini 1980, 1995; Chatman & Flynn 2005). We view the growing prevalence of this methodology as an essential development for organizational research because of its unique potential to address the phenomenological nature of behavior in organizations, the internal and external validity and generalizability of a concept or relationship, and the interdisciplinary nature of the field. Researchers have not, however, developed a unified set of criteria for defining full-cycle research. Many papers claim to adhere to a full-cycle approach, but a close look at their methods shows significant divergence. Conversely, some scholars using a full-cycle approach do not identify it as such in their papers. This lack of clarity slows the accumulation of knowledge and undermines the robustness of organizational research findings. The goal of this symposium, therefore, is to bring together prominent scholars who are using full-cycle methods to help develop a common definition and standards for conducting full-cycle organizational research. Subsequent questions about the value of full-cycle research and ways to promote its usage hinge on the generation of a consistent working definition and a more standardized approach.

Session Type: **Symposium**
Program Session: **854** | Submission: **10987** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

Corporate Purpose: What's Really at the Heart of Business?

Organizer: **Nathania Ancheta Chua**, *WU Vienna*
Organizer: **Christof Miska**, *WU Vienna U. of Economics and Business*
Speaker: **Luke Hedden**, *U. of Miami*
Speaker: **Gerald F. Davis**, *U. of Michigan*
Speaker: **Joel Gehman**, *George Washington U.*
Speaker: **Ju Young Lee**, *Ivey Business School*

What is the purpose of business? Scholars and practitioners continue to ask this question particularly in today's multi-crises environment, which has challenged the relevance of for-profit companies and has led to the rise of alternative forms of business. While research on corporate purpose has grown in recent years, with underlying constructs being developed and defined, knowledge gaps still remain regarding its characteristics, composition, scope and limitations. Our invited panel's expertise in business ethics, sustainability and organization theory will provide a nuanced and multi-perspective discussion of the purpose of business to the Academy.

Session Type: **Symposium**
Program Session: **855** | Submission: **11302** | Sponsor(s): **(OMT, STR, OB)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Review Research as Scientific Inquiry: How to Publish Literature Reviews in Top Journals

Session Chair: **Sven Kunisch**, *Aarhus U.*
Session Chair: **Markus Menz**, *U. of Geneva*
Organizer: **Jean M. Bartunek**, *Boston College*
Organizer: **Laura B. Cardinal**, *Darla Moore School of Business, U. of South Carolina*
Organizer: **David Denyer**, *Cranfield U.*
Panelist: **Herman Aguinis**, *George Washington U.*
Panelist: **Matthew A. Cronin**, *George Mason U.*
Panelist: **Caroline Jane Gatrell**, *Liverpool U.*
Panelist: **Elizabeth George**, *Cambridge Judge Business School*
Panelist: **Zeki Simsek**, *Clemson U.*
Panelist: **Alain C. Verbeke**, *U. of Calgary*

Review research including integrative reviews and meta-analyses has become a staple of knowledge production in management and organizational sciences. In this symposium, a panel comprised of editors of some of the most influential journals that publish review articles will discuss how to publish this form of scientific inquiry including the types of review research, their roles for the production of new knowledge and advancing theory and methodological approaches. They will provide scholars across all AOM divisions with advice and guidance for conducting and eventually publishing rigorous and impactful reviews.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **856** | Submission: **13239** | Sponsor(s): **(OMT, STR, ODC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Constrained or Free? How Networks Enable and Reduce Path-Dependent Behavior

Presenter: **Adina D. Sterling**, *Columbia Business School*
Presenter: **Jiwon Byun**, *Stanford Graduate School of Business*
Presenter: **Balazs Kovacs**, *Yale School of Management*
Participant: **Glenn R. Carroll**, *Stanford*
Participant: **Giacomo Negro**, *Emory U.*
Presenter: **Brandy Aven**, *Carnegie Mellon U.*
Participant: **Rui Shen**, *School of management, Zhejiang U.*
Participant: **Chaoyi Zhang**, *Carnegie Mellon U.*
Organizer: **Adina D. Sterling**, *Columbia Business School*
Organizer: **Jiwon Byun**, *Stanford Graduate School of Business*
Discussant: **Ezra Zuckerman**, *Massachusetts Institute of Technology*

Path dependency has long been viewed as fundamental aspect of organizational behavior, with scholars largely viewing social networks as a constraint on path dependency (Merton 1968; Granovetter 1985). In this symposium, we bring four papers together that challenge this conceptualization. Each paper interrogates the ways social structure may or may not enable actors to 'break free' from their present trajectories. Negro, Kovacs, and Carroll study how receiving a major career award influences the reconfiguration of musicians' networks and their future projects. In a study on VCs in China, Aven, Shen, and Zhang study how network configurations influence funding success among innovative, young start-ups. Using an agent-based model, Byun studies the way organizations may come to negate the influence of social structure in labor markets through various hiring designs (aka "logics"). Finally, Choi, Ierokomos, and Sterling place a field experiment that suggests that there are limits to how actors behave based on information retrieved outside of embedded relationships. Taken together, these papers reveal new mechanisms through which the presence and absence of social networks may lead economic actors to remain on the same path or arrive on a new trajectory.

Constrained or Free? How Networks Enable and Reduce Path-Dependent Behavior

Author: **Brandy Aven**, *Carnegie Mellon U.*
Author: **Jiwon Byun**, *Stanford Graduate School of Business*
Author: **Balazs Kovacs**, *Yale School of Management*
Author: **Adina D. Sterling**, *Columbia Business School*

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

Session Type: **Paper Session**
Program Session: **857** | Submission: **20374** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Shareholder Activism: Threats, Responses, and Innovation

Session Moderator: **Maria Ruiz Castillo**, *U. of Granada*

ONE: **Threats from Shareholder Activism and Implications on Corporate Socio-Environmental Performance**

Author: **Maria Ruiz Castillo**, *U. of Granada*
Author: **Juan-Alberto Aragon-Correa**, *U. of Granada*
Author: **Nuria Hurtado-Torres**, *U. of Granada*

Socio-environmental shareholder activism (SOSA) has gained attention due to increasing concerns about the negative impacts of firms on society and their corporate implications. Executives often view SOSA as a threat, because activism may bring negative attention to the firm and its management team, and may weaken managerial discretion. The literature on SOSA has grown and focused on factors that affect the number of shareholder proposals received, but there is debate about the effectiveness of activism in improving firms' socio-environmental performance. Using the Awareness-Motivation-Capability (AMC) framework, this study analyzed whether the corporate socio-environmental performance (CSEP) of firms targeted by SOSA differs from that of non-targeted competitors, and how interactions between activist shareholders and executives after receiving shareholder proposals affect proposal effectiveness. The study included 14,717 firm-year observations of 1,048 S&P1500 firms from 2006 to 2020. The results showed that targeted firms' awareness of the SOSA threat significantly increases their subsequent CSEP. In addition, the number of withdrawn shareholder proposals resulting from negotiations with executives had a positive impact on CSEP, but there was no significant effect of the number of voted and rejected proposals or the SEC's omission of proposals. This study contributes to the emerging literature on SOSA by examining the potential for activism to be a successful source of socio-environmental progress in firms. It also connects the AMC literature to socio-environmental research by examining how executives may react to socio-environmental issues based on the potential threat to their managerial interests.

ONE: **Stock Market Reactions to Climate Activism - An Event Study of the Fridays For Future Movement**

Author: **Mario Schuster**, *Leuphana U. Lüneburg*
Author: **Sophie Bornhöft**, *Leuphana U. Lüneburg*
Author: **Rainer Lueg**, *Leuphana U. Lüneburg*
Author: **Yassin Denis Bouzzine**, *Leuphana U. Lüneburg*

The substance of this research lies in answering whether and how the European and U.S. stock markets react to the upheaval caused by climate activists. Accordingly, we perform an event study on firms included in the Stoxx Europe 600 and S&P 500 to examine reactions to Global Climate Strikes by Fridays For Future. We analyze the significance of abnormal returns utilizing three event windows covering anticipation, short-term, and lagged effects and divide the sample according to environmental performance grades. Our findings reveal that climate strikes cause a general loss in firm value, exposing no profiteers. We identify differences in market reactions among both examined regions, particularly concerning the promptness of reactions. Enriching literature on stock market reactions, we prove that investors' reaction is not limited to primary stakeholder events but also encompasses secondary stakeholder pressure. Furthermore, we provide evidence that climate activism has a processual character causing recurring effects on the stock market.

ONE: **Shaping Sustainable Innovation through Shareholder Activism**

Author: **Clea Roth**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*
Author: **Carsten Christian Guderian**, *FAU Erlangen-Nürnberg / LexisNexis IP Solutions*

It is generally recognized that society can only overcome its grand challenges by investing in new sustainable innovation, which requires funding, for example, from hedge funds (HFs) or venture capitalists (VCs). HFs and VCs exert influence on corporate strategies as shareholder activists. While this influence also comprises innovation, there is no knowledge about shareholder activists' influence on sustainable innovation. Moreover, prior research on shareholder activism is primarily associated with HFs. However, other forms of shareholder activism, for example, by VCs, exist that are best investigated in isolation in prior research. Using panel data comprising 84 VC activism and 378 HF activism campaigns from 2010 to 2018, we trace shareholder activism via the principal-agent theory and reveal that both VC and HF activism negatively impact sustainable innovation activity and sustainable innovation quality. Herein, we contribute to the extant literature by recognizing shareholder heterogeneity, depicting HFs and VCs' varying shareholder activist motivations, and extending the scope of innovation focus in shareholder activism research to sustainable innovation.

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

Session Type: **Paper Session**
Program Session: **858** | Submission: **20929** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Environmental and Carbon Disclosure: Drivers and Methods

Session Moderator: **Himanshu Shekhar**, *Doctoral Student at Indian Institute of Management Bangalore*

ONE: **From Seat to Say: Do National Cultures Influence the Voluntary Disclosure Expectation from Boards?**

Author: **Himanshu Shekhar**, *Doctoral Student at Indian Institute of Management Bangalore*

Independent Directors are considered the primary conduit for realizing better corporate governance. Given this, institutional actors, regulators, and investors push for higher number of independent directors with greater power in the corporate boards. The presence of independent directors has been associated with better firm oversight and higher transparency with stakeholders through voluntary disclosures. However, this agency theory explanation may not apply equally well in different country contexts. We analyse the relationship between independent directors on corporate boards and firm-level voluntary environmental disclosures in an informal institutional (national culture) context. The findings suggest that national cultures could provide a backdrop through which we can better understand independent directors' role in influencing board outcomes like voluntary disclosures. We find that increasing the proportion of independent directors may be positive, neutral, or counterproductive in improving voluntary environmental disclosures in different cultures. Therefore, national cultures might be seen as a potential boundary condition for agency theory's expectation of greater transparency with higher board independence. These findings also provide a peek into board and independent director's influence on firm's voluntary initiatives.

ONE: **Transparency is Not a Donkey Work: Board Political Orientation and Firm Carbon Disclosure**

Author: **Anne Jacqueminet**, *Bocconi U.*
Author: **Eun-Hee Kim**, *Fordham U.*
Author: **Valerio Pelucco**, *Department of Management and Technology, Bocconi U.*

Firms are increasingly expected to communicate on their climate impacts, as well as the actions they implement to mitigate them. We argue that the political orientation of a firm's board, because it influences its stakeholders' expectations as well as the firm's concerns about meeting them, shapes its disclosure strategy in a somewhat paradoxical way. While liberal orientation may increase the publicity and extensiveness of the carbon disclosure, we expect that it also increases the extent to which firms will attempt to attenuate negative environmental news through more abundant justifications and recourse to obfuscation. Our empirical study, based on a sample of 410 US firms over 8 years, provides evidence for these effects as well as the fact that negative news is penalized by environmental raters, in particular when delivered by a firm with a more liberal orientation, and when justification and obfuscation tactics are employed. These results therefore highlight a complex relationship between board political orientation and environmental transparency.

ONE: **Comparing Textual Analysis Tools To Classify Sustainability Information In Corporate Reporting**

Author: **Frederik Maibaum**, *Leibniz U. Hannover*
Author: **Johannes Kriebel**, *U. of Muenster*

Quantitative sustainability research depends on sustainability information that is often unavailable in a structured and comprehensive way for large samples of firms. Textual analysis can, hence, leverage sustainability information from unstructured text data. However, while there is a variety of different approaches to textual analysis, researchers rarely reflect on and validate their method choice, which might influence the results. Therefore, we study the choice of textual analysis techniques to extract sustainability information. For this purpose, we first develop models for textual analysis based on topic modeling, word embeddings (WE), and state-of-the-art bidirectional encoder representations from transformers (BERT) models. Regarding the BERT model, we suggest an approach to train a BERT model to identify sustainability information without manual labeling using categories from Wikipedia data. To benchmark the natural language processing models, we conduct an experiment with 75,000 sentences from 10-k annual reports that are triple-coded by researchers regarding whether there is information related to sustainability contained. Our results show that the BERT model outperforms the established approaches and generally shows a strong performance in identifying sustainability information. Therefore, our work contributes to measuring sustainability based on text data facilitating future research that can use the studied approaches.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **859** | Submission: **20218** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

The Latest on Greenwashing: Analyses and Reviews

Session Moderator: **Chih-An Lin**, *Fu-Jen Catholic U.*

ONE: **Exploring the Antecedents of Employee Greenwashing**

Author: **Chih-An Lin**, *Fu-Jen Catholic U.*
Author: **Shin-Cheng Yeh**, *National Taiwan Normal U.*
Author: **Yu-Yuan Shih**, *National Taiwan Normal U.*

The literature finds corporate social responsibility a global branding theme and a risk management instrument. Under stakeholders' expectations and pressure to look good, enterprises' voluntary disclosure of voluntary betterment of society becomes hotbeds for CSR-washing or greenwashing. Organizational greenwashing refers to an organization's not walking the talk or selective disclosure of its environmental performance for its own interests. To help prevent greenwashing and to bridge the current research gaps, including lacking the individual level of analysis, treating employees as mere implementors, and disproportionately focusing on Western or emerging countries, this paper explores the antecedents of employee greenwashing with a government survey regarding climate change in Taiwan. The results find that psychological immediacy, organizational immediacy, climate change knowledge proficiency, climate change management self-efficacy, persuasive advocacy, and phlegmatic advocacy are all significantly correlated with employee greenwashing. Implications are put forth and future studies are encouraged since the post COVID-19 era demands more resilience and sustainability efforts, which makes greenwashing even a more pertinent theme in the future.

ONE: **Irresponsible Families: Analysis of Greenwashing in Family Firms**

Author: **Svetlana Flankova**, *U. of Liverpool*
Author: **Jeroen Neckebrouck**, *IESE Business School*

There is growing evidence that environmental disclosures are often misaligned with firms' actual impacts on the natural environment. This study investigates family firms' propensity to selectively disclose environmental information, or in other words, to greenwash. By drawing on agency theory and the socio-emotional wealth perspective, we first compare greenwashing patterns in family and non-family firms. Then, following recent research on family firm heterogeneity, we explore two socio-emotional wealth dimensions that may influence family firms' propensity to greenwash - family control and influence, and family firm identity. Results from a sample of 1, 574 firms from 40 countries between 2007 and 2017 reveal that family firms are more prone to greenwashing compared to non-family firms. Results also indicate that family firms with a greater degree of family control and influence are particularly likely to selectively disclose environmental information. Overall, the results suggest that family firms are willing to face the risks of greenwashing being exposed in the future, indicating that they do not always make decisions based on long-term considerations when it comes to environmental disclosures.

ONE: **No End in Sight? A Greenwash Review and Research Agenda**

Author: **A. Wren Montgomery**, *Ivey Business School*
Author: **Thomas Peyton Lyon**, *U. of Michigan*
Author: **Julian Barg**, *Ivey Business School*

Greenwashing is more virulent than ever. A profusion of ESG and net zero commitments are becoming fraught with questionable and misleading claims. At the same time, we are no closer to solving the pressing environmental and social issues of our time. In this review we seek to examine this shift and summarize changes in greenwash research across time into a framework, identifying three key phases: 1.0 Where We Started; 2.0 Where We Are; and, 3.0 Where Next? We analyze current key areas of developing literature and point to numerous open questions for future research. Next, we go beyond much of the published work to examine emerging issues and lay out a forward-looking agenda for future research. We also propose a model of Corporate Miscommunication, integrating various streams in greenwash research. In doing so, we seek to lay a pathway for greenwashing researchers to finally find that elusive "end" to greenwashing

ONE: **Symbolic and Substantive Climate Action: A Review and Synthesis of Definitions**

Author: **Xinyi Gu**, *Georgia Institute of Technology*
Author: **Daniel Matisoff**, *Georgia Institute of Technology*

A growing number of companies have made climate pledges, joining organizations such as Science Based Targets, to demonstrate their commitment to emissions reductions. There is uncertainty as to whether these pledges are merely symbolic declarations or lead to substantive results. Furthermore, the environmental management literature does not differentiate symbolic from substantive climate action consistently, which presents challenges towards understanding the role and effects of climate pledges. We address this gap with a systematic literature review that compiles definitions of symbolic and substantive action, synthesizing them into a new conceptual model. We propose three main components that distinguish symbolic from substantive action: results (whether company action led to tangible emissions reductions or operational changes), effort (whether changes were superficial or extensive), and intent (whether the company was genuinely committed to climate performance as opposed to social expectations for compliance). Future studies could analyze the relationship between these three components, such as how symbolic vs. substantive intent translates into the type of effort and results realized by a company. Doing so would allow policymakers to understand why companies engage in climate pledges and the factors that influence their success or lack thereof.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **860** | Submission: **20219** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George C**

Climate Change Adaptation: From Sensemaking to Strategies

Session Moderator: **Lucrezia Nava**, *Bayes Business School (formerly Cass), City, U. of London*

ONE: **The Impact of Organizational Heuristics on Firms' Sensemaking for Climate Change Adaptation**

Author: **Mercedes Bleda**, *Alliance Manchester Business School, U. of Manchester*
Author: **Elisabeth Krull**, *Alliance Manchester Business School, U. of Manchester*
Author: **Eleni Christodoulou**, *Alliance Manchester Business School, U. of Manchester*
Author: **Jonatan Pinkse**, *U. of Manchester*

The complexity and uncertainty of climate change pose unique challenges to the development of corporate adaptation strategies. Climate change adaptation requires organizations to rely on sensemaking to understand climate events, the implications for their operations, and develop the required responses. In this context, organizational heuristics can support sensemaking by simplifying decisions and reducing cognitive effort but can also hinder it by creating biases and errors that lead to inefficient decisions. This paper identifies and analyzes organizational heuristics used when making decisions on climate change adaptation by empirically investigating the climate change adaptation responses of key infrastructure providers in the UK. Looking at selection, prioritization, procedural, and temporal heuristics, we examine how organizations make sense of climate change events and develop their responses accordingly. The analysis shows that while these rules-of-thumb are sensible in some instances, they can also create biases that may deflect responsibility or create a false sense of security leading to inefficient adaptation decisions.

ONE: **Die Now of Hunger or Later of Thirst: Vulnerable Decision-Makers' Adaptation to Climate Change**

Author: **Lucrezia Nava**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Jorge Chiapetti**, *jo1812*
Author: **Maja Tampe**, *ESADE Business School*
Author: **Rui Barbosa Da Rocha**, *U. Estadual de Santa Cruz*

Studies on decision-makers' responses to climate change focus on industrialized nations. Despite the greater vulnerability of tropical countries to the effects of climate change, little is known about climate change adaptation in these contexts. Drawing on a unique, longitudinal dataset of over 3,000 agricultural producers in Brazil, a particularly vulnerable context, and using a mixed-methods approach, we develop and test a framework to understand what explains the responses to climate change that decision-makers in vulnerable contexts pursue. In contrast to the evidence from industrialized countries, we find that experiencing the effects of climate change is likely to increase maladaptive rather than adaptive responses, generating vicious cycles that intensify vulnerability due to cognitive, emotional, and ecological factors.

ONE: **Firm-level Strategies for Climate Change Adaptation: Sectoral and Geographic Influences**

Author: **Charles Backman**, *Northwestern Polytechnic (Alberta, Canada)*
Author: **Alain C. Verbeke**, *U. of Calgary*
Author: **Bob Schulz**, *U. of Calgary*

We apply the natural resource-based view (RBV) of the firm to a 17-year longitudinal data set of 117 FT500 companies to understand the influence geography and sector have on firms integrating a climate change focus into their business model. We base our analysis on information derived from the Carbon Disclosure Project (CDP). Our RBV-model captures a two-stage transformation process, which includes Walk I and Walk II. This process identifies the firm's changes in governance, information gathering, and managerial systems as an 'intermediate' step, i.e., Walk I. This step often precedes firms actually investing in changing products and production processes to complete the transition towards a more proactive state, i.e., Walk II. We find that firms with a head office in Europe have initiated investments earlier along Walk I than firms with a head office in North America and this extends to Walk II as well. However, by the end of the period included in our data set, there appears to be little difference anymore in the degree to which a climate change focus has been integrated into firm-level strategy along Walk I and Walk II. The sectoral affiliation also influences firm-level strategy and the speed and depth with which a climate change focus materializes over time. For instance, energy-related firms have integrated a climate change focus earlier than firms in business-to-consumer (B2C) sectors and have made deeper changes to their business models in terms of dedicated investments. Firms in B2C sectors have also added a climate change focus, but the changes they have made typically did not require the same depth of dedicated investments. Firms not included in either of the two above groups have somewhat lagged in the start of transition and occupy an intermediate position as to the level of change required for a Walk II transformation. Keywords Resource-Based View, Dynamic capabilities, Carbon Disclosure Project, Dynamic GISTe model, Data driven climate change strategies, FT500 longitudinal data base, Walk I and Walk II model, GISTe model, geographic and sectoral influences

ONE: **Organizational Scaffolding for Climate Adaptation: How Intermediaries Manage Evaluative Tensions**

Author: **Nichole Kay Wissman**, *U. of San Diego*
Author: **Amanda Bertana**, *Southern Connecticut State U., Department of Sociology*
Author: **Stephan Davys Manning**, *U. of Sussex*

The grand challenge of preparing for climate impacts through climate adaptation relies on intermediaries, including local NGOs, consulting firms, and government agencies. Climate adaptation elicits evaluative tensions coming from what we call the dual organizational complexity. The dual organizational complexity includes evaluation ambiguity in (1) the interconnectedness and co-evolutionary dynamics of locally bounded social and ecological systems and (2) an increasingly complex network of interconnected organizations, including a diverse set of public, private, and semi-private actors who provide funding, market power, and expertise. We find that intermediaries address evaluative tensions through organizational scaffolding or building socio-material infrastructures that can support resilience and increase evaluative and adaptive capacity for future projects, albeit imperfectly. Importantly, we argue that climate adaptation needs facilitators with the capacity to connect very localized bottom-up needs to top-down resources in a continuous cycle of resource allocation, communication, and accountability, especially in the face of the increasing organizational complexity involved.

Session Type: **Paper Session**
Program Session: **861** | Submission: **20497** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester**

Buyer-Supplier Relationship III

Session Moderator: **Sihan Jiang**, *Dalian Maritime U.*

OSCM: **Whistleblowing Intensity and Distributor Compliance in Marketing Distribution Channels (WITHDRAWN)**

Author: **Sihan Jiang**, *Dalian Maritime U.*
Author: **Lu Shen**, *Dalian Maritime U.*
Author: **Chuang Zhang**, *Dongbei U. of Finance and Economics*
Author: **Xubing Zhang**, -

This research examines how whistleblowing in a marketing distribution channel affects distributors' compliance to the manufacturer's request and how that impact is influenced by institutional environment. Drawing on signaling theory, we propose that observing whistleblowing incidents, distributors use whistleblowing intensity as a signal of channel morality, based on which they decide whether or not to comply with a manufacturer's request. Using a dataset comprising both dyadic survey data and archival data, we find that channel whistleblowing intensity has an inverted U-shaped effect on distributor compliance. In addition, this curvilinear effect is stronger in regions with more effective legal systems and higher social trust. But we do not find vertical channel control moderating the effect of whistleblowing intensity on compliance. Overall, our research highlights the bright and dark sides of whistleblowing as a horizontal monitoring tool and uncovers situations in which it works or fails to promote peer compliance.

OSCM: **Unpacking Cultural Impacts on Long-Term Manufacturer-Supplier Relationships in the Arab Middle East**

Author: **Noor Al-Ma'aitah**, *Mutah U.*
Author: **Ying Ying Liao**, *Hamdan Bin Mohammed Smart U.*
Author: **Professor Ebrahim Soltani**, *Hamdan Bin Mohammed Smart U.*
Author: **Chin-Wen Ting**, *Nanhua U.*
Author: **Pervaiz K Ahmed**, *Monash U., Malaysia*

This study's specific objectives study are (i) to examine the impact of cultural facets of the Arab Middle East region on long-term manufacturer-supplier relationships (LTR) and (ii) to uncover how trust functions as their moderator. The literature has largely focused on Western cross-country and macro-regional inter-firm manufacturer-supplier relationships; research on non-Western national cultural effects on LTR is sparse. We test the effect of six Arab cultural values: Ta'arof (meeting someone, ?????), Wasta (who you know, ?????), Wa'ad (promise, ???), HifzMa'aWajh (saving face, ??? ??? ?????), Qada-Qadar (fatalism, ?????? ??????), and Shura (consultative, ????). Data from 302 matched manufacturer-supplier dyads in the Jordanian manufacturing sector are used to analyse the hypothesized relationships through partial least square structural equation modelling and multi-group analysis. Our study shows the need to consider cultural and trust issues in building LTR. The PLS path estimates provide support for all hypotheses except for the impact of ta'arof on LTR, which varies between different cultural norms and manufacturers and suppliers. The findings contribute to the increasing shift of focus towards macro-organizational research and contextualizing organizational research beyond Hofstede's cross-cultural paradigm to encompass context-specific religious-cultural values of the Arab Middle East region.

OSCM: **Learning to Contract while Digitalizing: Joint Intra-Contract Learning to Develop Data Clauses**

Author: **Tom Aben**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Wendy Van Der Valk**, *Tilburg U.*
Author: **Henk Akkermans**, *Tilburg U.*

Digitalization entails using digital technologies to fundamentally transform both intra- and inter-organizational processes of organizations, and as such also greatly impacts inter-organizational governance. A challenging aspect of digitalization is the rapid rate with which new digital technologies are developed. Moreover, organizations typically need time to develop insights into how (new) technologies can best be leveraged. Since digitalization also requires organizations to learn process about the new (upcoming) technologies and their possibilities, the effective support of digitalization in using contractual and relational governance mechanisms is likely to require learning as well. This learning usually occurs within a single contract period because of the pressure on organizations to reap the benefits of their digitalization efforts within the current, often long-term, contract. A single longitudinal case study was investigated with two embedded cases, each focusing on a maintenance outsourcing contract that was to be digitalized. These two embedded cases illustrate that intra-contract learning regarding digitalization involves significant post-formation adjustments to both contractual governance through the (re)design of contractual data clauses and relational governance through increased formalization of cooperative norms with the relationship.

OSCM: **Effective Public Procurement and Strategic Onshoring in Specialised Markets with Limited Buyers**

Author: **Christopher James Day**, *U. of Sydney Business School*
Author: **Rico Merkert**, *U. of Sydney Business School*
Author: **Bo Nielsen**, *U. Of Sydney*

Public procurement in developed economies has sought to improve efficiency through competition and outsourcing functions, drawing on private sector expertise and utilising private capital. Whilst these measures have reduced cost, they can be detrimental to supply chain resilience and the achievement of government's growing desire to use procurement more strategically to onshore industrial capability. In the context of rail rolling stock manufacturing, our document review and interview program results inductively identify how four fundamental tenets of contemporary public procurement undermine the health and competitiveness of strategic onshore industries when government is a major, or the only, buyer of specialised equipment. We argue that, in order for onshoring efforts to be effective within a highly competitive global market, scope exists for government agencies and firms to draw on strategic management to restructure procurement practices in a manner which supports the health of local industry to create public and private value.

Session Type: **Meeting**
Program Session: **862** | Submission: **20043** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

OSCM Division Meet the Journal Editors Panel

Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **Elliot Bendoly**, *Ohio State U.*
Panelist: **Sriram Narayanan**, *Michigan State U.*
Panelist: **Guangzhi Shang**, *Florida State U.*
Panelist: **Suzanne De Treville**, *U. of Lausanne*
Panelist: **Tyson Browning**, *Texas Christian U.*
Panelist: **Martin C. Schleper**, *U. of Sussex Business School*
Panelist: **Wendy Tate**, *U. of Tennessee*
Panelist: **Andreas Wieland**, *Copenhagen Business School*
Panelist: **Robert Glenn Richey**, -

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

Session Type: **Paper Session**
Program Session: **863** | Submission: **20915** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Volunteers and Volunteering

Session Moderator: **Meghan Kallman**, *U. of Massachusetts, Boston*

PNP: **Toxic Solidarity in AmeriCorps*VISTA**

Author: **Meghan Kallman**, *U. of Massachusetts, Boston*
Author: **Anne Antoni**, *Grenoble Ecole de Management*

In an increasingly unstable global politics – amidst challenges ranging from refugee crises to rising authoritarianism worldwide – organizational scholars have started considering how solidarity emerges in response to the economic and human crises of our time. Adopting a practice-based orientation and building on interview data from a case study of AmeriCorps*VISTA, a US National Service program, we unpack how solidarity may be made inoperative in organizations in the neoliberal space. We theorize this phenomenon by developing the concept of "toxic solidarity". Building on a conception of solidarity as bridging differences, this research contributes understanding the reproduction of inequalities. We find that AmeriCorps*VISTA very often produces differences when it claims (or aims) to be producing solidarities, and this strain is a driving force behind the transformation from solidarity to toxicity, as well as the reproduction of the neoliberal moral order. This transformation occurs, in our data, via organizational and programmatic mechanisms.

PNP: **Work, Family, and Volunteering: Managing Demands Across the Triple Domains by Young Adults**

Author: **Uthpala Senarathne Tennakoon**, *Mount Royal U.*
Author: **Gabrielle Symbalisty**, *Mount Royal U.*

This paper examines volunteer motivations and how individuals manage cross-domain demands of work, family, and volunteering, using twenty in-depth interviews with young adults aged 18-35 from Canada. By examining the interaction of all three domains, this study addresses a long-standing gap in the work-family literature in identifying the cross-domain implications of volunteering. The results revealed six distinct motivators for volunteering along the intrinsic-extrinsic motivation spectrum. These categories align with the volunteer functional inventory (VFI), providing external validation for VFI and connecting the functional analysis to the underlying motivations. This paper specifically adds to the literature by presenting the Matrix of Motivators and Resource Investment (MMRI), which identifies different volunteer types with the drivers for volunteering and resource prioritization in relation to work and family domains. Study also highlights practical implications and future research directions.

PNP: **Fostering Resilience and Commitment among COVID-19 Volunteers in Nonprofit Organizations**

Author: **Susan Schwarz**, *King's College London*
Author: **Gary Schwarz**, *Queen Mary U. of London*
Author: **Zhou Jiang**, *RMIT U.*
Author: **Qing Miao**, *Zhejiang U.*
Author: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*

While researchers have usually found a negative link between job demands and work outcomes such as commitment, some studies have found a positive link or insignificant results, raising questions as to how volunteers coping with job demands maintain commitment in the face of difficult conditions. Drawing on the job demands-resources (JD-R) theory, the current study hypothesizes and tests a model examining the link between challenge and hindrance job demands and work commitment, and the extent to which individual resilience and job autonomy mediate and moderate this link respectively. In a three-wave study of 504 voluntary workers in China during the COVID-19 pandemic, we find a positive link between job demands and resilience, which in turn is positively associated with commitment. Autonomy accentuates the positive link between hindrance demands and resilience, as well as the link between hindrance demands and work commitment through resilience. However, autonomy does not accentuate the link between challenge demands and resilience or between challenge demands and work commitment through resilience. The findings contribute to JD-R theory by indicating that different demands can increase resilience, while the provision of autonomy is more effective for volunteers experiencing hindrance demands than challenge demands.

PNP: **The Roles of Socially Responsible HRM in Fostering Public Service Motivation and Volunteering**

Author: **Tong Xu**, *Central U. of Finance and Economics*
Author: **Zhen Wang**, *Central U. of Finance and Economics*
Author: **Yao Song**, *Central U. of Finance and Economics*

Although the literature suggests that civil servants' volunteering behaviors have a significant impact on a nation's wealth and well-being, little is known about how such behaviors are fostered in public administration. This study proposes the roles of socially responsible human resource management (SR-HRM) and investigates how and when it drives the volunteering behaviours of civil servants in the government sector. Drawing on signalling theory, we speculate that civil servants will respond to SR-HRM by shaping a high level of public service motivation (PSM) and further demonstrating volunteering behaviours. Moreover, the effect will be stronger when civil servants make altruistic attributions toward SR-HRM. We tested hypotheses using three-wave, time-lagged data from 412 civil servants from China. The results indicated that SR-HRM could elicit civil servants' stronger PSM, which further increases both the generic volunteering behaviours and the volunteering behaviours for COVID-19, especially when they make altruistic attributions toward SR-HRM.

Session Type: **Paper Session**
Program Session: **864** | Submission: **20920** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

Decision-Making and Information

Session Moderator: **Julia Andrea Trautendorfer**, *Johannes Kepler U. Linz*

PNP: **Culture of Compliance? How FOI Laws impact Public Organizations' Responsiveness**

Author: **Julia Andrea Trautendorfer**, *Johannes Kepler U. Linz*
Author: **Lisa Schmidthuber**, *WU Vienna U. of Economics and Business*
Author: **Dennis Hilgers**, *Johannes Kepler U. Linz*

Freedom of information (FOI) should legitimize citizens to request public information from public organizations and thereby increase government transparency and accountability. Previous literature has evaluated the level of government transparency by the degree to which information is proactively released or to which governments respond to information requests. Building on this approach, this study aims to analyze government compliance with the prevailing FOI law by examining German public organizations' responsiveness to information requests. Due to different legislation in the federal states (Länder), we can analyze the effects of six different elements of FOI acts on government responsiveness to citizen information requests. By investigating over 150,000 requests sent to more than 8,000 German public sector organizations, we find that a clear regulation for FOI exemptions and comprehensive regulations for access and right to information increase public sector organizations' likelihood of processing an information request. This study contributes to literature on public sector transparency and draws policymakers' attention to the effect of different natures of FOI regulations.

PNP: **Information Processing Style and Information-seeking Behavior in Organizational Decision-making**

Author: **YANG EUNJIN**, *Seoul National U.*
Author: **ByeongJo Kim**, *Seoul National U.*

This study aims to examine the relationship between information processing style and information-seeking behavior of public institution workers in South Korea and the moderating effect of organizational trust using cognitive-experiential self theory and Wilson's information seeking behavior model. We found that rational information processing style is positively related to an information seeking behavior, and intuitive information processing style is negatively related to an information seeking behavior. Also, the interaction effect of organizational trust was statistically significant, only intuitive information processing style. Our contributions suggests ways to better understand the meaning and importance of evidence-based decision-making processes conducted in the public sector by presenting empirical results related to evidence-based decision-making.

PNP: **Individual Risk Aversion in the Public Sector: A Systematic Review**

Author: **Ivan P. Lee**, *Arizona State U.*

For a long time, the term "risk averse" has been commonly used as an adjective to describe civil servants and those who work in the public sector. However, individual risk aversion in the public sector has received limited scholarly attention, and there is little effort to synthesize existing knowledge. This paper discusses the concept of risk aversion and uses the method of systematic review to examine how this concept has been studied in the public administration literature. It addresses three research questions: 1) What is/are the definition(s) of risk aversion in public administration research? 2) How does prior research in public administration operationalize and measure the concept of risk aversion? 3) What are the antecedents or underlying factors of individual risk aversion identified in the study of public administration? The findings of a review of 26 articles suggest that more than half of the prior studies in this area did not clearly define the concept of risk and risk aversion. When operationalizing and measuring this concept, prior studies commonly relied on self-reports and direct observations of risk-taking behaviors. There is also limited knowledge about the antecedents or underlying factors of individuals' risk aversion among public sector employees. A future research agenda is suggested based on these findings.

PNP: **Overcoming Barriers to Knowledge Sharing in Public Organizations**

Author: **Arlyson Sales**, *Fundação Getúlio Vargas/EBAPE*
Author: **Juliana Carvalho**, *Fundação Getúlio Vargas/EBAPE*
Author: **Marco Zanini**, *Brazilian School of Public and Business Administration*

Public organizations are knowledge intensive. Therefore, knowledge sharing among employees is an important organizational capability that needs to be fostered. Yet, the typical characteristics of the public sector can present significant barriers to collaboration and knowledge sharing. Previous research in Public Administration has pointed to factors that may limit such effects but has not provided empirical evidence of their impact. To address this gap, this study examines how transformational leadership can facilitate knowledge sharing in public organizations. Empirical findings suggest that transformational leaders can facilitate knowledge sharing, and that they do so by developing a positive organizational climate.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **865** | Submission: **20230** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

Using Social Media and Text Data in Management Research

Session Moderator: **Yan Yi Lance Du**, *U. of Illinois at Urbana-Champaign*

RM: **"That's Interesting!": Using Facebook Language to Predict Vocational Interests**

Author: **Yan Yi Lance Du**, *U. of Illinois at Urbana-Champaign*
Author: **Devansh Jain**, *U. of Pennsylvania*
Author: **Sharath Chandra Guntuku**, *U. of Pennsylvania*
Author: **Xin (Daphne) Hou**, *Purdue U., West Lafayette*
Author: **Lyle Ungar**, *U. of Pennsylvania*
Author: **Louis Tay**, *Purdue U.*

Language analysis is gaining momentum in organizational and social science research for its ability to automatically analyze and predict human attributes, behavior, and cognition. Specifically, social media linguistic data has been used to predict psychological constructs, such as Big Five personality traits. However, little work has applied the use of social media language to predict vocational interests — individuals' trait-like preferences for different work activities and environments. In the present study, we examined how accurately language used on Facebook predicts individuals' vocational interests. To this end, we used closed-vocabulary (Linguistic Inquiry and Word Count 2015; LIWC 2015) and open-vocabulary approaches (Latent Dirichlet Allocation; LDA topics) to analyze Facebook posts from 2834 participants, who completed a self-report measure on vocational interests. Our study makes three main methodological contributions. First, we found that the predictive accuracies of our linguistic models (mean $r = .24$; LDA) in assessing vocational interests are comparable to previous language research predicting personality traits ($r = 0.27$; Tay et al., 2020). In addition, we showed that the open-vocabulary approach demonstrated better predictive accuracies than the closed-vocabulary approach. Finally, our study revealed the unique language markers which characterizes different vocational interests. Taken together, our findings represent a novel methodological advancement in vocational interest assessment. Our results further suggest that automated language-based assessments may complement traditional self-reports to match people's interests to their ideal occupations. We discuss the implications of our findings for organizational research methods and applied settings (e.g., career guidance, diversity recruitment, and employee development).

RM: **Qualitative Text Comparative Analysis (QTCA): A Mixed-method Approach to Large Text Data**

Author: **Marie Madeleine Meurer**, *Jönköping International Business School*

Existing analytical approaches to large-scale text data have prompted concerns about the theoretical meaning of patterns, relationships, or identified constructs and emphasize new analyses in creating meaning from large amounts of unstructured text data. On their own, methods such as Computer-Aided Text Analysis and Qualitative Comparative Analysis cannot resolve these issues as they either lack the means to create configurations or grasp meaning within large bodies of text data. We, therefore, propose a methodological approach that we call Qualitative Text Comparative Analysis (QTCA), combining Computer-Aided Text Analysis and Qualitative Comparative Analysis. Rooted in critical realism, QTCA iterates between theory and empirics, structurally generating deep insights from texts. We propose a four-step road map for engaging in QTCA as a general guide for scholars interested in understanding complex causal conditions using large amounts of text.

RM: **NLP for Qualitative Analysis: Leveraging Deep Learning to Capture Contextual Meaning**

Author: **Diana Garcia**, *ESCP Business School*
Author: **Anna Glaser**, *ESCP Business School*
Author: **Caroline Verzat**, *Novancia Business School*

Online data is constantly increasing, providing a wide range of opportunities to explore social phenomena. New advances in Deep Learning (DL) algorithms applied to Natural Language Processing (NLP) capture the inherent structure of language and the contextual meaning and nuance of human language overcoming the limitations of previous NLP algorithms. We leverage these new technologies while cautioning on the positivist assumptions of these algorithms to create a method for qualitative research using three NLP tasks: Sentiment Analysis, Topic Modeling, and Information Retrieval. Applying DL algorithms into NLP tasks, the method helps qualitative researchers to efficiently analyze large amounts of online data while allowing deep contact with the data and preserving the richness of qualitative analysis. We illustrate the usefulness of our method using 1309 social media posts of nine women entrepreneurs that adhere to an environmental mission (ecopreneurs) and validate those results with a manual qualitative analysis of the same dataset. The proposed method expands the methodological toolbox for qualitative research when analyzing online data.

RM: **The Use of Organizational Social Media Data in Qualitative Research**

Author: **Mislav Radic**, *Bocconi U.*

The proliferation of social media technologies as internal and external communication channels has led to a dramatic increase of computer-mediated interactions among organization members. Despite mounting interest by organization and management scholars in studying these interactions, there exists little reflection and guidance for the use of this relatively new kind of data in qualitative research. We address this shortcoming by elaborating the characteristics of organizational social media (OSM) as qualitative data and we subsequently show how organization and management scholars have taken advantage of the specific characteristics of this kind of data to examine organizational phenomena. Our analysis reveals how researchers used OSM to gain insight into different organizational phenomena, including the roles of emotions within organizations, employee resistance, identity negotiation, and value claims. In studying such topics, OSM data as permanent record of visible interactions and connections allowed researchers to gain longitudinal and processual insight from a multivocal and informal perspective, as well as relational insights. We discuss how social media as a data source can help scholars to overcome some methodological challenges associated with conventional qualitative methods. While doing so, we also problematize the limitations of OSM data.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **866** | Submission: **20352** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Openness and Inclusion in Strategy Making

Session Moderator: **Julia Hautz**, *U. of Innsbruck*

SAP: **Participatory Strategy Making as Dual Sensemaking Process**

Author: **Theresa Langenmayr**, *U. of Zurich*
Author: **David Nils Seidl**, *U. of Zurich*
Author: **Paula Jarzabkowski**, *U. of Queensland*

Existing studies on strategic sensemaking have focused on traditional top-down strategy-development processes where senior managers select cues and apply their knowledge frames during activities of strategy formulation (i.e. sensemaking) and later attempt to impose this sense on others during activities of strategy implementation (i.e. sensegiving). Over the last few years, we can observe a trend towards increasing participation of change recipients in the strategy-development process, often also referred to as “Open Strategy”, which is likely to have profound implications for the strategic sensemaking process. Thus, we will focus on the following exploratory research question: How does strategic sensemaking unfold in participatory strategy processes? To address this research question, we draw on data from a 13-month longitudinal, in-depth case study of an international financial company, which introduced Open Strategy by including 20 lower-level employees throughout the strategy process. We report three main findings which contribute to both the strategic sensemaking as well as the Open Strategy literature: First, we find that strategic sensemaking is a dual process which consists of two distinct types of sensemaking, sensemaking of the strategy content and sensemaking of the strategy process, and we reveal how these two sensemaking types are interrelated. Second, we identify different sensemaking patterns (i.e. (re-)framing participation, displacing cues, aligning cues) which strategy actors initiate to align the two sensemaking processes and enable strategy work. Third, we show that resistance in strategic sensemaking is not only related to sensemaking of the strategy content, as extensively discussed by previous literature, but also to sensemaking of the strategy process.

SAP: **Inclusion Practices in Open Strategy: Qualitative Case Study in Two Companies in Latin America**

Author: **Laura Alzate-Aguirre**, *U. EAFIT*
Author: **Luz Maria Rivas**, *U. EAFIT*
Author: **Martha Reyes**, *mreyess*

Open strategy refers to the incorporation of a greater number of people in strategic conversations through “inclusion practices”. These practices are presented as purposeful actions that occur repeatedly and can be analyzed from four dimensions: motivation, strategy process stages, inclusion scope, and methods. However, the strategy-as-practice perspective provides additional elements that allow a deeper understanding of such practices. This article contrasts two companies to analyze how inclusion practices occurred in two scenarios: the definition of organizational purpose in one of the organizations and the response to the challenges generated by Covid-19 in the other. Our results show that these practices reflect patterns of inclusion in both organizations in terms of stages prior to the strategic process and identification of the capabilities of the people to be included. In the previous stages, the importance of designing the spaces for participation in accordance with the organizational culture is highlighted, while in the identification of the people to be included, the importance of recognizing their capabilities and skills is emphasized. Based on the patterns identified, we present a tool based on questions that allow practitioners to think about inclusion processes in organizations and the expectations generated around them.

SAP: **Open Strategy as Turnaround: The Impact of Openness in Restructuring in Times of Crisis**

Author: **Kristina Stoiber**, *U. of Innsbruck School of Management*
Author: **Daniel Degischer**, *MCI - The Entrepreneurial U.*

Multiple concurrent crises continue to be in control of the world’s economy that are expected to accelerate insolvencies on a global scale. In response, distressed companies must undertake corporate restructuring to mitigate potential insolvencies and address the issues affecting their survival in the post-crisis reality. Yet, restructuring success has been limited due to traditional hierarchies and top-down strategizing. Particularly in crisis situations, when resources are scarce and time is limited, strategy development is left to upper management. Thus, a great opportunity lies in shifting the dominant paradigm towards a more open approach when engaging in a restructuring strategy. Recent literature recognizes the potential of open strategy in making strategic information accessible to a broader range of stakeholders and increasing inclusion in a strategic conversation. At the same time, however, greater openness entails potential drawbacks for the restructuring strategy as it could disclose sensitive information or slow down the restructuring process, leading to competitive disadvantages. In this paper, we point out shortcomings of C-suite strategy development to explore how more openness in restructuring can support companies in coping with crisis-induced financial distress. Based on an integrative framework, we conceptualize the paradoxical tensions between benefits and challenges of openness and highlight ten propositions on the potential effects of openness on turnaround strategies. Our framework results in firm-level policy implications that inform both, management scholars and policymakers to harness the benefits and navigate the challenges of openness and contribute to successful formulation and implementation of turnaround strategies in the event of insolvency risk.

SAP: **Recycling, Mimicking, and Sidestepping: How Organizations Strategize Open Science**

Author: **Leonhard Dobusch**, *U. of Innsbruck*
Author: **Konstantin Hondros**, *U. of Duisburg-Essen*
Author: **Milena Leybold**, *U. of Innsbruck*
Author: **Sigrid Quack**, *U. of Duisburg-Essen, Germany*

Literature on open science has elaborated how organizations treat emerging and potentially novel knowledge as an output of their scientific research. Yet, the input side, the usage and creation of knowledge as an input for disseminating results along an open science strategy is widely overlooked. Mobilizing a strategy-as-practice lens to theorize the phenomenon of ‘doing open science’, this paper investigates organizations’ practices of handling knowledge as an input instead of solely the output of an open science research process. Empirically looking at the context of pharmaceutical vaccine production during the Sars-CoV-2 pandemic, we investigate five organizations that strategize open science for global vaccine access. After analyzing activities and practices of vaccine research and development within the cases, we conducted an across-case comparison and identified overarching practices all organizations employ when strategizing open science on the input side of knowledge usage and creation. They recycle existing and available knowledge input, mimic vaccine technologies, and sidestep regulatory approval processes. We unpack these three practices of strategizing open science and outline their different facets and recursivenesses. We discuss how these practices of strategizing open science on the input side of knowledge usage and creation shape knowledge sharing as the output side.

KEY TO SYMBOLS

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

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **867** | Submission: **20353** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Routine Dynamics, Breakdowns, and Strategic Change

Session Moderator: **Katharina Dittrich**, *Warwick Business School*

SAP: **Digital Empowerment: A Routine Dynamics Perspective on HR Transformation**

Author: **Dina Myllymäki**, *Aalto U.*
Author: **Kathrin Sele**, *Aalto U. School of Business*

HR transformation processes aimed at increased efficiency and elevating the HR function to a strategic level often underperform in practice. The separation of administrative and strategic tasks between different professional groups following the implementation of HR technologies is particularly difficult. This paper builds on a routine dynamics perspective to study the introduction of a new HRM software in a large higher education institution. Zooming in on the changes of routines performed by different HR professionals, we show how the implementation of the new technology led to an unexpected situation in which HR secretaries destined for monotonous administrative tasks experienced an elevation of their role, while HR partners supposed to turn into strategic partners stalled within their existing role. We identify each professional group's mode of engagement with the new technology as a key driver of this counterintuitive empowerment and discuss how the digitalization of the HR function may empower unexpected professional groups depending on their involvement in and enactment of changing routines. Our paper contributes to the HRM literature by viewing HR transformation as a dynamic and unfolding process during which roles evolve through actors' use of technology. We also contribute to research on routine dynamics by enhancing our understanding of the mutual constitution of organizational routines and professional roles.

SAP: **Strategic Adaptation: Understanding the Effects of Engagement Practices on Dynamic Capabilities**

Author: **Emmanuel Quansah**, *U. of Houston, Victoria*
Author: **Dale E. Hartz**, *Barry U.*
Author: **Paul F. Salipante**, *Case Western Reserve U.*

Employee engagement practices are infrequently associated with strategy, yet they are micro-foundations of dynamic capabilities for strategic adaptation that shape employee participation vs. resistance in adaptive change. This research addresses two core issues raised concerning dynamic capabilities: 1) How do dynamic capabilities span the levels of upper- and lower-echelon organizational members? 2) How can routines provide reliability, necessary for survival, while also providing dynamism, necessary for adaptation? This paper proposes that the two issues converge around the dynamic interplay over time of motivated actors at different levels. Emerging from a practice perspective and comparative case analysis of successful and unsuccessful adaptations in four enterprises, we develop propositions conceptualizing that employee engagement practices contribute to a simultaneity of reliability and change through an evolution of learning. Three engagement practices – empowerment, positive culture, and the organization's greater purpose –influence interpersonal interactions at the meso-level, connecting organizational- and micro-level actions for the adaptive transforming of resources.

SAP: **Routines Breakdown and Remaking in the RAF: A Temporal Perspective of Org Response to Covid Lockdown**

Author: **Alessandro Alvarenga**, *U. of Edinburgh business school*
Author: **Mehdi Safavi**, *Cranfield School of Management*

In a 22-month ethnographic research in the Royal Air Force Regiment before, during, and after the COVID-19 lockdowns, we build on, and contribute to, managing unexpected events and routine dynamics literature by analysing a high-reliability organization's responses to its long-established routines breakdown. Studying these routines beyond the lockdowns allowed us to examine how temporal orientation in improvising and enacting temporary routines defines permanent changes in those patterns of actions: when the dominant temporal orientation in improvising was projective (geared towards the future and new possibilities), the improvisations converged into temporary routines and became permanent to serve revised goals after the lockdowns; however, when the dominant temporal orientation in improvising was iterational (geared towards the past iterations), despite converging into unified temporary routines, the improvisations did not last beyond the lockdown period, and the routines reverted to their pre-pandemic patterns of action, serving pre-pandemic goals.

SAP: **That's the Way the Routine Crumbles - Why Breakdowns do not Materialize in Routine Change**

Author: **Daniel Gaeckle**, *U. of Stuttgart*
Author: **Christian Alexander Mahringer**, *U. of Stuttgart*
Author: **Birgit Elisabeth Renzl**, *U. of Stuttgart*

We investigate breakdowns in routine performances and how these breakdowns influence the patterning of routines. Drawing on a year-long ethnographic study in a high-tech company that operates a Supercomputer, we analyzed breakdowns that routine participants experienced. These breakdowns, however, did not materialize in routine change. Our analysis found three practices that stifled impulses for change: delegitimizing, defocusing, and deprioritizing. We thus argue that breakdowns in organizational routines can lead to routine inertia. We further show that organizations that incorporate a complex artifact can form a context in which impulses for change in routines stifle.

KEY TO SYMBOLS

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

Session Type: **Symposium**
Program Session: **868** | Submission: **14090** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Assessments and Distal Consequences of Negative Acts

Organizer: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Organizer: **Erik Hoempler**, *Texas A&M U., Mays Business School*
Organizer: **Nandil Bhatia**, *Columbia Business School*
Discussant: **Erik Hoempler**, *Texas A&M U., Mays Business School*
Discussant: **Amanda Cowen**, *U. of Virginia*
Presenter: **Sheen S. Levine**, *U. of Texas at Dallas*
Participant: **Razvan Lungeanu**, *Northeastern U.*
Presenter: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Participant: **Amit K. Nandkeolyar**, *Indian Institute of Management, Ahmedabad*
Participant: **Vinod Kumar Kothapalli**, *U. at Buffalo School of Management*
Participant: **Jigyasu Shukla**, *U. of Central Florida*
Presenter: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Participant: **Nandil Bhatia**, *Columbia Business School*
Participant: **Muzeeb Shaik**, *Indiana U. - Kelley School of Business*
Participant: **Mike Palazzolo**, *U. of California, Davis*
Participant: **Adithya Pattabhiramaiah**, *Georgia Institute of Technology*
Participant: **Shrihari Sridhar**, *Texas A&M U., Mays Business School*
Presenter: **Siri Paruchuri**, *College Station*

The symposium focuses on advancing research on misconduct and negative organizational events in two ways. First, a set of papers highlight the role of social arbiters and examine the attributes of the misconduct or acts of the leaders that are judged by audiences as irresponsible or negative acts and the social processes by which such evaluations take place. Second, another set of papers shed light on new conduits of misconduct, i.e., what other types of relationships transmit stigmatization and to what extent, and the existence of any other unintended consequences to entities beyond the organizational population, such as local communities. Such insights will be of relevance to scholars from diverse domains, including SIM, OMT, and STR divisions.

Who's Socially Responsible? The Double Bind of Materiality

Author: **Sheen S. Levine**, *U. of Texas at Dallas*
Author: **Razvan Lungeanu**, *Northeastern U.*

Fading Stars: How Leaders' Machiavellianism Weakens Their Influence

Author: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Author: **Amit K. Nandkeolyar**, *Indian Institute of Management, Ahmedabad*
Author: **Vinod Kumar Kothapalli**, *U. at Buffalo School of Management*
Author: **Jigyasu Shukla**, *U. of Central Florida*

Interorganizational Spillover: Institutional Investor Reactions to #MeToo Executive Misconduct

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Author: **Nandil Bhatia**, *Columbia Business School*

School Shootings and Community Nutrition

Author: **Muzeeb Shaik**, *Indiana U. - Kelley School of Business*
Author: **Siri Paruchuri**, *College Station*
Author: **Mike Palazzolo**, *U. of California, Davis*
Author: **Adithya Pattabhiramaiah**, *Georgia Institute of Technology*
Author: **Shrihari Sridhar**, *Texas A&M U., Mays Business School*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **869** | Submission: **20941** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

CSR Reputation and Legitimacy

Session Moderator: **Laura Blake**, *Nichols College*

SIM: **Differentiated CSR as a Source of Competitive Advantage: Theorizing CSR's Role on Firm Performance**

Author: **Laura Blake**, *Nichols College*
Author: **Noushi Rahman**, *Pace U.*

We join the recently started scholarly conversation on firms pursuing differentiated as opposed to generic CSR to achieve additional advantage (Wang et al., 2020; Nardi et al., 2022). Building on the logic of distinctive competence, we theorize that firms can command a higher CSP if they pursue CSR initiatives demonstrating distinctive competence and differentiating their CSR from other industry competitors. We further argue that the positive impact of differentiated CSR in achieving higher CSP will be accentuated in industries with higher CSR density. Our longitudinal analysis of data from 256 firms from four different industries (Energy, Healthcare, Real Estate and Utilities)) support all the hypotheses advanced.

SIM: **Celebrity in Action: TheI Impact of Organizational Celebrity on Corporate Social Responsibility**

Author: **Yeonji Seo**, *U. Of Sydney*
Author: **Chuljin Park**, *U. of New South Wales*

This paper examines the relationship between organizational celebrity and firms' heterogeneous strategic choices for corporate social responsibility (CSR) practices. Building on the celebrity and CSR literatures, our theory and analysis provide support for the notion that organizational celebrity acts as an interpretive frame for internal managers when they make strategic decisions about CSR. Celebrity firms generally did not engage in more symbolic CSR activities and avoided overdoing impression management, but firms in sin industries did show stronger engagement in symbolic CSR. Celebrity firms—apart from those in sin industries—did engage more with respect to their substantive CSR activities. These findings demonstrate that celebrity firms, as a preemptive tactic to protect their celebrity, tend to be cautious in making nonconforming strategic decisions that have significant emotional and moral components.

SIM: **The Spillover Effects of Competitors' Financial Restatements on CSR Decoupling**

Author: **JIAWEN MA**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Qiwen YU**, *Lee Kong Chian School of Business, Singapore Management U.*

This paper investigates whether and how firms change their corporate social responsibility (CSR) decoupling practices in reaction to their competitors' financial restatements. We argue that the great attention in financial restatements of competitors raises spillover effects and increases the focal firms' awareness and concern on possible reputation loss related to information disclosure accuracy. Thus the focal firms will be motivated to improve its quality of disclosures by reducing CSR decoupling practices. Using the data of 1065 firms as competitors of restating firms, we found consistent results that competitors' financial restatements are negatively related to a focal firm's subsequent CSR decoupling. Moreover, we theorize why the main relationship becomes stronger when the focal firms, as competitors of restating firms, have more visibility and have higher-status CEOs. Overall, our findings contribute to CSR decoupling literature by showing the spillover effect of competitors' financial restatements from a new perspective.

SIM: **Corporate Legitimacy via Digital Ethicswashing? A Systematic Review on Misleading AI Communication**

Author: **Mario Schultz**, *Franklin U. Switzerland*
Author: **Ludovico Giacomo Conti**, *U. della Svizzera Italiana*
Author: **Peter Seele**, *USI Lugano*

The term "ethicswashing" was coined recently to describe the phenomenon of instrumentalising ethics by misleading communication creating the impression of ethics, while no substantive ethical theory, argument or application is in place. The term, therefore, is similar to greenwashing for environmental issues and has become an issue particularly, since 2019 with the harsh criticism of Thomas Metzinger as member of the EU panel for the development of ethical guidelines for AI. In light of the scattered literature body and the various manifestations of digital ethicswashing that previous research describes, we recognise the need for a comprehensive assessment of the existing literature. To fill this gap, this research systematically reviews current knowledge about digital ethicswashing to contributes an up-to-date assessment of its underlying characteristics to the field of CSR communication. Applying content analysis allows us to present five thematic clusters mapping the field and providing an overview. We conclude by deriving theoretical implications proposing a detrivialisation of ethics to prevent future ethicswashing.

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

Session Type: **Paper Session**
Program Session: **870** | Submission: **20958** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

CEOs, Social Responsibility and Legitimacy

Session Moderator: **Jiangtao Xie**, *Trinity Business School, Trinity College Dublin*

SIM: **How CEO Intrapersonal Identity Heterogeneity Affects Corporate Social Responsibility?**

Author: **Jiangtao Xie**, *Trinity Business School, Trinity College Dublin*
Author: **Tanusree Jain**, *Copenhagen Business School*

While micro-CSR literature has made a remarkable process to understand how a singular CEO identity (e.g., demographic, or psychological identities such as tenure or narcissism) affects corporate social responsibility (CSR), we still know very little about how CEO intrapersonal identity heterogeneity impacts CSR despite the fact CEOs hold multiple identities simultaneously. Drawing on social identity theory, we argue that CEOs hold multiple identities simultaneously that can not only challenge CEOs' cognitive abilities, but also result in incongruencies on complex decision making. Accordingly, we hypothesize that CEO intrapersonal identity heterogeneity can lead to internal ambiguity thereby negatively affecting firms' CSR performance. Using a novel language-based approach to capture CEO intrapersonal identity heterogeneity on a sample of S&P 1500 firms between 2005 and 2021, we find empirical support for our hypotheses. We also uncover the importance of gender as a critical moderating variable such that female CEOs with high intrapersonal identity heterogeneity outperform their male counterparts in mitigating the negative association between intrapersonal identity heterogeneity and CSR. Our findings highlight the the relevance of multiplicity of identities within top management for micro-CSR research.

SIM: **To be Distinctive in CSR? Get a CEO with Unique Surname**

Author: **Jiasi Fan**, *U. of International Business and Economics*
Author: **Yuanyuan Hu**, *Tongji U.*
Author: **Shouming Chen**, *Tongji U.*

Building upon recent theories and studies about relational self, this study investigates how a CEO's surname uniqueness may be related to a firm's differentiation versus conformity in corporate social activities. Our theory explains why CEOs with unique surnames tend to increase their differences from and reduce similarity to peers, thereby increasing their firms' differentiation and decreasing conformity in corporate social activities. We further suggest that the relationships between CEO surname uniqueness and differentiation versus conformity in corporate social activities are moderated by performance feedback. Using data of Chinese public firms over a 13-year period, we find support for our theoretical predictions.

SIM: **Response Strategies and CEOs' Perception about Moral Legitimacy of Hybrid Organizations**

Author: **Adrien Billiet**, *KU Leuven*
Author: **Matthias Staessens**, *KU Leuven*

We explore how different strategies for dealing with institutional plurality influence CEO's perception about moral legitimacy of their non-profit social enterprise that is navigating between social and economic logics. Taking advantage of a unique dataset covering different response strategies and their legitimacy outcomes, we provide an empirical analysis of the organizational legitimacy of 105 WISEs. Our results show that, for achieving higher moral legitimacy, the response strategies of combining or compromising are superior to strategies of decoupling or, what we call, non-confirming. Overall, our study contributes to a better understanding of the relationship between strategies for dealing with institutional pluralism and the legitimacy of hybrid organizations as an outcome.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **871** | Submission: **20968** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Humanistic Management, Wellbeing, and Justice

Session Moderator: **Lisa Chamberlain**, *U. of Liverpool Management School*

SIM: **Work Quality as a Spiral: A New Dynamic and Integrated Multi-level Framework**

Author: **Lisa Chamberlain**, *U. of Liverpool Management School*
Author: **Emma Hughes**, *U. of Liverpool*
Author: **Rory Donnelly**, *U. of Liverpool*

Changes to the world of work continue to drive academic debate over how new practices and contexts impact work quality for individuals, organizations, and societies. Analyses are typically based on assessments of either job quality or job satisfaction, entrenching conceptual and disciplinary divisions and complicating efforts to develop integrated understandings of work quality. Quality of working life research may be able to bridge these gaps, but recent publications expose a tension between normative theoretical and prescriptive empirical approaches. We attempt to incorporate these diverse but interrelated concepts and perspectives via a multidisciplinary integrative review, proposing an analytical spiral framework which demonstrates the complex, dynamic, and multi-level nature of work quality. We suggest the framework will help work quality scholars from diverse disciplinary traditions develop and communicate nuanced understandings of contemporary challenges to work quality, which we hope in turn contribute to ongoing efforts to improve the quality of working lives.

SIM: **Creating Virtuous Humanistic Managers and Organisations with Polycentric Corporate Charters**

Author: **Michael Andreas Pirson**, *Fordham U.*
Author: **Shann Turnbull**, *International Institute for Self-Governance*

This paper explains how the virtue of managers and organizations can be promoted with corporate constitutions that distribute power with polycentric governance as described by Ostrom. It allows paradoxical humanistic behavior described as “tensegrity” to emerge. DNA generates behavioral variety, like approach ~ avoidance, suspicious ~ trusting, cooperative ~ competitiveness, and so on to drive adaption and survival. This can likewise become embedded in organizations with corporate charters that introduce bottom-up stakeholder polycentric governance. The introduction of dynamic humanistic behavior means that the static dominant models reviewed by Meckling & Jensen lose their relevancy. We identify how a self-funding tax incentive for shareholders could introduce both polycentric governances with systemic re-birthing of enterprises over the life of a patent. This neglected process to distribute corporate ownership and control to bioregional citizens creates a process to form circular self-governing economies. A universal well-being dividend income becomes established to sustain all citizens with fewer taxes and government. This provides a way for simplifying on a bottom-up basis the complexity of managing both operating and existential risks to humanity locally and globally. UN SDGs are promoted. Democracy is enriched to self-determine population levels for the eternal well-being of people and the planet.

SIM: **Too Close or Too Distant: Perceived CSR Distance and Employee Justice-Based Evaluations**

Author: **Syed Eraj Hassan**, *Gustavson School of Business, U. of Victoria*

Over the last decade, there has been an increasing focus on how employees respond to their employer’s CSR activities targeted at external groups. Considered a form of third-party justice, scholars have tried to unpack the processes and outcomes by which external CSR affects employee-level outcomes. In this paper, I aim to extend this literature by looking at the differences in third-party justice evaluations by employees based on the perceived psychological distance of each CSR activity. Drawing on construal-level theory (CLT), I argue that employees form varying mental construals based on perceived psychological distance and this influences the nature of third-party justice evaluation undertaken by the employee. Specifically, I argue that these varying mental construals lead to different aspects of justice being invoked (distributive, procedural, interactional) and as a result different employee needs (instrumental, relational, moral) are fulfilled based on these third-party justice evaluations.

KEY TO SYMBOLS

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

Session Type: **Paper Session**
Program Session: **872** | Submission: **21016** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

Modern Slavery in Context

Session Moderator: **Marcia Annisette**, *York U.*

SIM: **The Persuasiveness of Accounting Records in the Context of Modern Slavery**

Author: **Marcia Annisette**, *York U.*
Author: **Christina Stringer**, *U. of Auckland*
Author: **Kam Phung**, *Simon Fraser U.*

Accounting records and audits are an institutionalized and ubiquitous part of the modern business environment around the world. In this paper, we draw on the reports of the audit investigation of the Sajo Oyang Corporation, specifically in the context of its offshore fishing operations in New Zealand waters, to capture the regulatory voids, multinational supply chains, wide power differentials, state complicity, management deception and deflection that enable contemporary slavery. In doing so, we show how these features, combined with auditor rules-based approaches, management bias, and lack of expertise in human rights issues work to stultify audit verification practices rendering them ineffective in detecting incidences of contemporary slavery. Based on these findings, we argue that the reality of the business of modern slavery inherently defies the logic of the audit and discuss this paper's contributions to the literature on the global audit regime and the business side of forced labour and slavery in contemporary society (i.e., "modern slavery").

SIM: **Power and Limits to Institutional Work: Organizing in Oppressive Regimes**

Author: **Jay Joseph**, *American U. of Beirut*
Author: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*

The paper extends theory on institutional work by examining the interactions among power, boundaries, and institutional work in oppressive regimes. Oppressive regimes remain a constant presence in today's globalized economy; however, understanding how organizing dynamics change within such settings remains limited. Oppressive regimes illustrate cases of unilateral power that fundamentally undermine the plural assumptions that underpin institutional work. Unilateral power can have a determinative effect on the boundaries of institutional work, illustrating how subordinate actors are limited to maintenance work in the presence of unilateral power, with traditional forms of creation and disruptive work becoming incompatible in some situations. While examining the theoretical implications for institutional work and its application, we also illustrate the distinct normative and strategic realities for actors that engage with oppressive regimes.

SIM: **The Psychological Distance of Modern Slavery**

Author: **Selim Cakir**, *U. of Birmingham, UK*
Author: **Jamie Wardman**, *Nottingham U. Business School*
Author: **Alexander Trautrims**, *U. of Nottingham*

Despite the growing risks modern slavery poses to business and society, microfoundations of modern slavery remains underexplored. There are no validated measures presently available to examine people's attitudes and behaviors regarding modern slavery. Addressing this gap in the literature, we develop and test a model linking people's psychological distance to modern slavery to their mitigating behaviors in the workplace. Drawing on a survey data of 511 working adults from the UK, we find that closing psychological distance to modern slavery increases concern about modern slavery and in turn mitigating behaviors in the workplace. We also find that ethical organizational climate moderates the impact of concern about modern slavery on mitigating behaviors. Our findings show that psychological microfoundations such as psychological distance has considerable potential to promote anti-slavery behaviors in the workplace.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **873** | Submission: **11249** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Institutions and Trust: Crisis, Erosion, and Construction

Organizer: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Organizer: **Shipeng Yan**, *U. of Hong Kong*
Discussant: **Royston Greenwood**, *U. of Alberta & Edinburgh U.*
Discussant: **Michael Lounsbury**, *U. of Alberta*
Participant: **Dennis Clemens Jancsary**, *WU Vienna*
Participant: **Fabrice Lumineau**, *U. of Hong Kong*
Participant: **Daokang Luo**, *Department of Management and Strategy, The U. of Hong Kong*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Gerardo Patriotta**, *U. of Bath*
Participant: **Oliver S. Schilke**, *U. of Arizona*
Participant: **Maxim Voronov**, *Schulich School of Business*
Participant: **Kevin Zheng Zhou**, *U. of Hong Kong*

Management and organization scholars have increasingly directed their attention to the study of grand challenges such as socioeconomic inequality, job losses, climate change, and the resurgence of populism. A core aspect of these interrelated challenges concerns an accelerated decline of trust in core societal institutions such as science, the law, and democracy itself. Research on trust or institutions has a long history in the field of management and organization studies. However, relatively few scholars have adopted an institutional approach to trust. To understand trust as a complex, macro-level phenomenon, we propose a research agenda that focuses on studying the dynamic relationship between institutions and trust. This symposium includes four papers that explore important aspects of these dynamics—including how global crises endanger the perceived trustworthiness of social institutions, how the erosion of trust in institutions unfolds, how institutionalization affects the level of trust, how organizations strategically use institutions to address the loss of trust, and how they use digital technologies as a governance institution to construct trust. Our agenda opens up new opportunities for research on the co-constitution of trust and institutions.

Institutional trust in the age of global crisis

Author: **Maxim Voronov**, *Schulich School of Business*
Author: **Gerardo Patriotta**, *U. of Bath*

The erosion of trust in modern institutions: The argumentative structures of science denial

Author: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Author: **Dennis Clemens Jancsary**, *WU Vienna*

Trust of and in organizations: An institutional account

Author: **Oliver S. Schilke**, *U. of Arizona*
Author: **Fabrice Lumineau**, *U. of Hong Kong*

Firm digitalization, trust, and trade credit receiving

Author: **Daokang Luo**, *Department of Management and Strategy, The U. of Hong Kong*
Author: **Kevin Zheng Zhou**, *U. of Hong Kong*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **874** | Submission: **20963** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

The Corporate Role in Peace, Democracy, and Inclusion

Session Moderator: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*

SIM: **Business and Peace in Post-Coup Myanmar: Limitations and Opportunities**

Author: **Julia Croce**, *GSEM - U. of Geneva*
Author: **John E. Katsos**, *Queen's U. Belfast*

Business can have a key role to play in staving off, minimizing the effects of, and resolving conflicts. It can also make conflicts worse. Business for peace scholarship seeks to identify those activities, structures, and opportunities for the private sector to have positive influences on conflict and violence in society and to provide warnings for how business can make conflicts worse. Two research gaps have been identified by scholars in this field: On the one hand, there is a lack of evidence on the impact of business in general in active, high-intensity conflict zones. On the other hand, there is a dearth of evidence on the impact of small and medium enterprises in conflict contexts. This paper addresses these literature gaps. We use the unique setting of post-coup Myanmar to examine the complex interlinkages between small and medium enterprises and an active, high-intensity violent conflict. In the paper, we investigate the combination of economic rationality and civic duty that contributes to building peace and democracy when there is a lack of a functioning government and a collapse of the rule of law.

SIM: **The Role of Business in Democracy Building: Drivers and Management Practices**

Author: **Julia Croce**, *GSEM - U. of Geneva*
Author: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*

Political corporate social responsibility refers to the role that business has taken such as providing goods and services that have traditionally been under state authority. Scholars stress the rising expectations towards business to participate in political and democratic processes. However, existing scholarship has not examined what this political participation looks like. The objective of the paper is to explore the role of business in democracy building. We propose a framework that details the prerequisites of and motivations for internal and external democracy building practices of business. Based on our framework, we advance implications for management theory and practice, and provide suggestions for future research.

SIM: **Same Grand Challenge, Different Tensions: Competing Impact Logics in a CSSP**

Author: **Stephanie Elizabeth Raible**, *U. of Delaware*
Author: **Tina Miedtank**, *Nijmegen School of Management*

Multi-organization, cross-sectoral social partnerships (CSSPs) are a mechanism to approach grand challenges, as such collaborative efforts help to increase the capacity of the individual actors and address perceived institutional and regulatory voids. This research presents a case of multi-national CSSP to explore the members' logics tensions, as experienced during their impact efforts on migration and inclusion. Through qualitative, semi-structured focus groups and individual interviews, surveys, reflection diaries, observational field notes, and organizational documents, the research found seven, interconnected impact logics tensions held by the CSSP members: industry orientation, personal philosophies and mindset, contextual environment, impact scope, impact time horizon, and the perceived role of the target population. These multi-level tensions have the potential to add to the complexity of the CSSP members' social innovation efforts, which can slow down or hinder their practice. The research contributes to grand challenges literature by providing empirical data at the micro level on a multi-national, civil sector-governmental CSSP.

SIM: **Stakeholder Inclusion Failure and Global Legal Norms: The Case of Oxy and the U'wa People**

Author: **Stephanie Villadiego De La Hoz**, *U. of Neuchatel*
Author: **Emmanuelle Reuter**, *U. of Neuchatel*

Recent research has advanced stakeholder inclusion, referred to as the presence of stakeholders in organizational activities to ensure that their perspectives and knowledge are considered, as a key mechanism to overcome firm-community conflict. While prior research has investigated into the firm-level voluntary initiatives, little is known about the legal institutional initiatives for facilitating stakeholders' inclusion and about the conditions in which they succeed. We conducted an inductive qualitative study of a stakeholder inclusion failure with Oxy's implementation of the global legal norm of free prior consultation with the U'wa indigenous community over land use decisions between 1992 and 2020. We found the critical role of a means-ends decoupling process, according to which the firm complied with the formal policies, but eventually failed to achieve the policy's intended stakeholder inclusion objectives. It entailed the three practices of reinforcement of the status quo, depoliticization of the territory, and bargaining with the communities. We contribute to the literatures on firm-community relations, on decoupling, and on transnational institutionalism.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **875** | Submission: **20953** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Political Influence and Lobbying

Session Moderator: **Václav Ocelík**, *U. of Amsterdam*

SIM: **Shifting Battlegrounds: Corporate Political Activity in the General Data Protection Regulation**

Author: **Václav Ocelík**, *U. of Amsterdam*
Author: **Ans Kolk**, *U. of Amsterdam*
Author: **Kristina Irion**, *U. of Amsterdam*

The impressive body of literature on corporate political activity (CPA) has remained largely silent on the substance of information strategies that firms utilize to influence policymakers. To address this deficiency, our study is situated in the European Union (EU), where political scientists have noted information strategies to be central to achieving lobbying success; the EU also provides a context of global norm-setting activities, especially with its General Data Protection Regulation (GDPR). Aided by recent advances in the field of unsupervised machine learning, we performed a structural topic model analysis of the entire set of lobby documents submitted during two GDPR consultations, which were obtained via a freedom of information request. Our analysis of the substance of information strategies reveals that the two policy phases reveal 'shifting battlegrounds', where firms first seek to influence what is included and excluded in the legislation, after which they engage the interests of other stakeholders. We thus identify two distinct information (sub)strategies, and point at the need for more attention for institutional procedures and for the role of other stakeholders' lobbying activities in CPA research.

SIM: **Political Influence and Lobbying in Transition Economies: The Role of Reference Points**

Author: **Jinsil Kim**, *College of New Jersey*

Firms observe the level of political influence of their referents—dominant firms and competitors—which may in turn affect their decision to lobby to gain political influence. We find that the perceived high level of dominant firms' political influence leads to a higher likelihood of firm lobbying to catch up, due to the information dynamics. When it comes to a higher political influence of competitors, this also increases the probability that the focal firm engages in lobbying, from rivalry-based imitation. We also find that these effects are observed only for those captor firms—firms that have private payments to officials to influence the rules of the game in transition economies.

SIM: **The Paradox of Political Connections in Firms' CSR Engagements and Firm Value**

Author: **Yusen Dong**, *China Europe International Business School (CEIBS)*
Author: **Haijian Liu**, *Nanjing U.*

This study builds on insights from multi-stakeholder perspective literature to examine the effect of political connection on firms' CSR and firm value. We extend the literature on the relationship between CSR and firm value by considering the role of various and competing demands from different stakeholders. In particular, we differentiate between the political stakeholders (i.e., government agencies) and market stakeholders (i.e., employees and shareholders). We argue that while firms with more political connections will engage in more CSR to attend to the demands of their political stakeholders, these connections will paradoxically weaken the positive effect of their CSR engagements on firm value because such engagements are more likely to meet the expectations of political stakeholders but less likely to meet the expectations of market stakeholders. We find support for our ideas using a sample covering Chinese listed firms' CSR from 2008 to 2018.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **876** | Submission: **20947** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Organizing for Purpose

Session Moderator: **Rebecca Carballo**, *GSEM - U. of Geneva*

SIM: **Hybridization: Re-designing Organizations to Pursue Purpose and Profit**

Author: **Rebecca Carballo**, *GSEM - U. of Geneva*

Organizations today are increasingly being called upon to address society's escalating grand challenges, but traditional, profit-centric organizations are not up to the task as they are designed primarily for profit maximization. It requires social-commercial hybridization: integrating purpose into the core of the organization along with profit motivations, which necessitates organizational redesign towards the dual goals. Yet, we know little about this hybridization process. Extant literature predominantly considers hybrids as born, static organizations and discusses specific design elements but not the process. Drawing on organization design as well as paradox and dialectics theories, this conceptual paper takes a dynamic, process view of social-commercial hybridity. This paper proposes a framework for how the social-commercial hybridization redesign process unfolds in a traditionally profit-centric organization newly striving for dual purposes of achieving profit and addressing grand challenges. The conceptualization proceeds in five parts: antecedents triggering hybridization; the three phases of design: planning, implementation, and performance; and how hybridization unfolds longitudinally in an iterative learning spiral. The paper aims to demonstrate how redesign can enable an organization to successfully hybridize and improve multidimensional organizational performance.

SIM: **Corporate Purpose and Early Disruption Response**

Author: **Diego Arias Padilla**, *U. of Detroit Mercy, CBA*
Author: **Xabier Barriola**, *INSEAD*
Author: **Cristian R. Loza Adaui**, *THI Business School*

Corporate purpose has increasingly become an interest in management research. However, empirical studies on the topic are scarce, arguably due to the challenges that operationalization and measurement of this complex construct generate. In this paper, we utilize the upheaval generated by the COVID-19 pandemic to understand the relationship between corporate purpose and corporate disruption response. To that aim, we use a novel dataset generated by JustCapital's COVID-19 response tracker that characterizes the early responses of 928 companies included in the Russell 1000 Index to the disruption generated by the COVID-19 pandemic. We marry this data to the list of the Business Roundtable corporate purpose statement signatories, which includes 210 firms that declared "a fundamental commitment to all stakeholders" as their corporate purpose. We estimate the differential impact of purpose-driven firms on the rest. After controlling our results with financial indicators and ESG data, we convey that purpose-driven firms were more likely to develop strategies that benefited their surrounding communities and other stakeholders. Moreover, corporations with high ESG were less likely to have an early response that directly benefited stakeholders other than shareholders, except for layoffs and unpaid leave. We discuss the outcomes in light of the corporate purpose literature and its relation to authenticity and stakeholder management.

SIM: **Exploring the Role of the Purpose and Configuration of Resources Amid Grand Health Crisis**

Author: **Prem Sagar Menghwar**, *Luiss Guido Carli U.*

The Covid-19 crisis has created multiple organizational challenges and severely affected healthcare institutions. The extant literature on crises and management is fragmented, primarily based on historical data, and disconnected from mainstream literature. Therefore, it is unclear how an organization configures resources to deal with a crisis that has caused panic and chaos. To understand this, we conducted a longitudinal case study in real-time at a health institution that dealt with the Covid-19 crisis. Our findings show that communicating and clarifying the purpose is critical in configuring resources when a crisis is looming. As a result, from an in-depth case study of a healthcare organization, including 47 interviews and a review of archival documents, we propose two mechanisms of resource configurations, i.e., a decentralized organizational structure and diversifying crisis experience. First, a decentralized structure facilitates discussion and debate, hence valuable for pragmatic decision-making. Second, diversifying crisis teams, combining knowledge from multiple experiences, leads to better crisis management. We further highlight the challenges and positive sides of re-configuring resources and then explain its impact on reverting a crisis (reducing the negative effects of a crisis). We organize these findings in an integrative model and explain the successful process of managing through a crisis.

SIM: **The Role Of Purpose In Sustainability-related Corporate Decision-making**

Author: **Tilmann Silber**, *Cambridge Institute for Sustainability Leadership*
Author: **Julia Grimm**, *Stockholm Business School*

Businesses are facing substantial sustainability challenges, with climate change among the most pressing ones. Corporate purpose has been proposed as an approach to strengthen companies' roles in tackling such challenges by re-considering their fundamental reason to exist. Moving beyond profit maximisation into an other-serving logic, corporate purpose sees the provision of prosocial impact as the ultimate end of business. Whereas purpose has been conceptually debated and practically applied to a significant extent, empirical research remains scarce. This study uses qualitative empirical data from the climate strategy-making process in B2C multinational companies in the food and beverage industry, to explore the potential role of purpose therein. Findings suggest that purpose influences strategy-making through four distinct pathways: agenda setting, leap of faith, extended analysis, and employee engagement. With this, the paper contributes to the literatures on corporate purpose and strategy-making.

Session Type: **Paper Session**
Program Session: **877** | Submission: **20710** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Organization Structure and Design

Session Moderator: **Felipe Csaszar**, *U. of Michigan*

STR: **Individual to Organizational Utility Functions How Organizations Aggregate Heterogeneous Preferences**

Author: **Felipe Csaszar**, *U. of Michigan*
Author: **John Eklund**, *U. of Southern California*

A fundamental characteristic of organizations is that they aggregate the preferences of their members to make organization-level decisions. When examining how preferences are aggregated, prior work has tended to underplay the role of individual preference heterogeneity. We develop a novel approach to derive an organization's utility function from the heterogeneous utility functions of its members and the aggregation structure used. Our key insight to derive the organizational utility function is translating utility functions into choice probabilities and vice versa. We demonstrate that an organizational utility function is not just the sum of individual utility functions but a nuanced amalgamation of the preferences of its members. Our work contributes to a better understanding of the effect of organizational conflict and suggests ways of managing organizational decision-making.

STR: **Hierarchy. Screening, and Contribution Quality in User Communities: Evidence from Steam**

Author: **Simon (Seongbin) Yoon**, *U. of California, Irvine*
Author: **John Joseph**, *U. of California, Irvine*

Understanding whether and when centralized decision making in an online user community increases the quality of contributions is important to management research. However, prior studies have offered contrasting findings. To better understand how a vertical hierarchy's centralized decision making increases the number of high quality ideas, we examine the interaction between the decision-making structure and community characteristics. We suggest that the vertical decision-making structure conditions the relationship between the number of high-quality contributions and average community experience, expertise, and engagement. Our primary thesis is that because centralization influences information processing and motivations within the community, hierarchy prompts what we call screening adjustments which alters the number of award-winning contributions. We test our hypotheses in online workshop communities on a platform referred to as Steam, one of the largest digital distribution platforms for video games. Using a propensity score matching approach, we also compare communities with and without a game manufacturer to make the final decisions on what contributions or "mods" to accept for a game. Our study contributes to theories of organization design, screening, and the literature on user innovation.

STR: **Digital Technologies' Implementation in Circular Businesses: Evidence from SMEs' Going Circular Path**

Author: **Francesco Antonio Perotti**, *U. of Agder, Norway*
Author: **Christian Di Prima**, *U. degli Studi di Torino*
Author: **Alberto Ferraris**, *U. of Zilina*

The aim of this research is to unpack how digital technologies can facilitate the flourishing of circular business models in SMEs, by structuring a detailed "going circular" path that explains businesses' dynamic evolution toward circularity. In so doing, it outlines how the observed organizations addressed - or are addressing – circular economy thanks to business digitalization. Following a qualitative approach based on a multiple case study methodology, rigorously designed according to a positivist philosophical tradition, we involved 16 SMEs actively committed to Sustainable Development Goals. Our findings confirm how digital technologies play a fundamental role in shaping, enabling, enhancing, and refining the development of circular products and processes. Building on the results of our empirical analysis, we managed to outline a generalisable step-by-step process to pursue circular economy employing digital technologies. It represents a practical handout for guiding companies through their "going circular" path, so as to address the circularity gap.

STR: **Searching Complex Landscapes: How Dyads and Individuals Differ in Responding to Part-Whole Feedback**

Author: **Stephan Billinger**, *U. of Southern Denmark*
Author: **Stefano Benincasa**, *U. of Vienna*
Author: **Oliver Baumann**, *U. of Southern Denmark*

In organizations, feedback is often available in disaggregate form for the parts and in aggregate form for the whole. While much is known about how firms respond to aggregate feedback, for instance, by engaging in problemistic search, much less is known about the situation when decision makers simultaneously receive feedback about the parts as well as the whole. Using a laboratory experiment with 172 participants, we compare how individuals and dyads search a task that is decomposed into two subtasks characterized by low or high interdependence. Participants face identical incentives while being exposed to parts-whole feedback across all conditions. Our findings show that dyads are more likely to give up active search than individuals. But when they don't maintain the status quo, they tend to search more broadly. We identify two causal mechanisms for these behaviors. The first is a higher sensitivity of dyads to feedback about the whole: Dyads are more likely to reduce information processing and change in the face of negative aggregate performance feedback. The second is a higher sensitivity of individuals to feedback about the parts: Individuals pay more attention to performance differences between interdependent subtasks, leading them to search more narrowly. We discuss implications for strategy and organization design.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **878** | Submission: **20703** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Alliance Disruption and Termination

Session Moderator: **Ann-Kathrin Herfeld**, *WU Vienna*

STR: **Re-evaluating a Potential Alliance after a Disruption: A Conjoint Study**

Author: **Ann-Kathrin Herfeld**, *WU Vienna*

A disruption can interrupt companies in their operations as well as the formation process of their strategic alliances. A company should thus assess the new conditions and adapt its processes and strategies accordingly. If a disruption suspends the alliance formation process, the potential alliance should be re-evaluated, as prior assumptions or decisions might be outdated. Prior research on alliance re-evaluation focuses on existing alliances. Yet, we lack a better understanding of how companies re-evaluate their potential alliances after the formation process has been disrupted. I advance the current alliance re-evaluation literature by studying the re-evaluation options available to a company after the formation process has been disrupted. To achieve this, I am employing a choice-based conjoint analysis study with alliance managers to investigate how an intended alliance is re-evaluated once the partner company is affected by a disruption. In my experimental approach, the managers have to re-evaluate the intended alliance, taking into account the strategic importance of the intended alliance, resource complementarity, and specific investments into the alliance. This experimental approach allows me to highlight the trade-offs that managers make when re-evaluating alliances that are in the process of being established, and thus contribute to the literature on alliance formation and alliance re-evaluation.

STR: **You, Me, Us? The Role of Collective Identity Contract Framing in the Face of Alliance Disruptions**

Author: **Martin Kleis Pit**, *Faculty of Economics and Business, U. of Groningen*
Author: **Floor Rink**, *U. of Groningen*
Author: **Dries Faems**, *WHU Otto Beisheim School of Management*
Author: **Isabel Estrada Vaquero**, *Groningen U. (RuG)*

The framing of contracts has been identified as an important dimension to better understand the relationship between contracts and trust in alliances. Framing refers to the use of language and phrasing in a contract, and whereas prior research has mainly considered the regulatory focus of contractual framing, we rely on social identity theory to highlight collective identity framing as an alternative framing dimension, which is likely to influence trust perceptions and behaviors in alliances. We hypothesize that the presence of a collective identity contract frame can help to maintain trust in the setting of an alliance disruption. We also expect that the strength of this relationship is contingent on the alliance actor’s propensity to trust. In a first vignette study, we show that, after an alliance disruption, the presence of a collective identity frame triggers higher trust perceptions only when the alliance actor has a low propensity to trust. A second behavioral experiment replicates these results. Jointly, these findings provide a richer understanding of how contractual framing, in combination with actors’ personality traits, shape trust in challenging alliance settings such as disruptions.

STR: **Flipping a Switch: The Effect of Partners’ Multimarket Contact on Strategic Alliance Termination**

Author: **Tadhg Ryan-Charleton**, *Queen's U. Belfast*
Author: **Robert Galavan**, *National U. of Ireland, Maynooth*

Recent research connecting the mutual forbearance and strategic alliance literatures suggests that multimarket contact (MMC) increases alliance formation because the same forbearance mechanism between multimarket rivals also promotes cooperation between alliance partners. However, it is not clear whether this mechanism persists after the alliance is formed, whether MMC might also create postformation challenges for partners, nor what boundary conditions govern the main effect. Our study examines 555 alliance-year observations from 164 strategic alliances in the semiconductor industry. We observe a negative effect of MMC between partners on the likelihood of alliance termination, however, this effect is stronger when (i) partners do not share overlapping technological components and (ii) the alliance does not involve R&D activities. Additionally, reciprocal multimarket contacts have a stronger negative effect than non-reciprocal contacts but only in the subsamples of alliances where partners do not share overlapping technological components and the alliance does not involve R&D. Together, these results suggest that the negative effect of MMC between partners on the likelihood of strategic alliance termination is most pronounced when the risks of technological resource appropriation are low. When the risks of technological appropriation are high, the effect of MMC on alliance termination disappears.

STR: **Conflict and Dispute Management in Interorganizational Relationships: A Review**

Author: **Valerie Duplat**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Brian Vincent Tjemkes**, *Vrije U. Amsterdam*
Author: **Hugo Leenders**, *U. of Colorado, Boulder*

While a vast body of research exists on interorganizational conflict and dispute management (CDM), it remains fragmented and has not been properly integrated to date. To address this gap, we conducted a systematic literature review which makes the following contributions. First, we propose a comprehensive taxonomy of conflict and dispute management (CDM) practices, which bridges conceptual foci (e.g., venues, instruments, and stances) across various research disciplines within which CDM has been studied. Second, our review underscores that to understand choices and effects of CDM practices throughout the lifespans of conflicts it is critical to engage in research that crosses legal, transactional, and organizational perspectives. Third, building on the taxonomy and perspectives, we offer an integrative framework aimed at understanding how various practices are chosen throughout the lifespans of conflicts and how they affect each other. Our cross-disciplinary review unveils trends and gaps in extant literature and provides an agenda to guide future research on this critical topic.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **879** | Submission: **20686** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Strategic Decision-Making

Session Moderator: **Xiaoning Ma**, *U. of International Business and Economics*

STR: **Information Visualization in Strategic Decisions: Impact of Cognitive Integration and Overconfidence**

Author: **Karin Eberhard**, *Philipps-U. Marburg*
Author: **Torsten Wulf**, *Philipps-U. Marburg*

Information visualization generally improves information acquisition and processing in decision-making. However, empirical research fails to provide conclusive support for this effect in strategic decisions and points toward the need to include moderating effects. Building on extant visualization research in cognitive psychology, we introduce cognitive integration as a boundary condition for information visualization to support strategic decision-making. We argue that only managers with high cognitive integration benefit from complex visualized information. We further posit that a reduction in decision overconfidence mediates the positive effect of information visualization on decision quality for managers with high cognitive integration. A vignette-based decision experiment involving 65 managers supports our hypotheses. Our paper contributes to strategic decision-making research by clarifying the roles of information visualization and cognitive integration as antecedents of effective decision-making. It also specifies the suitability of information visualization for communicating complex information in practice.

STR: **Speed of Decision-Making Process: The Role of Inconsistent Feedback and Organization Inertia**

Author: **Xiaoning Ma**, *U. of International Business and Economics*
Author: **Yu Li**, *U. of International Business and Economics*

Performance feedback research has alluded that different feedback can lead to various strategic behaviors. We complement this research by conducting how performance feedback influences decision-making speed. To respond to recent calls for multiple reference points of performance feedback, we focus on the inconsistent situation between positive historical feedback and negative future prospects, which may cause important distortions in performance assessment, make decision makers particularly confronted with challenges and influence the decision-making processes. Using the Chinese list firms' outward FDI data, we test the relationship between this feedback inconsistent and decision-making speed to entering new countries. The result show that the inconsistent between positive historical feedback and negative future prospects prompt the decision speed because poor prospects urge decision makers to speed up the firm's pace to explore new opportunities to reverse poor future. Besides, good historical performance makes decision makers have capacity confidence to the firm and strategic confidence to themselves, which also support them to make more fast decision. From organization characteristics perspective, we further develop a more complete picture of the relationship between performance feedback and decision speed by revealing the moderating role of the organization inertia for this relationship.

STR: **Unconventional Strategies: The Interplay of Artificial Intelligence and Human Cognitive Capabilities**

Author: **Philipp Grünwald**, *WU Vienna*

AI is able to outperform human decision-making in various decision-making settings. Especially augmented decision-making has become a potential source of competitive advantage. Therefore, this study explores how MNEs can utilize human-AI interaction to gain competitive advantage and investigates the potential factors that drive performance in a competitive human-AI task environment. We analyze human-AI interaction in the competitive context of chess and find that the more human-AI augmented decision-makers are considered an underdog against machines the higher the likelihood of pursuing unconventional strategies to throw off opponents. Our results suggest that this in turn has a positive effect on performance. Moreover, we find support that the positive relationship between unconventionality and performance is stronger, if human and machine originate from the same country.

STR: **Bayesianism and Unforeseen Events: Empirical Evidence from Two Field Experiments**

Author: **Danilo Messinese**, *Bocconi U.*
Author: **Alfonso Gambardella**, *Bocconi U.*

A strong critique to the adoption of probabilistic, Bayesian, reasoning to strategize under uncertainty is that Bayesian learning fails at dealing with unknown unknowns. This article provides empirical evidence of the evolution of beliefs of entrepreneurs trained to reason in probabilistic terms, in a situation of growing awareness of unforeseen events. According to the Bayesian framework, the prior state space shrinks in a process of variance reduction. This process does not allow the expansion of the state space and the consequent updating of probabilities of a priori null events. Thus, what happens when decision-makers get aware of the potential existence of unforeseen events in the future? In a series of articles, Karni and Vierø (2015, 2015, 2017) answered this question by introducing the theoretical concept of reverse Bayesianism. In this paper, we provide first empirical evidence of this concept by leveraging data from two twin randomized control trials (RCTs), run in India and Italy, involving early-stage entrepreneurs trained to reason in a scientific manner, i.e. to adopt a decision-making approach based on Bayesian updating of beliefs.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **880** | Submission: **20737** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Boards/TMTs in Family Firms

Session Moderator: **Renfei Gao**, *U. of Manchester*

STR: **Counting on Family? Leadership Team Composition of Firms with Rural-Origin Founders in China**

Author: **Renfei Gao**, *U. of Manchester*
Author: **Xiaowei Luo**, *INSEAD*
Author: **Xiaogang He**, *Shanghai U. of Finance and Economics*

This study explores how socially discriminated firm leaders use family to overcome their market disadvantages. In the context of China, we examine firm founding leaders with rural original family backgrounds—rural founders, who are socially discriminated against in the Chinese urban-rural chasm. Drawing on the family embeddedness perspective, we argue that rural founders are more likely to use family members in leadership teams because the social discrimination they face engenders greater difficulty in attracting or retaining professional executives. We further explore the moderating roles of achieved social prestige at founder or firm levels, which could alleviate the social discrimination and thus weaken the positive relationship between rural founders and family embeddedness. Subsequently, the use of family members is more likely to contribute to rural founder-led firms' performance. Using panel data on Chinese privately-founded listed firms, we find support for our arguments. Our study offers novel insights and evidence about how socially discriminated firm leaders address disadvantages and gain competitive performance.

STR: **Without Being a Threat: Independent Directors, Competitive Dynamics, and Family Firm Performance**

Author: **Jaeyoung Cho**, *U. of Wollongong in Dubai*
Author: **Sam Garg**, *ESSEC Business School*

Much research on boards of directors has examined within a corporation model in which there is a separation of ownership and control and rested on the assumption that independent boards enhance board effectiveness in monitoring and curbing managerial self-interested and risk-taking behaviors. In a study of family-controlled firms where controlling family owners exercise tight management control, however, we show that by provisioning crucial resources without a threat of monitoring, more independent directors on the board help family-controlled firms to shape competitive aggressiveness and complexity and, ultimately, superior performance. This positive resource provisioning effect becomes more significant when the board also has higher levels of external directorship ties and industry experiences of independent directors. Broadly, by integrating the literature on boards of directors with competitive dynamics study, we add to the emergent renaissance in family governance research and board scholarship that call for a broader focus—looking beyond the relationship between board independence and monitoring to the role of independent directors in stimulating firms' competitive initiatives for superior performance.

STR: **Board Gender Diversity and Workforce Reductions in Family Firms**

Author: **Jessenia Dávila Ruiz**, *U. Carlos III de Madrid*
Author: **Luis R. Gomez-Mejia**, *Arizona State U.*
Author: **Fernando Muñoz-Bullón**, *U. Carlos III de Madrid*
Author: **Maria J- Sanchez-Bueno**, *U. Carlos III de Madrid*

This study investigates the impact of board gender diversity on workforce reductions. The findings suggest that firms with gender-diverse boards undertake more job cuts, but this relationship is attenuated in family firms. We propose that female directors favor more job cuts in order to comply with their role on the board and deal with their greater scrutiny and expectations. Yet, in family businesses, female directors develop a heightened identification with the family firm's affective endowment, leading them to avoid job cuts (a practice that puts the family's socioemotional wealth (SEW) at risk). Based on a sample of publicly listed firms (including family and non-family firms) in the US from 2008 to 2017, our empirical evidence provides support for our hypotheses. These findings advance our knowledge of employment practices and the effects of gender diversity on boards and offer important implications for theory and practice.

STR: **Family-Induced Heterogeneity Among Female Directors and its Implications to Firm Performance**

Author: **Yuliya Ponomareva**, *U. Autonoma De Barcelona*
Author: **Domenico Cambrea Rocco**, *U. commerciale Luigi Bocconi*
Author: **Mariateresa Torchia**, *International U. of Monaco*
Author: **Andrea Calabrò**, *IPAG Business School*

Building on board governance and family business research, we theorize that female directors affiliated with the controlling family face more barriers to provide a meaningful contribution to family firm performance than their non-family counterparts. However, these barriers are not uniform but vary depending on the nature of their family relationships with male board members. The hypotheses are tested on a sample of Italian listed family firms. The results show no direct effect of family female directors' contribution to firm performance. Nevertheless, family-affiliated female directors provide a meaningful contribution to family firm performance when the presence of male family members into the board is low. The contributions to the debate on heterogeneity among female directors profiles and the importance of considering the impact of family relationship within the board are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **881** | Submission: **20741** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Executive Personality

Session Moderator: **Andrew B. Blake**, *Texas Tech U.*

STR: **The Cost of CEO Conflict Orientation: Exploring the Ramifications of CEO Agreeableness**

Author: **Andrew B. Blake**, *Texas Tech U.*
Author: **Oleg V. Petrenko**, *U. of Arkansas*
Author: **Federico Aime**, *Oklahoma State U.*
Author: **Theodore Waldron**, *Texas Tech U.*
Author: **Johnny Blaine Smith**, *U. of Arkansas*

: This study builds on the upper echelons tradition to examine the effects of CEO conflict orientation on relevant organizational characteristics and outcomes, such as CEO compensation and strategic change behavior. This is examined by assessing levels of the personality trait "agreeableness". While high levels of trait agreeableness may seem like an ideal characteristic, especially in top management team settings, we argue that there is an optimal and moderate level of this trait when examining its effects on a firm's propensity to engage in strategic change and performance in technologically intensive industries (TII), as well as perceived CEO value as exhibited by CEO pay. We show curvlinear relationships between CEO agreeableness CEO pay, as well as levels of strategic change and performance. We gather CEO characteristics data utilizing a videometric approach.

STR: **Performance Feedback and Corporate Risk-Taking: The Moderating Effects of CEO Personality**

Author: **Cameron Jay Borgholthaus**, *Southern Illinois U., Edwardsville*
Author: **Troy Smith**, *U. of Nebraska, Lincoln*
Author: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*

Upper echelons theory suggests that managers' characteristics, including their personality traits, may influence the way they interpret strategic situations and, in turn, impact their decision making. While prior upper echelons research has explored the effects of personality traits on decision making, there is a need for greater understanding of their boundary conditions. Utilizing behavioral theory of the firm and trait activation theory, we examine how firms' underperformance relative to their aspiration levels may provide a strong and trait-relevant situational cue that strengthens the impact of CEO personality traits on risk-taking activities. We find that CEO conscientiousness has a negative effect on firm risk taking activities (i.e., acquisitions, capital expenditures and R&D) when the firm performs below its relative aspirations. In contrast, CEO extraversion, neuroticism, and openness all have positive effects on firm risk-taking activities when the firm performs below its relative aspirations.

STR: **Is More Better? The Impact of CEO Narcissism on Firm Innovation**

Author: **Liaodan Zhang**, *Zhejiang U.*
Author: **Hanru Zhang**, *Zhejiang U., China*

This research illustrates the impacts of CEO narcissism on firm innovation output and two vital innovation processes, namely innovation input transformation process through which innovation input is transformed into output, and innovation output commercialization process through which innovation output is commercialized to raise firm performance. Based on data of 831 observations collected from database such as China Stock Market Accounting Research (CSMAR) in China, we perform the generalized method of moments (GMM) estimation to verify the distinctive impacts of CEO narcissism on firm innovation. It is confirmed that although CEO narcissism has been found to exert a positive effect on innovation input (i.e., high level of resource allocation), it hampers innovation input transformation process (i.e., low level of resource utilization), leading to an inverted U-shaped relationship between CEO narcissism and innovation output. Meanwhile, CEO narcissism can differently facilitate the innovation output commercialization process. Our research primarily contributes to literatures integrating CEO personality to explore firm innovation by reconciling the complex impacts of CEO narcissism on innovation output and two different processes.

STR: **When Personality Backfires - CEO Personality and Dismissal-performance Sensitivity**

Author: **Sebastian Firk**, *U. of Groningen*
Author: **Jan Christoph Hennig**, *Groningen U. (RuG)*
Author: **Hauke Meyer**, *U. of Goettingen*
Author: **Michael Wolff**, *U. of Goettingen*

In this study, we explore whether and how CEOs' personality traits influence their dismissal-performance sensitivity. To do so we integrate attribution theory with literature on the well-established five-factor model of personality. We use a previously validated open-language tool and the Q&A section of quarterly earnings conference calls to measure the personality of over 3000 CEOs from the S&P 1500. We argue and find that the dismissal-performance sensitivity is stronger for CEOs with a high level of conscientiousness, neuroticism, and extraversion. In contrast, we do not find support for our arguments that the dismissal-performance sensitivity is weaker for CEOs with a high level of agreeableness and openness. We discuss the implications of our findings for research on the cognitive processes that precede CEO dismissal and the role of personality in strategic management.

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **882** | Submission: **20756** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Attracting and Managing Human Capital

Session Moderator: **Alexandru Roman**, *CSULA*

STR: **Reconfigurations of Human Resources Following Negative Performance Feedback**

Author: **Alexandru Roman**, *CSULA*
Author: **Aaron Hill**, *U. of Florida*
Author: **Jerayr M. Haleblian**, *U. of California, Riverside*

We draw on the behavioral theory of the firm and the cognitive bias literature on the fundamental attribution error to develop and test theorizing about the manner in which negative performance influences organizational decision makers to blame individuals rather than situations and thus, change human resource configurations in the subunit most proximally responsible. Specifically, we expect that in reaction to negative performance feedback organizational decision makers will (1) increase the rates of human resources turnover (2) reconfigure the human resources in the strategic core and (3) opt for an upside potential of human resources over experience. Empirical analyses based on football-unit level data from the English Premier League are consistent with our theoretical expectations. We find that following negative performance feedback, teams experience higher levels of departures and arrivals, shift the configuration of human resources core such that contribution opportunities become more unbalanced. Moreover, new players are increasingly incorporated into the strategic core, and human resources become significantly younger both in the strategic core and overall. Our work extends our theoretical understandings related to firm behavior post negative performance feedback, especially within the context of problem definition search, an otherwise undeveloped aspect of the behavioral theory of the firm.

STR: **Competitors' Responses to Employee-Related Antitrust Litigation**

Author: **Boshuo Li**, *U. of Miami*
Author: **Philipp Meyer-Doyle**, *INSEAD*
Author: **Wei Shi**, *U. of Miami*

Firms that engage in no-poaching or wage-fixing agreements to appropriate more value from their employees are increasingly being litigated. We explore the implications of such employee-related antitrust litigation on the direct competitors of the perpetrator firms. We find that the treatment of employees deteriorates at the competitors of litigated firms following such litigation. This suggests that these competitors behave opportunistically by reducing their employee-related expenses to appropriate more value from their employees, presumably since it is now easier for these firms to attract and retain employees. Our finding is robust to different ways of identifying competitors and different measures of employee treatment. We also highlight important boundary conditions of this effect. Our study advances strategic human capital literature by documenting an unintended spillover effect of employee-related antitrust litigation.

STR: **On a Professional High: How Critical 9-1-1 Calls Influence EMS Crew Subsequent Performance**

Author: **Alexandru Roman**, *CSULA*
Author: **Haibo Liu**, *U. of California, Riverside*
Author: **Timothy Gubler**, *Brigham Young U.*

Maintaining high levels of human capital in order to handle rare on-the-job critical events is important for organizations. However, the rare occurrence of critical events means employees usually work on boring and mundane daily tasks, leading to human capital underutilization. Using data from the Emergency Medical Services (EMS) in the United States and relying on the quasi-random assignment of 9-1-1 calls to EMS crews, we find significant performance improvement in the hours following the critical events. And the main effect is weaker when there are higher levels of human capital utilization and fatigue. Departing from studies that find critical events are potentially disruptive and stressful to employees, our findings and robustness tests point toward a motivational effect of the critical events. Our study draws attention to frontline first responders and provides insights into the utilization of human capital in organizations.

STR: **Location-Specificity and the Geographic Competition for Remote Workers**

Author: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Author: **Prithwiraj Choudhury**, *Harvard U.*
Author: **Evan Penniman Starr**, *U. of Maryland, College Park*

The precipitous growth of fully remote work has given rise to geographic competition among localities for the physical presence of remote workers. A strategy in this context is the provision of financial incentives for remote workers to relocate to specific regions. However, the extent to which localities can attract and effectively retain remote workers – individuals often referred to as "digital nomads" – is unclear. This study examines this question by reframing relocation incentive policies through the lens of the strategic human capital literature. We argue that the geographic competition for remote work has analogous dimensions to the competition to attract and retain workers with valuable general human capital. While firms can create and extract value from general human capital by creating and sharing firm-specific value with workers, localities can compete for remote workers by creating location-specific attributes which uniquely create value for individuals within that region. We examine these ideas in the context of the Tulsa Remote program, which pays remote workers $10,000 to relocate to Tulsa, Oklahoma. By adopting a multi-method abductive approach, we found that Tulsa Remote was able to achieve high retention rates due to its provision of an integrated system of activities that creates location-specific value to its participants. Such location-specificity emerged in the form of superior returns to their human capital and creation of locally bounded social capital. This work thus shows that location-specificity enables localities to both create and capture value from remote workers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **883** | Submission: **20761** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Behavior and Incentives in Corporate Strategy

Session Moderator: **Minjae Lee**, *Southern Connecticut State U.*

STR: **When Does an Increase in a Firm's Operational Effectiveness Reduce its Economic Performance?**

Author: **Minjae Lee**, *Southern Connecticut State U.*

Conventional wisdom suggests that an increase in a firm's operational effectiveness will increase its economic performance. However, we show that an increase in a firm's operational effectiveness can decrease its economic performance. Specifically, a firm's increase in operational effectiveness of its existing projects following a positive demand shock can limit its profitable growth as its strategic resources are not allocated to pursuing new projects, thereby incurring opportunity costs that can lower its economic performance. We corroborate this reasoning in the context of the liquefied natural gas industry, which experienced a positive demand shock in 2000 due to energy market liberalization. We find empirically that a firm's operational effectiveness increases its Tobin's Q in the pre-shock period and reduces it in the post-shock period.

STR: **Taper Integration & Risk-Taking: Evidence from the Mutual Funds Industry**

Author: **Kubilay Cirik**, *Louisiana State U.*
Author: **Zafer Yuksel**, *U. of Rhode Island*

Drawing from behavioral theory of the firm, we empirically examine the factors that affect the risk-taking behavior of a supplier in a taper integration mode for product development. We introduce a novel mechanism named outsourcing performance feedback that refers to the performance discrepancy between the supplier and the buyer in a given product category. Using a unique dataset from the mutual funds industry, we empirically examine the potential effect of outsourcing performance feedback as a driver of supplier risk-taking in a taper integration setting. Our results show that supplier risk-taking is negatively affected by outsourcing performance feedback. In addition, we also find that the link between outsourcing performance feedback and supplier risk-taking is positively moderated by the level of supplier dependence on the buyer.

STR: **The Impact of Asset Partitioning on the Use of Downsizing as a Reactive Strategy**

Author: **Pablo Doucet**, *U. of Salamanca*
Author: **Pedro Faria**, *U. of Groningen*
Author: **Ignacio Requejo**, *U. of Salamanca*
Author: **Isabel Suarez-Gonzalez**, *U. of Salamanca*

This paper investigates how the division of an economic organization into multiple legally independent entities—namely, asset partitioning—affects its propensity to downsize in response to negative demand shocks. We propose that asset partitioning increases the extent of employee downsizing since it compartmentalizes reputation and disincentivizes cross-subsidization among organizational partitions. Our analysis of 62,624 European organizations at the country-industry level between 2012 and 2019 (321,094 organization-year observations) supports our prediction and shows strong economic effects, which offers new important insights on why organizations differ in their downsizing behavior.

STR: **Overconfident Venture Capitalists**

Author: **Jun Xu**, *U. of California, Riverside*

Researchers in the area of entrepreneurship have explored how overconfidence influences the decision-making of entrepreneurs and the outcome of ventures. However, the overconfidence of venture capitalists, who are critical participants in the entrepreneurship, is rarely discussed. To fill in the gap, this study explores how overconfidence influences venture capitalists' investment decisions and their nurturing of portfolio companies. We argue and find that after experiencing success, venture capitalists tend to attribute the credits to their own abilities and foster overconfidence, which leads to inferior investment decisions and poor investment performances. To further identify the mechanisms behind these dynamics, we explore whether venture capitalists will change their investment strategies after experiencing success, and we find that after experiencing extraordinarily higher IPO performances in its previous funds, venture capitalists were more likely to invest in private companies beyond their own expertise in their current funds. Furthermore, we find that the level of overconfidence is stronger if a venture capitalist is just a free rider but succeeds, and is weaker if the venture capitalist has more investment experience. In the private company level analysis, we explore how the percentage of overconfident venture capitalists within lead VCs in a syndicate influences the fate of the private company. We defined a private company as a Missed target if the private company could have the chance of being acquired, but it forwent the acquisition, and failed to go IPO, either. We find that a private company backed by a syndicate with a higher percentage of overconfident lead venture capitalists is more likely to be a Missed target. This paper contributes to the area of entrepreneurship by extending the study of overconfidence from entrepreneurs to venture capitalists.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **884** | Submission: **20694** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Government Contracting and Regulation

Session Moderator: **Klenio Barbosa**, *SKEMA Business School*

STR: **Shaking Things Up: Coercive Mandates and Voluntary CSR**

Author: **Siyu Liu**, *Erasmus U. Rotterdam*
Author: **Zhiyan Wu**, *Erasmus U. Rotterdam*

Researchers have long recognized that corporate social responsibility (CSR) mandates serve as coercive pressures, which will result in compliance behaviors of regulated firms. In contrast, the potential for CSR mandates to nudge firms' normative commitments beyond the mandates' designated jurisdiction receives less attention. Drawing on the culturalist perspective of regulatory environments that argues regulatory mandates could function as a system of legal symbols that enunciate normative values, we propose that firms subject to CSR mandates are likely to internalize the normative values of the mandates and apply them elsewhere beyond what mandates require. We test this relationship in the context of Paid Family Leave (PFL) mandates which were enacted in a staggered way across several states in the United States. Using a sample of 2,951 publicly traded firms between 1997 and 2018, we find that employee-friendly PFL mandates will nudge firms' CSR engagements with non-employee stakeholders, and this pattern appears to be strong in firms run by liberal CEOs but is less evident in firms with conservative CEOs. The self-regulatory responsiveness we document extends the literature on CSR mandates.

STR: **Competing for Public Procurement Contracts: When Do Firms Benefit from Campaign Contributions?**

Author: **Paulo Arvate**, *FGV-EAESP*
Author: **Klenio Barbosa**, *SKEMA Business School*
Author: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*

This paper examines whether establishing private-public ties via campaign contributions to elected candidates becomes a valuable strategy in the market for public procurement contracts. To identify the additional returns provided by elected politicians to contributing firms, we implement a regression discontinuity design in the context of close elections for state-level legislative seats across eight states in Brazil. Comparing marginally elected candidates to marginally non-elected candidates for legislative seats, we find that elected candidates provide between 2.2 to 13.1 times higher value in public contracts to their average contributing firm when compared to non-elected candidates. However, we find that only companies tied with politicians that have access to individuals with experience about the public bureaucracy enjoy those additional public contracts. This result unveils that a key boundary condition for elected candidates to help their donors to obtain public contracts is to have access to staff with large experience working inside the state-level bureaucracy. This suggests that access to bureaucratic expertise is a critical condition for private-public ties to become a source of competitive advantage in the market for public procurement contracts.

STR: **Do Laws and Contracts Economize on Same Costs? Trade-off Between Transparency and Flexibility in PPPs**

Author: **Seyed Mohammad Taghi Hosseini**, *HEC Paris*

Legal institutions and contractual governance matter for fruitful public-private partnerships (PPPs) as they can economize on transaction costs. Yet, extant theories assume that laws and contracts each cover all relevant costs. We revisit this assumption and suggest that they target different sets of PPP risks. There are two substantial hazards in PPPs: governmental opportunism and maladaptation. We find that introducing PPP-specific laws to improve transparency and mitigate governmental opportunism will conditionally increase contractual rigidity and inflexibility. Then, in response to rising adaptation costs, PPP contracts are less likely to be user-pay (vs. government-pay). Our findings also show that the relationship between PPP laws and PPP contracts is contingent on the partnership expertise of public sectors, political environments, and the capabilities of private investors.

STR: **On Regulating A While Expecting Voluntary Performance on B: Evidence from California's Cap-and-Trade**

Author: **Narae Lee**, *Singapore Management U.*
Author: **Aseem Kaul**, *U. of Minnesota*

We study the unintended consequences of regulation by examining how increasing regulatory requirements in one area impact firms' voluntary social investments in other areas. We argue that increasing regulation on one social objective will have a negative impact on voluntary action on other objectives, as firms have fewer resources left over to invest in voluntary actions (income effect), and as they reprioritize their efforts towards the regulated objective (substitution effect). We test our theory in the context of California's cap-and-trade program, using a difference-in-difference approach to show that while the program reduced greenhouse gas (GHG) emissions from California facilities, it also increased toxic chemical emissions as firms cut back on waste treatment to meet new GHG standards. Consistent with our theory, this effect was weaker for facilities in less competitive industries, facilities with substantive investments in toxic waste reduction, and facilities subject to stricter public or private monitoring.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **885** | Submission: **20780** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Competition in Platforms

Session Moderator: **Jong Sig Chung**, *McCombs School of Business, U. of Texas at Austin*

STR: **Competition-Based Network Effect and Heterogeneity in Participation Channels within Platforms**

Author: **PuayKhoon Toh**, *U. of Texas at Austin*
Author: **Jong Sig Chung**, *McCombs School of Business, U. of Texas at Austin*

Participants in a platform-based ecosystem exert network effect drawing a firm to participate. Often, this firm can participate via different channels – low-tier or high-tier. Conventional view of network effect does not readily explain heterogeneity in channel-choice. We highlight a competition-based network effect instead to explain this heterogeneity – when current low-tier channel participants are competitors, they draw the firm to differentiate via the high-tier channel, especially when the former (latter) has strong (weak) abilities to reach the market. We demonstrate this using Instagram data, LDA topic modeling, and a natural experiment based on an Instagram policy change in July 2019. Findings stress that network effect's draw can be competition-based and suggest that the platform owner can benefit from intra-platform competition as a source of platform growth.

STR: **How Coopetition among Complementors Stimulates Innovation in Platform-based Ecosystems?**

Author: **Mengyuan Hu**, *Huazhong U. of Science and Technology*
Author: **Yuanqiong He**, *Huazhong U. of Science and Technology*
Author: **Luming Liu**, *School of Management, Huazhong U. of Science and Technology*
Author: **Yun Chen**, *Hubei U. of Economics*
Author: **Shuncai Li**, *Huazhong U. of Science and Technology*

The rise of platform-based ecosystems, facilitated by digital technologies, has drastically altered how participants coopete and innovate. This study aims to understand the heterogeneity of innovation performance among platform complementors. Based on coopetition theory, this study investigates the influence of complementors' perceived coopetition intensity on their innovation speed and quality. The findings indicate that complementors' perceived coopetition intensity on the platform positively affects both their innovation speed and quality. Furthermore, the contingent impacts of complementors' perceived delegation of decision rights on these relationships are investigated, with opposing results. From the standpoint of platform complementors, our research contributes to the expanding literature on coopetition in a platform-based ecosystem.

STR: **Competition and Value Capture in Platform Markets: Implications for Complementor Strategy**

Author: **Johannes Loh**, *BI Norwegian Business School*
Author: **Ambre Nicolle**, *LMU Munich*

We study how competition between platforms relates to the strategic choices of their complementors. In particular, we are interested in how an increase in competition due to the entry of a new player affects the cooperative value co-creation efforts of complementors on the incumbent platform. Drawing on value capture theory, we argue that this has ambiguous implications for their incentives to continue to cooperate. On the one hand, the entry threatens complementors' value creation and capture on the incumbent -- a demand-side effect that increases cooperation to protect their profitability there. On the other hand, the entrant may constitute an attractive alternative, leading to misaligned value capture expectations on the incumbent -- an outside-option effect that decreases their cooperation. We test predictions from a simple theoretical model in the context of the PC video game distribution market: Here, the dominant incumbent ``Steam'' faced competition with the launch of the ``Epic Games Store''. We study two types of (non-)cooperative strategic choices of game developers on Steam: Multihoming by joining the rival, and their tendency to participate in Steam sales -- the platform's most salient ecosystem orchestration efforts. Our empirical analysis provides broad support for our theoretical predictions: Complementors who are subject to a detrimental demand-side effect increased their cooperation with the incumbent, and those subject to an outside-option effect decreased their cooperation.

STR: **First-Party Complements in Platform Markets: The Role of Competition**

Author: **Alexey Rusakov**, *LMU Munich*
Author: **Tobias Kretschmer**, *LMU Munich*

In our study, we investigate the drivers of the introduction of first-party complements by concentrating on a platform's competitive position. Our key contribution is to disentangle two reasons platform owners are exposed for introducing first-party complements: Promoting the platform ecosystem and making profits on their own. Drawing on theoretical arguments, we develop hypotheses, which we then test empirically based on data from the fifth and sixth generation of stationary video game consoles between 1995 and 2009. We show that, relatively to third-party complementors, platform owners have higher incentives to introduce complements when they are in a strong competitive position, supporting the idea of a harvesting strategy, and into less developed, low-quality niches, especially when they are in a strong competitive position, supporting the idea of a market building strategy. Our study advances our understanding of platform strategic decisions by combining the theory of competitive behavior between platforms and the management of platform market segments.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **886** | Submission: **20690** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Corporate Political Strategy

Session Moderator: **Daphné Baldassari**, *U. of Toronto, Rotman School of Management*

STR: **Hiding in Plain Sight: Firm Strategic Response to Diversity Disclosure Requirements**

Author: **Daphné Baldassari**, *U. of Toronto, Rotman School of Management*
Author: **Sarah Kaplan**, *U. of Toronto*
Author: **Aaron Dhir**, *U. of Connecticut*

Many environmental and social regulations emphasize disclosures as a means to hold organizations accountable. However, research shows that organizations are strategic in making disclosures, using strategies to hide a lack of effort and results. While prior work has focused on the effect of symbolic management strategies on external audiences, we consider whether these strategies are associated with outcomes targeted by the regulation in subsequent years for the organization itself. Drawing on research in symbolic management, we theorize that the strategic use of omission, obfuscation, and abstraction in disclosures may prevent organizations from making headway on the disclosure issue. We test our hypotheses using the texts of 3,005 diversity disclosures of organizations under a mandatory "comply-or-explain" regulation for women's representation on corporate boards by the Ontario Securities Commission in Canada (2015-2018). We find that firms with fewer women on their boards are more likely to use symbolic management strategies. However, we uncover divergent findings concerning the relationship between symbolic management strategies and the number of women on their boards in subsequent years (controlling for prior progress): obfuscation and abstraction are negatively associated and omission is positively associated with progress on diversity.

STR: **Extending the Scope of Strategy Inquiry: A Capital Strategy Perspective (WITHDRAWN)**

Author: **Cliff Bowman**, *Cranfield U.*

While strategic management scholarship has focused on firm strategy, the world has experienced an increasing concentration of wealth in fewer hands. This level of capital concentration – under 1% of the world's population controlling almost half of global wealth - has never existed before. We argue for extending the scope of strategic management to include a capital strategy perspective. When we take a capital perspective, we are exploring the prevailing conditions that underpin capital in general, and how these may be adjusted to benefit capital in the abstract, rather than advantage a specific corporation. Capital strategies impact a complex set of institutions that underpin the ability of one group, shareholders, to capture value created by firm employees. Capital strategies – both deliberate and emergent - can change the political, economic, and social institutions within which the capital accumulation processes are situated. This perspective can enable us to explore familiar issues like the climate crisis, ambidexterity and M&A through a new lens.

STR: **Power and the People: CEO Structural Power Predicts Indifference Towards Social Stakeholders**

Author: **James Garrett Matusik**, *U. of Georgia*
Author: **Daniel Gamache**, *U. of Georgia*
Author: **Radina R. Blagoeva**, *U. of Georgia*
Author: **Braydon Shanklin**, *U. of Georgia*

Conceptual refinements to upper echelons theory and corresponding empirical research operate under the implicit assumption that power has little effect on CEO cognition, generally relegating it to the role of a boundary condition of the relationships between other CEO attributes and firm conduct. However, abundant psychological research has illustrated that power affects the cognitive processes core to upper echelons theory. Repositioning CEO power as a predictor of CEO cognition, we demonstrate in an archival study that CEO power shares a positive relationship with social stakeholder-CSiR and that this relationship is mitigated by CEO agreeableness. In an experimental study we show that power begets mental abstraction of social stakeholders, which subsequently predicts less concern for (i.e., greater indifference towards) them when the powerholder is low in agreeableness.

STR: **The Impact of Firm-Government Relationships on Innovation: An Emerging Markets Perspective**

Author: **Juan Carlos Morales**, *West Texas A&M U.*

Corporate political activity has been studied in several disciplines with important findings. However, the benefits firms derive from establishing government relationships to increase innovation remains an important yet understudied area of research. In this paper, we aim to shed light on the effects of senior management political activity on the firms' propensity to initiate imitative or innovative new product development. Building on institutional theory and resource dependence, we also examine the contingency effects of political instability and the quality of governance in the context of emerging markets. We posit that as the institutional environment becomes politically uncertain, senior managers' efforts to engage with political actors may hurt the firm's ability to engage in new product development. Likewise, as the quality of governance increases, firms are less likely to derive benefits from their government affiliations. We also explore that corporate political activity is less effective in increasing the firms' likelihood to engage in innovative new product development. We test our hypotheses using a comprehensive sample of firms in emerging markets from 2011 to 2020. While our results support the notion that corporate political activity benefits firms, these effects will be contingent on the type of new product development and the institutional context facing the firms. We conclude by discussing the implications of this research for firms in lesser-developed institutional environments.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **887** | Submission: **20783** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

Leadership and Innovation

Session Moderator: **Nidthida Lin**, *Macquarie Business School, Macquarie U.*

STR: **Who Should I Listen to in Radical Innovation Project Choice? Investigating CEO Decision Making**

Author: **Nidthida Lin**, *Macquarie Business School, Macquarie U.*
Author: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*
Author: **Saad Khan**, *Macquarie Business School, Macquarie U.*

Chief Executive Officer (CEO) advice seeking is of critical importance to access additional knowledge to inform their strategic decisions. Yet, little research has investigated how CEOs seek advice from other senior executives in radical innovation decision making. In this study, we use data from three studies—two experiments and a survey—to investigate how conflicting advice from Chief Marketing Officers (CMOs) and Chief Technology Officers (CTOs) affects CEOs' radical innovation project choices. We then assess whether seeking advice from CTOs and CMOs affects radical innovation performance under different levels of market and technological uncertainty. Our results indicate that CEOs are more likely to choose radical innovation projects that are supported by the CTO. Further, given differences in CMO vs. CTO advice, we find that when a radical innovation project is characterized by high technological uncertainty, CEOs are more likely to choose radical innovation projects that the CTO supports, even if the CMO does not. On the contrary, we do not find that CEOs' radical innovation decisions are affected by CMOs' supporting advice when an innovation project faces high market uncertainty. Finally, the positive effect of CEO external advice seeking on firms' radical innovation performance is strengthened if the CEO seeks advice from the CMO (CTO) under high market (technological) uncertainty. Important contributions emerge from our study as detailed in the concluding section.

STR: **Strategic Leaders' Journey of Informing Their Decision-making to Implementing a Radical Innovation**

Author: **Renate Kratochvil**, *BI Norwegian Business School*

Strategic leaders with an idea about radical innovation lacked the necessary technical information to inform their decision-making to move from idea generation to implementation. In this study, I examine how strategic leaders utilized knowledge from academic computer scientists to inform their decision-making on radical innovation. My research design is an in-depth, longitudinal case study of a group of strategic leaders at MasterBuilders, a Norwegian construction company, who had an idea about a fully digital construction process that could disrupt the industry. These leaders regularly met with academic computer scientists to elaborate on the idea, attempting to acquire the knowledge needed to make decisions for idea implementation. However, when these strategic leaders received new information but lacked the needed knowledge, abductive reasoning changed their beliefs about implementing the innovation. As a result, they moved from believing that they needed to implement the industry-disrupting idea themselves to preparing themselves for when the innovation became a reality in the industry. Therefore, the collaboration with academics led these strategic leaders to change their beliefs about implementing radical innovation.

STR: **Why CEO Education Impacts Radical Innovation: Mediating Roles of Perceived Environmental Uncertainty**

Author: **Renfei Gao**, *U. of Manchester*
Author: **Stephen Xu Zhang**, *U. of Adelaide*
Author: **Asghar Afshar Jahanshahi**, *Tec de Monterrey*

Strategic leadership research provides considerable evidence about how CEO characteristics influence firm strategy, yet less is known about the mechanism underlying such impacts—a critical black box in upper echelon theory. Incorporating the typology of perceived environmental uncertainty into upper echelon research, we investigate how the influence of CEO education level on firm radical innovation is mediated by three types of uncertainty (state, effect, and response uncertainty) perceived by CEOs. Using multiple-wave multiple-informant survey data on 154 firms in Malaysia, we find that CEO education level is positively associated with firm radical innovation, via different mediating effects of their perceived state uncertainty and response uncertainty. Our study advances upper echelon research by revealing CEOs' perception of uncertainty as a key mechanism underlying their influences on firm strategy. We also offer novel insights into the radical innovation literature by proposing a micro-foundational explanation that illuminates strategic leaders' impact through their perceptions.

STR: **The Imprinting Effects of Great Leap Forward and Great Famine on CEOs' Innovation Orientation**

Author: **Quinn Ye**, *Faculty of Business and Economics, U. of Melbourne*
Author: **Helen Wei Hu**, *U. of Melbourne*
Author: **Dean Xu**, *Monash U.*
Author: **Kwanghui Lim**, *U. of Melbourne*

Prior studies in imprinting theory have mostly examined the effects of an individual experiences in isolation and paid less attention to the interactive process of imprints. We investigate this process by examining how CEOs' earlier life exposures to the Great Leap Forward (GLF) and the Great Famine (GF) influence firm innovation input and efficiency. We found that CEOs more heavily influenced by the GLF tend to have higher innovation input in their firms, but with lower innovation efficiency; CEOs more heavily influenced by the GF tend to commit less innovation input, but have greater innovation efficiency. We then investigate the interaction of the GLF and GF experiences. We found that freshly required GLF imprints might remain intact when they were continuously brought into the GF imprinting process, and the intensity of the GLF imprinting may become moderators in the latter imprinting process. We find empirical support for our arguments with data on1038 CEOs of 911 listed firms during the period from 2000 to 2020.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **888** | Submission: **11308** | Sponsor(s): **(STR, ENT, TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Strategic Leadership of Business Ecosystems – Charting a New Frontier of Research

Organizer: **Ciaran Heavey**, *U. College Dublin, Smurfit*
Organizer: **Zeki Simsek**, *Clemson U.*
Organizer: **Brian C. Fox**, *Bentley U.*
Panelist: **Ron Adner**, *Dartmouth College*
Panelist: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Panelist: **Oliver T. Alexy**, *Technical U. of Munich*
Panelist: **Henri Burgers**, *U. of Queensland Business School*
Panelist: **Yuliya Snihur**, *TBS Education*
Panelist: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*
Panelist: **Shaker A. Zahra**, *U. of Minnesota*

While there has been an explosion of research on business ecosystems of late, the implications for strategic leadership research is rarely investigated. We propose this symposium to address two core questions to advance theory and research on business ecosystems and strategic leadership. First, what role do strategic leaders play in ecosystems' design, development, and evolution, including value co-creation? Second, what are the implications of business ecosystems for the extant strategic leadership theory and research? We bring together a panel of leading scholars to discuss these questions from their own research perspectives and to stimulate a set of questions for future research. We aim to build a vibrant community of scholars interested in these questions.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **889** | Submission: **12869** | Sponsor(s): **(STR, IM, TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Platform Strategy in a Global Context

Organizer: **Liang Chen**, *Singapore Management U.*
Organizer: **Joost Rietveld**, *UCL School of Management*
Discussant: **Fernando Suarez**, *Northeastern U.*
Presenter: **Annabelle Gawer**, *U. of Surrey*
Presenter: **Wesley Wu-Yi Koo**, *INSEAD*
Presenter: **Bilgehan Uzunca**, *U. Ramon Llull, ESADE Business School*
Presenter: **Sali Li**, *U. of South Carolina*

Digital platforms such as TikTok, Uber and Amazon increasingly operate on a global scale. However, the literature has devoted surprisingly little attention to the role of location as a relevant factor in platform strategy. While it is true that digital infrastructures allow platforms to internationalize with much greater ease than 'traditional' firms, location still matters greatly when it comes to such issues as local regulation, fragmented network effects, the institutional environment and firms' liability of foreignness. Reliance on locally embedded complementors (e.g., content creators, drivers, sellers) adds an additional layer of complexity that platform-sponsoring firms need to consider in their foreign expansion strategies and their governance frameworks. To date, there has been limited research at the intersection of platform strategy and international business and these literatures stand to benefit from greater cross pollination. This symposium will therefore feature four research presentations from prominent scholars to deepen our understanding of platform strategy in a global context.

Digital Platforms' Impact for Development

Author: **Annabelle Gawer**, *U. of Surrey*

Platform Governance and Worker Mistreatment

Author: **Wesley Wu-Yi Koo**, *INSEAD*

Finding the Sweet Spot: Optimizing Algorithmic Opacity to Minimize Precarity

Author: **Bilgehan Uzunca**, *U. Ramon Llull, ESADE Business School*

Overcoming Liability of Foreignness: Social Platforms and Legitimacy Spillover

Author: **Sali Li**, *U. of South Carolina*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **890** | Submission: **11512** | Sponsor(s): **(STR, SIM, OMT)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Top Down and Bottom Up: Connecting Strategic Leadership and Employees

Organizer: **Muhan Zhang**, *Penn State Smeal College of Business*
Organizer: **Xina Li**, *INSEAD*
Discussant: **Donald C. Hambrick**, *Pennsylvania State U.*
Discussant: **Anthea (Yan) Zhang**, *Rice U.*
Presenter: **Seung-Hwan Jeong**, *U. of Georgia*
Participant: **Saehee Kang**, *Florida State U.*
Participant: **Kris Byron**, *Georgia State U.*
Presenter: **Abbie Griffith Oliver**, *U. of Virginia*
Participant: **Jeffrey Lovelace**, *UVA - McIntire*
Presenter: **Xina Li**, *INSEAD*
Participant: **Guoli Chen**, *INSEAD*
Presenter: **Muhan Zhang**, *Penn State Smeal College of Business*

Recently, management researchers have called for more research on the relationship between strategic leadership and stakeholders, such as employees, customers, suppliers, communities, and shareholders. In this symposium, we aim to contribute to this growing body of research by focusing on the interaction between strategic leaders and employees. We have gathered four working papers from authors who are active in the fields of strategic leadership, governance, and stakeholder research and invited two renowned discussants, Donald Hambrick and Yan Anthea Zhang, who have made significant contributions to these fields. With four paper presentations and a panel discussion, we aim to advance the conversation on (1) how strategic leaders influence employees, such as employee well-being and commitment, and (2) how employee attitudes influence strategic leaders, such as CEO discretion. Overall, we believe the theme is important and timely given the recent focus of business leaders and management scholars on stakeholder governance and the significance of employees in firms' value creation.

Bottom-Up Effects of Female Strategic Leadership: Firm Performance Effects through Employees

Author: **Seung-Hwan Jeong**, *U. of Georgia*
Author: **Saehee Kang**, *Florida State U.*
Author: **Kris Byron**, *Georgia State U.*

A mentally healthy organization: An intangible socio-psychological asset for firms

Author: **Abbie Griffith Oliver**, *U. of Virginia*
Author: **Jeffrey Lovelace**, *UVA - McIntire*

Love Amid Terror: Terrorist Attacks and Firm's Employee Treatment

Author: **Xina Li**, *INSEAD*
Author: **Guoli Chen**, *INSEAD*

Employee Approval as a Source of CEO Discretion

Author: **Muhan Zhang**, *Penn State Smeal College of Business*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **891** | Submission: **10112** | Sponsor(s): **(STR, TIM, CTO)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

New Frontiers in Platform Governance

Organizer: **Georg Reischauer**, *WU Vienna U. of Economics and Business*
Organizer: **Jovana Karanovic**, *Rotterdam School of Management, Erasmus U.*
Distinguished Speaker: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Distinguished Speaker: **Annabelle Gawer**, *U. of Surrey*
Distinguished Speaker: **Michael G Jacobides**, *London Business School*
Distinguished Speaker: **Tobias Kretschmer**, *LMU Munich*

Platform governance is essential to platform success – let alone a fair division of the surplus that platforms generate. Platforms compete both for final users, and for complementors, participants whose financial success depends on platform uptake. Motivating all sides of the platform to join – be they dependent on it or not – is important. As consequence, the question of platform governance, which defines how platforms shape and motivate interactions amongst users, is becoming increasingly critical. Recently, we have seen an upsurge of interest in new, alternative ways of governing platforms, such as by decentralizing decision making or creating completely new organizational forms. Our symposium aims to tack stock of these emerging conversations. In doing so, we hope to advance discussions on novel governance forms. Four distinguished platform scholars will present the state-of-the-art in regard to platform governance, critically reflect on the potential presented by new forms of governance and foreseen barriers, and engage with audience members.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **892** | Submission: **10637** | Sponsor(s): **(STR, TIM, IM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Antitrust: Current Perspectives, Challenges, and Proposed Solutions

Organizer: **Valentina Fani**, *Vrije U. Amsterdam*
Panelist: **Joseph Clougherty**, *U. of Illinois at Urbana-Champaign*
Panelist: **Riitta Katila**, *Stanford U.*
Panelist: **David J. Teece**, *U. of California, Berkeley*
Panelist: **Marshall Van Alstyne**, *Boston U.*

This symposium aims to bring together leading scholars conducting research at the intersection of antitrust and management. In particular, we aim to provide an overview of ongoing work that looks at (1) the deterrence effect of antitrust policy, (2) the relationship between antitrust and innovation in digital ecosystems; (3) the unsuitability of traditional antitrust tools in handling platform business models; (4) the role of strategic management in informing antitrust policy. The structure of the symposium is as follows. In the first part, a panel of four scholars will present their own recent research related to antitrust from different perspectives. This will be followed by a panel discussion between the presenters, moderated by the organizer. We will conclude the symposium with a Q&A session involving the audience.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **893** | Submission: **21097** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration and Exhibitor/Press Registration

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **894** | Submission: **21108** | Sponsor(s): **(SVC)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Connecticut**

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **895** | Submission: **20332** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

People and Innovation Track: Exploring Human Capital in Innovation

Session Moderator: **Stefan Wagner**, *ESMT Berlin*

TIM: **Knowing Me, Knowing You - How Personality Traits Shape Invention Output**

Author: **Stefan Wagner**, *ESMT Berlin*
Author: **Karin Hoisl**, *U. of Mannheim*
Author: **Joseph Monroe**, *Stockholm School of Economics*

Literature on knowledge recombination has largely focused on inventors' access to knowledge components to be recombined as a key determinant of their inventive performance. Research from psychology has shown that openness and extraversion, two personality traits, increase performance in tasks akin to knowledge recombination. We investigate how personality traits shape invention outcomes conditional on organizational knowledge context. We derive personality measures from a survey of 1,327 inventors and combine them with patent-based indicators of inventive performance. Our findings reveal how the relationship between personality and inventive output is moderated by knowledge context: the positive relationship between openness and invention output is stronger if organizational knowledge diversity is low. In contrast, extraversion negatively relates to invention output, but its effect is positively moderated by knowledge diversity.

TIM: **"Rent or Buy or Both?" Exploring New Zealand Firms Innovation via Human Capital Approaches**

Author: **Jarrod Haar**, *Massey U. Business School*
Author: **Conor O'Kane**, *U. of Otago*
Author: **Jing A. Zhang**, *U. of Otago*
Author: **Urs S. Daellenbach**, *Te Herenga Waka - Victoria U. of Wellington*
Author: **David Brougham**, *Massey U. Palmerston North*
Author: **Paula Marie O'Kane**, *U. of Otago*

Despite New Zealand firms having structural issues of being a small-sized country and distance from markets, New Zealand still has standout innovators, such as RocketLab. Using human capital (HC) theory, we focus on internal HC (existing workforce) and external HC, represented by the number of R&D scientists engaged. We argue that each might contribute to innovation but also have a synergistic effect, whereby 'buying' and 'renting' HC leads to superior innovation. We test this approach using three samples including time-lagged innovation data in sample 3. In sample 1 (n=579 firms) we find both HC internal and HC external are directly related to product/service innovation, and a significant interaction effect. In study 2 (n=510 firms) again we both HC internal and HC external are directly related to product/service innovation, process innovation, and innovation speed. Towards patent success, only external HC is significant and there is no significant interaction effect. In study 3 (n=302 firms) we find both HC internal and HC external are directly related to product/service innovation, process innovation, patent success and patent success over applications. Towards patent success, only external HC is significant, but a significant interaction effect is found with internal HC. Overall, all significant interaction effects are similar, with greater innovation being achieved when both internal and external HC are high. We discuss the implications towards innovation in small economies and the contribution to human capital theory.

TIM: **Age, Death, and the Nucleus of Invention**

Author: **Christopher Esposito**, *U. Of Chicago*

This paper identifies the age at which inventors generate the greatest spillovers for their collaborators. Linking age and death information from over 78,000 inventors that died prematurely to their 180,000 collaborators, I show that junior inventors produce more spillovers for patent production than do older inventors. Inventors who lose a junior collaborator to a premature death produce one fewer patent over the following 10 years relative to inventors who lose mid-career collaborators. This effect is strongest when the surviving is also young, and appears to be driven by junior inventors' closer proximity to the knowledge frontier.

TIM: **How Do Inventors' Political Preferences Affect Innovation?**

Author: **John M. De Figueiredo**, *Duke U.*
Author: **Trijeet Sethi**, *Capital One*
Author: **Brian Silverman**, *U. of Toronto*

Team production in innovation has become increasingly important. Simultaneously, political polarization has been increasing over time. This paper examines how inventor political ideology affects innovation team formation and subsequent team innovative productivity. To examine these questions, we match North Carolina-resident inventors in the USPTO patent database to their voter registration records, which contain individuals' political affiliation and aspects of their voting behavior. We also geolocate each patent assignee to create a risk-set of potential co-inventors in each organization location and in each county. Using a variety of estimation techniques, we describe both the regularities in the data and results from econometric analysis. We estimate that 62 percent of NC inventors are U.S. citizens, the vast majority of whom are male, white, and middle-aged. Republican (Democratic) inventors are overrepresented (underrepresented) in NC relative to the underlying distribution of voters in the state. Citizen-inventors are highly politically engaged, more so on almost every dimension than a similar sample of citizens. Republican inventors pursue different technologies than Democratic inventors. In econometric estimations we show that there is political homophily within co-invention teams: Democrats (Republicans) tend to form teams with other Democrats (Republicans). We also assess the performance of innovative teams in terms of conversion of patent applications into granted patents. In both reduced-form estimation and estimation that instruments for endogenous team formation, ideologically homogenous teams tend to underperform ideologically heterogeneous teams, although this effect falls below conventional thresholds of statistical significance when firm fixed effects are included.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **896** | Submission: **20334** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

People and Innovation Track: Redefining Human-Technology Interactions

Session Moderator: **Sam Horner**, *U. of Liverpool*

TIM: **Theorizing Innovation in a 'Digital First' World: A Cognitive-ecological Approach**

Author: **Sam Horner**, *U. of Liverpool*
Author: **Paul Ellwood**, *U. of Liverpool*
Author: **Michael Zundel**, *U. of Liverpool Management School*

Digital technologies that operate autonomously, learn and perform 'cognitive' tasks pose significant challenges to theories of innovation management. It is no longer the case that innovation actors think with digital technologies, but rather they think through digital infrastructures that compute human experience and shape innovation trajectories. Existing research suggests that we can understand how digital technologies shape organizational innovation by examining the socio-cognitive processes through which they are interpreted, or by elaborating on the ways in which material agency intervenes to circumscribe human activity. This paper contends that, while offering important insights, the dominant socio-cognitive and materialist approaches to studying technology in digital innovation, fall short of capturing how digital objects do not just interact with humans, but how human experience itself is computed. This paper, therefore, advances a novel 'cognitive-ecological' approach to the study of digital innovation, that allows us to attend to the digital mediation of human experience and the non-materiality of digital objects. We draw on the work of Gregory Bateson, N. Katherine Hayles, and Edwin Hutchins, to conceptualize cognition as an ecological process of computation that unfolds through cognitive assemblages comprised of conscious (human) and non-conscious (technical) cognizers. We outline how this 'cognitive-ecological' approach might function generatively to reconcile socio-cognitive and materialist perspectives on digital innovation, and elaborate on how future research might employ the cognitive-ecological approach to unpack the cognitive dynamics of human-technology relations.

TIM: **I Had One Too Many: How Task Composition Affects the Response of Humans to Threats from Algorithms**

Author: **Sreevathsan Sridhar**, *London Business School*

Emerging works on automation posit that machines (algorithms) are likely to displace humans from tasks where they have a higher efficiency to a different set of tasks. However, when the tasks performed by humans are interrelated, there could be complementarities between tasks through the spillover of productivity. This paper investigates how the allocation of tasks between machines and humans changes when there are interdependencies between tasks performed by incumbent workers. I argue that human workers are likely to continue performing tasks that could get automated if those tasks act as a source of complementarities in the overall portfolio of tasks performed by the workers. I test my theory in the context of sell-side analysts in brokerage firms. I find that analysts are, on average, likely to drop coverage of stocks that are covered by Robo analysts. However, the probability that they drop coverage is lower when they cover a broader portfolio of stocks, measured by the number of industries covered by them. Further tests on the mechanism indicate that the coverage drop is driven largely by low-skill analysts.

TIM: **Searching a Joint Innovation Agency of Human and AI**

Author: **Soo Young Choi**, *Bayes Business School*

AI has become more than a strategic resource as its ability to act autonomously and to actively co-create innovation is transforming the organisation's innovation processes. The use of AI, and how humans engage with AI, challenge the notion of fundamental actors in innovation processes; generating new ideas is not only limited to human, but innovation emerges from networks of human and AI actors. Through a case study of an airline company, this paper reconstructs the concept of innovation agency such that innovation agency is jointly constituted by both human and AI as the technology actively takes part in organisational innovation. By taking a relational view, I suggest a new perspective of seeing machine agency in relation to human agency and argue the possibility of machine becoming part of a team. My findings show that joint innovation agency of human and AI emerges through steps of (S1) AI Development, (S2), AI Transition and (S3) AI Integration. I discuss implications for future research and management practice.

TIM: **Non-Human Agency in Organizations: Embedded Exchange with Augmenting Technologies**

Author: **Purushothaman Padmanabhan**, *U. of Oregon*
Author: **Ralph A. Heidl**, *U. of Oregon*

More and more processes in organizations involve the interaction and collaboration between human and non-human actors (i.e., human-technology ensembles). Often non-human actors are introduced as "augmenting technologies" for the purpose of aiding human employees to identify (but not select) suitable actions to achieve organizational goals (e.g., production of credit risk reports, interpretation of medical imagery). However, when human employees become 'disengaged' and relegate the subsequent choice of action (e.g., decision on loans for at risk individuals, referral of patient diagnoses and associated surgery recommendations) to an augmenting technology, non-human agency can unintentionally become embedded in organizational practices. While extant theorizing on human-technology ensembles has beneficially emphasized the material dimension (i.e., technology characteristics), we propose that an under-socialized perspective runs the risk of overlooking key mechanisms through which the locus of agency changes in the relationship between humans and augmenting technologies. We propose that human interaction with material dimensions of technology invoke social mechanisms in the relationship that human actors project on augmenting technologies causing shifts in the locus of agency. We derive propositions about the relationship between qualitative differences in human-technology exchanges and organization-level consequences related to the suppression or diffusion of non-human agency in organizations.

TIM: **Technology Affordances as Generative Processes**

Author: **Thomas Grisold**, *HSG U. of St. Gallen*
Author: **Nicholas Berente**, *U. of Notre Dame*
Author: **Stefan Seidel**, *U. of Cologne*

We draw on predictive mind theory—an emerging paradigm shift in the cognitive and computational neurosciences—to characterize affordance perception and enactment in the context of digital technologies as a generative process. Key to our argument is that affordance perception and enactment are characterized by a forward flow from the agent to the object. Human and autonomous agents continually generate and project affordance predictions about digital technologies that are rooted in their previous knowledge. They continuously adjust these affordance predictions as they are exposed to unexpected prediction errors. We identify two central mechanisms: reactive and proactive generative processes. Reactive generative processes describe situations where agents generate new affordances when they accidentally encounter prediction errors. Proactive generative processes describe situations where agents embrace prediction errors and explore new action opportunities. Our theorizing highlights how agents and digital technologies are continually changing in a dynamic learning process and provides a conceptual foundation for studying affordance innovation through human and autonomous agents.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **897** | Submission: **20275** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

Innovation and Entrepreneurship Track: Entrepreneurial Strategy

Session Moderator: **Stephen Michael Impink**, *HEC Paris*

TIM: **Outsourcing IT and Technological Differentiation: Evidence from Digital Startups**

Author: **Stephen Michael Impink**, *HEC Paris*

Does outsourcing IT impact a startup's ability to differentiate itself and grow? With the advent of cloud services, firms are licensing IT instead of developing IT in-house. Despite this growing trend, we know little about how early-stage resource acquisition decision affects technology adoption, product differentiation, and longer-term performance. When firms outsource their IT, they develop a supplier relationship with a cloud services provider and receive valuable resources related to their cloud provider's platform. However, cloud suppliers control which resources they create and share, which technologies they suggest, and how well technologies fit with their platform, potentially impacting product differentiation. Using panel data on app-developing startups, I find that startups outsourcing to cloud platforms adopt more technologies. When outsourcing, development tools that programmers use to code an app become more similar to other startups, saving time by avoiding compatibility issues. On the other hand, data analytics capabilities become more diverse, enabling startups to cultivate more robust data, which aids in product differentiation and startup growth.

TIM: **Great Ideas (Don't) Sell Themselves: The Disclosure Paradox in Digital Startups Auctions**

Author: **Luca Gius**, *MIT*

An inventor may be hesitant to reveal her idea to potential buyers because she fears it will be stolen. I show that this "disclosure paradox" can result in only the worst ideas being sold, leading to an ineffective commercialization of the best ideas. This "distortion at the top" is especially significant when gains from trade are concentrated among a few, high-quality ideas. Next, I investigate the "disclosure paradox" in an online marketplace for early-stage digital start-ups. Sellers can protect their unpatentable ideas through confidentiality agreements (NDAs), and they can have the exchange verify their advertising revenues. I provide evidence that these "disclosure technologies" are used by high-quality inventors to assuage information frictions, sell their ideas more easily and to capture more value. Surprisingly, confidentiality agreements discourage many potential buyers and are less effective than revenue verification. I estimate that the "disclosure paradox" leads to significant welfare losses: going from a scenario in which every seller has access to revenue verification to one where nobody has access to it destroys 63% of the potential gains from trade and reduces the number of sold start-ups by 17%. Through simulations, I show that the losses are magnified by the skewed distribution of ideas.

TIM: **Higher-Order Invention and New Venture Success**

Author: **Likun Cao**, *U. Of Chicago*
Author: **Ziwen Chen**, *Stanford Graduate School of Business*
Author: **James Evans**, *U. Of Chicago*

Entrepreneurial firms often hedge against uncertainty by building on prior scientific and technological knowledge. Such firms can usefully be represented as complex systems, which apply and combine technologies to solve business problems or create opportunities. In the emergence of complex systems, modularity is critical for the survival and evolution of systems robust to exploratory failure. Here we build a theory of entrepreneurship as one of second-order invention whereby the most successful new ventures assemble novel combinations of modular inventions, already successfully applied, rather than discovering novel technologies or applying them to solve novel problems. Such ventures limit their risk of failure to higher-order system assembly, rather than lower-order discovery and application. We evaluate this with new ventures documented in Crunchbase and VentureXpert over 45 years, classifying description words as techniques or business areas. We build a semantic space with dynamic neural word embedding models constructed from 108 business newspapers and magazines, which allow us to precisely measure what techniques and business areas are characterized as close or distant to the business press and public. Using event history models, we demonstrate that new ventures are much more likely to achieve successful IPOs and high-priced acquisitions if they combine diverse, applied innovations.

TIM: **Founding Process Pathways: The Contingent Fit Between Team Formation and Entrepreneurial Strategy**

Author: **David R. Clough**, *Sauder School of Business, U. of British Columbia*
Author: **Charles Eric Eesley**, *Stanford MS&E*
Author: **Seyedeh Zahra Hejrati**, *Stanford U.*
Author: **Balagopal Vissa**, *INSEAD*

Entrepreneurs often search for both business ideas and potential cofounders at the same time, and these two processes can influence each other. Founding teams can form through either a gradual process of cofounder additions—which we label a sequential team formation process—or cofounders can join forces in a single event, which we label a simultaneous team formation process. In this empirical study of entrepreneurial team formation and strategy formation, we propose a contingency theory that distinguishes between two pathways: an instrumental pathway, which includes a sequential team formation process, a high technology business idea, and a flexible approach to strategy formation, and a serendipitous pathway, which includes a simultaneous team formation process, a low technology business idea, and an inflexible approach to strategy formation. Using alumni survey data, we find that elements of the instrumental pathway are mutually complementary: compared with simultaneous team formation, sequential team formation is associated with a larger founding team size and better long-run venture outcomes for high-tech ventures with flexible strategies. The results suggest that the way in which a founding team is formed and the approach to strategy formation can have significant and interdependent implications for the success of a venture.

TIM: **Navigating the Crowdfunding Sea: How Different Strategic Orientations Determine Campaign Success**

Author: **Hanna Jäschke**, *Leibniz U. Hannover*
Author: **Thomas Schäper**, *Westfälische Wilhelms-U. Münster*
Author: **J. Nils Foege**, *Leibniz U. Hannover*

New ventures typically face the challenge to raise sufficient funds to pursue their business ideas. A remedy to this issue is crowdfunding, i.e., the funding of entrepreneurial projects through a large group of people in exchange for rewards or equity. While crowdfunding has become a frequently used source for entrepreneurial financing, we still know little about the characteristics of entrepreneurs and projects that make crowdfunding campaigns a financial success. In this study, we seek to identify these characteristics. Departing from the notion that signaling innovativeness in crowdfunding campaigns is key to their success, we examine how strategic orientations towards teamwork, digitization, and sustainability shape crowdfunding campaigns' project-level innovativeness, and ultimately their financial success. Analyzing quantitative data of 908 campaigns on Indiegogo, i.e., one of the largest crowdfunding platforms, our results suggest strategic orientations towards teamwork and digitization have a positive effect on financial success, whereas the effect of a strategic orientation towards sustainability is negative but not significant. Furthermore, we show that project-level innovativeness mediates these effects. Our study contributes to the literature about crowdfunding by identifying critical strategic orientations of projects and project owners and isolating their effect on the success of crowdfunding campaigns.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **898** | Submission: **20301** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Innovation and Competitive Strategy Track: Unlocking the value of IPRs

Session Moderator: **Neil Thompson**, *Massachusetts Institute of Technology*

TIM: **Should Firms Hold More Patents? A Randomized Control Trial on the Commercial Value of Patents**

Author: **Neil Thompson**, *Massachusetts Institute of Technology*
Author: **Hyo Kang**, *U. of Southern California*
Author: **Albina Khairullina**, *Imperial College London*

Globally, firms spend approximately $1.7 trillion on R&D, much of which is aimed at producing patentable innovations. But using patents to cut off competitors' access to an innovation is expensive to get and to maintain, costing an average of $1–2 million for global protection. That expense is only worthwhile if the exclusivity generated by the patent provides enough commercial value for the firm, principally through higher sales or profitability in the product market. In practice, making decisions whether to get or maintain patents is difficult because firms often can't quantify the commercial value of a patent, even after the fact, because they never observe the performance of an equivalent innovation that is unpatented. Academics have been similarly stymied in quantifying the commercial value of patents because of (1) strong selection into which innovations are patented, (2) the difficulty in connecting patent protection to specific products, and (3) the commercial sensitivity of product-level financial data. This paper presents the first randomized control trial to evaluate the commercial value of maintaining patent protection. In collaboration with a large multinational company, patents covering products in the marketplace were either abandoned or maintained at random. We then traced the effects of patent protection on product-level commercial outcomes using confidential internal data. On the margin, products protected by patents generated 35% more revenue for the firm, primarily through higher unit sales. Maintaining these patents was highly cost effective, yielding $67 in additional benefits for each dollar spent. Insomuch as the patenting behavior of the firm in our study is representative, our results suggest that firms should be maintaining more patent protection on products.

TIM: **Stigmatization in Market for Technology: The Impact of Patent Invalidity on Subsequent Patent Sales**

Author: **Anthea (Yan) Zhang**, *Rice U.*
Author: **Haiyang Li**, *Rice U.*
Author: **Zhuo Chen**, *China Europe International Business School (CEIBS)*
Author: **Yuandi Wang**, *U. of Science and Technology of China*

Some granted patents later get invalidated. In this study, we propose that patent invalidation may hurt an inventing firm's reputation in the market for technology and accordingly reduce the chance that the firm sells its other (valid) patents. With a sample of matched patents, we find that compared to patents owned by a firm without patent invalidation, patents owned by a firm with patent invalidation are less likely to be sold. We also find that the harm caused by patent invalidation is stronger if a focal patent is in the same technological class as the invalidated patent and it is stronger when a focal patent is at the middle stage of its life cycle than when it is new or approaches expiration date.

TIM: **The Dynamics of Private Trademark Enforcement: The Case of Indian Pharmaceuticals**

Author: **SHREEKANTH MAHENDIRAN**, *HEC Lausanne - UNIL*
Author: **Anthony Dukes**, *U. of Southern California -Marshall School of Business*
Author: **Chirantan Chatterjee**, *U. of Sussex*
Author: **Daniel Sokol**, *USC*

This research explores the role of trademark litigation in protecting a brand against future trademark infringement in markets where government enforcement is weak. Litigation can convey to potential counterfeiters that a trademark-holding firm would sue upon entry. We explore this idea empirically in the context of pharmaceutical trademarks in India using the framework of a stylized theoretical model. We construct a database of trademarks and examine litigation activity by certain trademark-holders. Our findings indicate that litigation reduces subsequent infringement. Because litigation can be extremely costly for a trademark-holding firm, it is worthwhile only when it has legal advantages in pursuing cases. Not all trademark-holding firms have such legal advantages and are, therefore, better off surrendering to infringers and incurring a cycle of settlements with future infringement.

TIM: **Disclosure Environment, Intangibles, and Product Market: Evidence from Patent-product Linked Data**

Author: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Author: **Rohin N Vrajesh**, *Department of Management and Technology, Bocconi U.*

This paper studies the link between intangible resources and their application in the product market. The resource-based view posits that rarer and more difficult to imitate resources enable superior performance, but embedding such resources in commercialized products may be difficult due to the leap in technological application they require. We find that more incremental, less novel intangible resources (patents) are more likely to be embedded in products. We also show that an exogenous change in the disclosure environment, shifting incentives from "first to invent" to "first inventor to file" is associated with a reduction in the scope of patents, consistent with the interpretation that firms "rush to the patent office": following this environmental change, products contain less novel patents, on average. Thus, this paper provides rare evidence on the actual commercial use of patents in products and how patent and environmental characteristics translate into product market innovation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **899** | Submission: **20278** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

Technological Change Track: The Future of Organizations

Session Moderator: **Abdul Hameed Pitafi**, *Sir Syed U. of Engineering and Technology Karachi*

TIM: **Investigating the Impact of Task Structure on Employee Agility: ESM as a Moderator**

Author: **Abdul Hameed Pitafi**, *Sir Syed U. of Engineering and Technology Karachi*
Author: **Shuhui Wu**, *School of Management, Hefei U. of Technology, Hefei, Anhui, China*
Author: **Minglun Ren**, *School of Management, Hefei U. of Technology China*

Drawing on communication visibility theory, current study analyzes the connections between task structure and employee agility through knowledge sharing and hiding. Given its considerable prevalence, the associated benefits of enterprise social media (ESM) with knowledge sharing and employee agility has not been well explored by previous studies. To bridge this research gap, this study examines the role of this digital technology that plays significant linkage between knowledge sharing, hiding, and employee agility. Using cross-sectional data collected from the Chinese employees, structural equation modeling (SEM) was used on 425 entries using AMOS version 24.0. The results of this analysis specify that task interdependence is significantly interconnected to knowledge sharing and knowledge hiding. Task complexity is observed to have a significant effect on knowledge sharing and a negative effect on knowledge hiding. This research results also specify that knowledge sharing is significantly connected with employee agility, whereas knowledge hiding is negatively associated with it. Knowledge sharing also mediates the connection between task interdependence, complexity and employee agility. Knowledge hiding also mediates the link between task interdependence, complexity, and employee agility. Furthermore, the use of ESM significantly strengthens the link between knowledge sharing and employee agility. However, ESM usage did not moderate the link between knowledge hiding and employee agility. The future directions and managerial implications of the study are discussed in the last section.

TIM: **How Things are Made Matters: The Effects of Technology on the Organization of Work**

Author: **Adrianto Adrianto**, *U. of Minnesota*
Author: **Avner Ben-Ner**, *U. of Minnesota*
Author: **Ainhoa Urtasun**, *U. of Navarra*

This paper examines the effect of production technologies, directly and indirectly through complexity and task interdependence, on outcomes important to the organization of work. Our study uses online job vacancy postings in the manufacturing sector during 2017-2021 to analyze technical occupations (i.e., engineers, technicians, and operators) in plants that implement one of six primary technologies: subtraction, forming, molding, additive manufacturing, chemical, and assembly. Controlling for different forms of automation, location, and other factors, we find that the differences in division of labor, specialization, and span of control among technologies are driven by differences in complexity. Additive manufacturing, chemical, and assembly are technologically more complex than forming, molding, and subtraction, and, as a result, they need more jobs to be designed, more tasks and skills to be bundled in a job, and fewer employees to be overseen by a manager. Moreover, each technology exhibits a distinct pattern of two forms of task interdependence—reciprocal and sequential, and therefore the effects on the three outcomes are more nuanced.

TIM: **Hybrid Innovation: Changes in Innovation Amid the Growth of New Work Concepts**

Author: **Katja Hutter**, *U. of Innsbruck School of Management*
Author: **Niclas Kröger**, *U. of Innsbruck School of Management*
Author: **Sebastian Peter Gauster**, *U. of Innsbruck School of Management*
Author: **Johann Fueller**, *U. of Innsbruck*

The global demand for new work concepts and the rapid expansion of collaborative information technology (CIT) have fundamentally changed how organizations collaborate and innovate. Based on the literature of innovation management, we aimed to elucidate the pervasiveness of CIT and the global demand for flexible means of innovation and their impacts on facets of innovation processes. Our action research revealed how hybrid work has changed an innovation agency's innovation process from running primarily in person to being almost fully remote and, in turn, following a hybrid approach. Our findings emphasize that the combination of certain tasks (e.g., novel innovation processes), human resource management (e.g., of team characteristics, leadership, and culture), and appropriate infrastructure (e.g., digital tools) has been essential for the agency to innovate in a hybrid setting. Moreover, rearranging its innovation processes for the new setting allowed the reconfiguration of people and innovation teams. Our results also indicate that building relationships, albeit crucial, presents significant challenges in hybrid settings and that though CIT tools have to be implemented, they do not necessarily foster innovation. Indeed, enhancing innovation capabilities requires understanding how to leverage those tools according to frequency, timing, and purpose. Meanwhile, in hybrid settings, offices can serve as a physical space for inspiration, personal interaction, and (tacit) knowledge exchange. Given those findings, the proper management of innovation tools and methods between remote and in-person work environments will be essential for future innovation managers.

TIM: **How do Organisations Experience and Use Algorithms to Transform Knowledge Work?**

Author: **Javier Ricardo Amaya Silva**, *Oxford U., Saïd Business School*
Author: **Matthias Holweg**, *U. of Oxford*

Recent advances in algorithmic technologies have led many to suggest that these could also be used to improve knowledge work, while others highlight the potential negative learning consequences in such contexts. In this paper, we study how algorithmic technologies are used to improve knowledge work in four areas of a multinational engineering firm. Our findings show that organisations engage in two fundamental pathways of transforming knowledge work: altering a specific task or reengineering an entire process. We also found that reengineering the process induces a necessary alteration of the knowledge regime in order to improve, or at least ensure, the quality of the constructed knowledge. In practice, this means that the ability to improve knowledge work with algorithmic technologies is primarily a function of the motivation, interpretations and means available, and not of the required skills to perform a task, as present studies commonly suggest. In the wider context of a digital transformation, it thus is possible to also automate tasks that require creativity and social interaction, provided the degree of novelty remains low.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

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Program Session: **900** | Submission: **20293** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Technology, Policy and Society Track: The Role of Government in Innovation

Session Moderator: **Songyang Wu**, *Queen Mary U. of London*

TIM: **How Can Governmental Venture Capital Improve Firm Innovation? The Role of Proactive R&D Management**

Author: **Songyang Wu**, *Queen Mary U. of London*
Author: **Lutao Ning**, *Queen Mary U. of London*
Author: **Shijun Mu**, *Queen Mary U. of London*
Author: **Shang Chen**, *Queen Mary U. of London*

Governmental venture capital (GVC) has emerged in recent years as a policy instrument for improving the survival and performance of firms. However, the extent of its effectiveness has been challenged in the recent literature. This paper, therefore, examines the effect of GVC on the technological innovation of firms with different R&D management patterns. Using an unbalanced panel of 4,999 firms listed on China's National Equities Exchange and Quotations from 2012 to 2019, our empirical results reveal that GVC funds can spur firm-level technological innovation. Furthermore, the positive impact of GVC funds is contingent on firms' implementation of high-level proactive R&D management. We contribute to the literature by underlining the role of GVC funds in augmenting firms' resources for innovation and the importance of proactive R&D management in resource utilization. Theoretical and managerial implications are discussed.

TIM: **The Role of Speedier Public Funding for Small High-Tech Firms**

Author: **Paige Clayton**, *Georgia Institute of Technology*
Author: **Evan Johnson**, *U. of North Carolina, Chapel Hill*

We exploit a unique programmatic shift in the U.S. Small Business Administration's small business technology seed funding programs to investigate whether shorter time periods between proof-of concept and seed stages in public venture capital (VC) allow firms to achieve greater technology and financial milestones. Our paper is motivated by an observation made by founders that federal funding is too slow. Through a series of two-way fixed effects regression models the sample of National Institutes of Health (NIH) recipient firms, we find that faster public VC leaders to greater technology outcomes on some metrics, but not all. Next, by exploiting exogenous variation in state match programs, we show that these results also are magnified by windfall state funding. Our findings have practical implications for policymakers and for entrepreneurial strategy. We contribute to the literatures on innovation policy, the federal SBIR/STTR programs, and provide new understanding of the role of timing in public venture finance and entrepreneurial strategy.

TIM: **Who is Swimming Naked When the Tide Goes Out? Governmental Pressures and Patent Inflation in China**

Author: **Qiu Shumin**, *East China U. of Science & Technology*
Author: **Guanchun Liu**, *Lingnan College/ Sun Yat-sen U.*

This paper explores corporate innovation distortion under governmental pressures on patent targets in China, revealing the cost of political legitimacy management. Utilizing the strengthened patent examination process that aims to prohibit inferior or dishonest patent applications in 2013 as a quasi-natural experiment, we observe a significant decline in the growth rate of utility model patent applications, and such a decline is more pronounced in government-reliant firms, such as state-owned firms, government-certified firms and public-funded firms. Given the purpose of patent regime improvement, we argue that the decline in utility model patent applications is an indicator of ex ante innovation distortions, i.e., to what extent firms' research investments are distorted away from novelty to strategic patenting to respond to government patent targets in exchange for political legitimacy. This research advances our understanding of corporate political strategy and institutional strategy by revealing the cost of managing political legitimacy, specifically how internal efficiency is lost and how long-term strategic focuses are distorted when firms comply with governments. In addition, it provides important implications for policy-makers in emerging countries regarding how to manipulate the strictness of the intellectual property rights (IPR) regime to facilitate the transition from technological catching up to the frontier.

TIM: **How Do State R&D Tax Incentives Affect Opportunity for Women and Minority-Owned Businesses?**

Author: **April Burrage**, *U. of Massachusetts Amherst*

This paper examines how state R&D policy affects underrepresented small business owners' participation in federal grant programs in high-tech sectors. I estimate the causal effect of state research and development (R&D) tax credits on funding to women and minority-owned businesses through the federal Small Business Innovation Research (SBIR) program, which explicitly is meant to foster participation of minority and disadvantaged persons in technological innovation. I use a doubly robust staggered difference in difference research design to account for variation in how and when states implement a R&D tax credit program. The results indicate that there are heterogeneous effects of R&D policies by state, with underrepresented business owners following similar trends post-adoption as non-underrepresented business owners. This suggests that while state R&D tax programs do seem to increase receipt of federal funding for small businesses, they are not differentially helping underrepresented small business owners receive federal funding.

TIM: **Understanding Innovation Management System in Law Enforcement Agencies**

Author: **Marina Carelli Reis**, *U. de São Paulo - USP*
Author: **Ana Paula Paes Leme Barbosa**, *U. of Sao Paulo*
Author: **Tiago Paz Lasmar**, *U. of Sao Paulo (USP)*
Author: **Mario Salerno**, *U. of Sao Paulo (FEA/USP)*

Even with the increased interest in innovation, research focused on the public sector is underdeveloped and scarce. Public organizations have opportunities and barriers to innovate that are different from those found in the private sector, in which innovation research usually focus. We know that public organizations embrace innovation to increase their performance, maintain their legitimacy and create public value. But to know how to organize to innovate in this sector more research is needed. In this context, this work will seek to examine the innovation management systems in law enforcement organizations. It relied on a multiple case analysis in five police agencies from different countries, through semi-structured interviews and document analysis. Overall, this study demonstrates an effort in systematizing innovation management in law enforcement organizations, but this is a very new endeavor for most agencies. We have identified that all the studied agencies have a dedicated structure for innovation, which varies in size and position in the agency's hierarchy. We described two types of innovation management systems: heavyweight and lightweight. They present different levels of breadth and depth of innovation activities and different strategic focuses. We also presented four propositions that help to better understand the roles and characteristics of innovation systems in these institutions. In brief, the different ways to organize offered interesting insights that we discuss through the Innovation management literature lens. It helped to better understand the roles and characteristics of innovation systems in one kind of public organization and the challenges they face to innovate systematically.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **901** | Submission: **20314** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Learning and Innovation Track: Ambidextrous Learning

Session Moderator: **Lindsey Raymond**, *Massachusetts Institute of Technology*

TIM: **Hiring as Exploration**

Author: **Lindsey Raymond**, *Massachusetts Institute of Technology*
Author: **Danielle Li**, *MIT*
Author: **Peter Bergman**, *U. of Texas at Austin*

This paper views hiring as a contextual bandit problem: to find the best workers over time, firms must balance “exploitation" (selecting from groups with proven track records) with “exploration" (selecting from under-represented groups to learn about quality). Yet modern hiring algorithms, based on “supervised learning" approaches, are designed solely for exploitation. Instead, we build a resume screening algorithm that values exploration by evaluating candidates according to their statistical upside potential. Using data from professional services recruiting within a Fortune 500 firm, we show that this approach improves the quality (as measured by eventual hiring rates) of candidates selected for an interview, while also increasing demographic diversity, relative to the firm's existing practices. The same is not true for traditional supervised learning-based algorithms, which improve hiring rates but select far fewer Black and Hispanic applicants. In an extension, we show that exploration-based algorithms are also able to learn more effectively about simulated changes in applicant hiring potential over time. Together, our results highlight the importance of incorporating exploration in developing decision-making algorithms that are potentially both more efficient and equitable.

TIM: **Inventor Knowledge Network Structural Holes and Ambidexterity Innovation in High-tech SMEs**

Author: **Feng Guo**, *Tianjin U.*
Author: **Na Luo**, *Tianjin U.*
Author: **Binger Guo**, *Tianjin U.*
Author: **Hongjuan Zhang**, *Tianjin U.*
Author: **Shaolin Xiong**, *Inventor*

Ambidexterity is important for firms to keep advantage and remain successful. Based on a framework of ability-motivation-performance, this study aims to investigate the effect of inventor knowledge network structural holes on ambidexterity innovation in high-tech SMEs and considers the contingency of government subsidies and intellectual property protection. We suggest that inventors’ knowledge network structural holes are an important yet understudied ability factor to balance the trade-off between exploration and exploitation and this relationship is influenced by the institutional environment (government subsidies and intellectual property protection). We further argue that ambidexterity innovation has a positive impact on high-tech SMEs’ performance. Based on a longitudinal data set of 8,928 inventors in firms listed in the High-Tech Innovation Board supports our arguments, we find an inverted U-shaped relationship between knowledge network structural holes and ambidexterity innovation. Meanwhile, government subsidies flatten the inverted U-shaped relationship while intellectual property protection steepens the curvilinear relationship. In addition, inventors' ambidexterity innovation is beneficial to firm performance. Theoretical contributions, practical implications, limitations, and future research avenues are discussed.

TIM: **Within and Cross-boundary Ambidextrous Learning, Dynamic Capabilities and Market Value**

Author: **Chiung-Yi Hwang**, *National Yang Ming Chiao Tung U.*

Base on organizational learning (OL) theory and dynamic capability (DC) perspective and from the perspective of capital market, we consider the microfoundations of DC and examine how external investors evaluate firms’ learning and alliance strategies for building DC and how their evaluations change under different resource conditions (i.e. firm age) and development directions (i.e. different generic strategies). With the sample of 340 public firms in the ICT industries in the U.S., we propose that investors are more worried about the failure of developing dynamic capabilities than the risks brought by ambidextrous learning (AL). Cross-boundary AL (especially complementary cross-boundary AL) can enhance investors’ appreciation firms’ OL and their market value. Investors’ concern about younger firms’ abilities to afford OL to build all dimensions of DC due to their newness can be compensated by cross-boundary OL strategy. Firms’ generic strategies shift their learning emphasis and influence their prioritization of different dimensions of DC and trade-offs among alliance portfolios.

TIM: **Exploring the Capacity for Learning and Transformation Role for Innovation Ambidexterity**

Author: **Arash Sadeghi**, *U. of Leicester*
Author: **Mandana Farzaneh**, *Faculty of Information Technology, Iran Telecommunication Research Center*

This research sheds new light on how intellectual Capital (IC) affects exploratory and exploitative innovation in the context of the healthcare sector. The context is important in establishing guidelines for the theory and in providing managers with specific managerial insights. A sample of 321 firms operating in the healthcare industry demonstrates Capacity for learning and Transformation (CLT) mediates the relationship between IC and innovation ambidexterity. This finding highlights that IC does not directly promote innovation ambidexterity. As such, IC plays an integral role in enabling CLT to be implemented effectively, which then affects innovation ambidexterity. In other words, firms cannot fully realize the potential of their IC and leverage it for innovation ambidexterity without implementing CLT. A further distinction is made in this study between knowledge depth and knowledge breadth. According to this study, knowledge breadth influences the effect of CLT on exploratory innovation in the indirect IC-exploratory innovation relationship. As an alternative, knowledge depth moderates the indirect IC-exploitative innovation relationship by influencing how CLT affects exploitative innovation. In light of this finding, firms can benefit from their IC that enables them to engage in CLT, which in turn enables them to innovate.

Session Type: **Paper Session**
Program Session: **902** | Submission: **20279** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Open Innovation Track: Open Data, Innovation & Science

Session Moderator: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*

TIM: **Increasing the Depth of Crowd Involvement: Decision Making and Co-creation Challenges in Science**

Author: **Julia Suess-Reyes**, *Ludwig Boltzmann Gesellschaft*
Author: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*
Author: **Robin Brehm**, *Ludwig Boltzmann Gesellschaft*
Author: **Marion Kristin Poetz**, *Copenhagen Business School*

A growing number of research projects involve both professional scientists and members of the general public ("crowds"). Although the contributions of crowds are often limited to narrow tasks such as data collection or data processing, policy makers and science advocates call for more extensive involvement, including highly collaborative "co-creation". However, co-creation can be defined in different ways, making it difficult to understand its potential benefits as well as challenges. To provide greater conceptual clarity, we propose a framework that distinguishes the breadth of crowd involvement across one versus multiple stages of a research project from the depth of crowd involvement at a given stage. We also argue that the key distinguishing feature of deep involvement and of co-creation is that crowd contributions go beyond effort and knowledge to include active participation in decision making. In the empirical part of the paper, we first apply this framework to characterize crowd involvement in ten co-created research projects across a range of fields. We then analyze qualitative data to explore challenges these projects faced, focusing on aspects that related specifically to crowd participation in decision making. Our findings contribute to ongoing debates around crowd involvement in science and suggest important avenues for future research on co-production in the context of science and innovation.

TIM: **To Share, Curate or Sell: Three Pathways of Using Data in Open Innovation**

Author: **Nikolai Kazantsev**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*
Author: **Cristian Ghernes**, *Oxford Brookes U.*
Author: **Jeremy Zwiegelaar**, *Oxford Brookes U.*
Author: **Roger Maull**, *U. of Exeter*
Author: **Alan W. Brown**, -
Author: **Tim Vorley**, *Oxford Brookes Business School*

The open data market size is estimated at €184 billion and is forecast to reach between €199.51 and €334.21 billion in 2025. Although the data volumes are increasing, the literature is still far from understanding the role of data in open innovation. This study asks: how can companies use data in open innovation? We interviewed 25 professionals in business transformation, data science, and domain experts in animal health to answer this question. First, we provide evidence of the role of data in open innovation for extracting value. Second, we theorize how data in inbound and outbound open innovation can be shared, curated, or sold. The study is limited by the selection of a highly regulated animal health industry and welcomes further research to confirm or extend its findings.

TIM: **When Citizens Judge Science: Social Impact, Representativeness, and Personal Interest**

Author: **Chiara Franzoni**, *Politecnico di Milano*
Author: **Henry Sauermann**, *ESMT European School of Management and Technology*
Author: **DILETTA DI MARCO**, -

An increasing number of organizations crowdsource the evaluation of scientific research projects, hoping to democratize research agendas and steer science towards greater social impact. However, there are important concerns about asking "citizens" without a professional scientific background to judge science. These relate, among others, to the criteria that citizens use to evaluate research projects, to consequences of the self-selection of participants, and to potential biases due to evaluators' personal interest. To examine these concerns, we collected over 2,300 crowd evaluations of four real research proposals using an innovative methodology. We find that lay-evaluators focus, as expected, on projects' potential social impact but also place significant weight on scientific merit and team capabilities. Citizens with a personal interest in the research topic are more likely to support a project, but they do not seem to hold "biased" assessments of social impact. Using a quasi-experimental design, we also show that the crowdsourcing mechanism matters: Mechanisms that impose a personal cost on evaluators who wish to support a project give greater voice to citizens with higher income and education, potentially undermining the democratizing potential of crowdsourcing. Our results inform current debates on the involvement of the general public in funding decisions and contribute to research on the organization of science, crowdsourcing, as well as crowdfunding.

TIM: **Signaling in the Academic Job Market – The Case of Open Access Publishing Agreements**

Author: **Gernot Pruschak**, *Bern U. of Applied Sciences*

Open access publishing has become more and more popular in the last two decades. Only recently, open access deals, also called offsetting agreements, transformative agreements, or open access publishing agreements arose as incubators of open access publishing by waiving individual authors' article processing charges. We ask the research question whether such open access publishing agreements managed to increase the share of open access publications in business research. We generate our theoretical model by drawing from signaling theory. To test this model, we conduct a bibliometric study among research articles, reviews and conference papers published in FT-50 journals between 2010 and 2019. We find that none of the FT-50 journals constitutes a gold open access journal (i.e. providing free access to all articles). Furthermore, our results show that the share of open access publishing among FT-50 journals is substantially lower than those from other disciplines. While junior scholars do not differ in their open access publishing behavior, the number of affiliated institutions and the number of affiliated countries have positive effects on open access publishing. We therefore call upon business research publishers and societies to establish gold open access journals, universities to educate junior scholars on open access publishing opportunities and national and supra-national agencies to negotiate open access publishing agreements on behalf of their dedicated research institutions.

TIM: **The "Dark Side" of Open Innovation in Emerging Markets: An Integrated Framework**

Author: **Joni Riihimäki**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Khuram Shahzad**, *U. of Vaasa*

Prior literature on open innovation (OI) has mainly focused on identifying the benefits of OI and how it has become a crucial part of a firm's innovation and new product development (NPD) while neglecting its "dark side" which hinders firms to gain full value in this pathway. Particularly, emerging markets, that are well-recognized for innovation, remained unmapped in terms of the challenges that OI brings. Therefore, the purpose of this research is to identify the firm- and individual-level factors causing OI failure while moderated by OI mindset and culture. We also investigate the impact of OI failure on the NPD performance of the firms. Based on data collected from 161 SMEs and MNEs from Turkey and Russia, the results highlight the significant moderating role of OI mindset and culture which is decreasing the negative impact of individual-level challenges on OI failure. Furthermore, it was found that OI failure often results in decreased NPD performance which in turn points out that firms cannot turn these failures into new opportunities. In general, this research paper assists firms to have a better inclusive view of the concept of OI and further encourages more future research to be done in this field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **903** | Submission: **20307** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Innovation and Competitive Strategy Track: R&D Strategy for Competitive Advantage

Session Moderator: **Manish Kumar Srivastava**, *Michigan Tech U.*

TIM: **Firm Age and Optimal Level of R&D: Implications for Firm Failure Risk**

Author: **Manish Kumar Srivastava**, *Michigan Tech U.*
Author: **Smita Srivastava**, *Wichita State U.*

The impact of R&D intensity on a firm's success or failure has been the subject of conflicting research in the past. Given the diversity of technological opportunities across industries and how a firm's challenges in R&D change over its lifecycle, we first investigate how age affects a firm's failure risk over its lifecycle and then examine how the optimum level of R&D intensity relative to the industry changes with age. Our study demonstrates the liabilities of adolescence and obsolescence through a sigmoid-shaped relationship between firm age and failure risk and a U-shaped relationship between R&D intensity relative to the industry average and firm failure risks. Our study highlights how the alignment between firm age and R&D intensity can mitigate the liabilities of adolescence and obsolescence.

TIM: **R&D Outsourcing in the Biopharmaceutical Industry and its Effect on Firm Innovation**

Author: **Vaibhav Mishra**, *Fox School of Business, Temple U.*
Author: **Solon Moreira**, *Fox School of Business, Temple U.*
Author: **Arjan Markus**, *Eindhoven U. of Technology*

Open innovation literature shows that complementarity between external and internal technological components is crucial for firms to sustain innovation that deviates from existing technological trajectories. Most research considers that external technological assets and capabilities can be bought or accessed collaboratively. This paper introduces Contracting Development Manufacturing Organizations (CDMOs) as a distinctive form of outsourcing specialized R&D assets and capabilities on a per-use rental basis instead of collaborating or directly controlling them. Such outsourcing allows firms to control downstream development processes and retain control of the rents that accrue after successful commercialization. This division of labor allows firms to focus on their inventive internal process and simultaneously access diverse CDMO capabilities, enabling them to generate destabilizing innovations. However, excessive CDMO outsourcing will harm a firm's ability to develop path-breaking innovations. We theorize and find empirical support for the idea that the reliance on CDMOs has an inverted U-shaped relationship with a firm's ability to produce destabilizing innovation. We then examine three absorptive capacity-related contingencies, namely R&D centralization, intrafirm R&D collaboration, and the average R&D workforce experience as relevant moderators for this baseline relationship. We test our arguments in the context of the Biopharmaceutical industry and find overall support for our hypotheses.

TIM: **Innovation in Stigmatized Industries: Liability or Assets?**

Author: **Long Su**, *U. of Kansas*
Author: **Minyoung Kim**, *U. of Kansas*

We investigate how organizational stigma affects innovation performance. Drawing on technological innovation and organizational stigma literature, we develop a theoretical framework on the relationship between organizational stigma and social evaluation of firm innovation by two types of social audiences —inventors and stock market investors. We maintain that organizational stigma lowers innovation performance of the firms operating in stigmatized industries, because inventors and stock market investors would negatively evaluate the scientific and economic values of their innovation, respectively. Results of empirical analysis with patent- and firm-level data of U.S. public firms and propensity score matching techniques provide corroborating evidence in support of the negative scientific evaluation by inventors. However, we find contradictory results for the economic evaluation by stock market investors: unlike our theoretical prediction, organizational stigma, in fact, enhances innovation's economic value. Post-hoc mediating and moderating effect analyses to investigate the contradictory findings reveal more nuanced theoretical mechanisms underpinning the positive economic value of innovation in stigmatized industries: stigmatized industries tend to have lower product market competition, which, in turn, can bring higher rents for investors.

TIM: **R&D, Coopetition, Knowledge Spillovers and Implications for Innovation**

Author: **Farzana Chowdhury**, *Durham U. Business School*

Recent research on innovation management and strategy has demonstrated that coopetition and knowledge spillover matter for innovation, but so does a firm's own Research and Development (R&D). Conditional to a firm's own R&D investment, this study makes a theoretical investigation into the role of two knowledge sourcing strategies --- coopetition and intra-industry knowledge spillovers for a firm's innovation and imitation. Based on an analysis of a matched sample of 17,859 UK firms during 2002-2014, we demonstrated why and under what conditions firms will a) invest in internal R&D, b) engage in coopetition, and c) access knowledge spillovers.

TIM: **Shadow Options as an Engine of Innovation: Emergent Uses of Corning's Glass-based Innovations**

Author: **Pierpaolo Andriani**, *Kedge Business School*
Author: **Gino Cattani**, *New York U.*

Our goal in this paper is to study the process through which the shadow options embedded in existing and novel technologies emerge and are converted into real options. Despite recognizing the existence of shadow options, extant research has not yet offered a systematic analysis of what they are and how they manifest. By tracing the shadow options of Corning's specialty-glass technologies, we shed light on the main patterns that characterize shadow options and their emergence in a corporate setting. The study on Corning explicates how firms can pursue an innovation strategy by exploiting the shadow options embedded in their technologies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **904** | Submission: **20327** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

People and Innovation Track: Can AI promote Creativity and Innovation?

Session Moderator: **Sebastian Gregor Bouschery**, *RWTH Aachen U.*

TIM: **AI-Augmented Creativity: Overcoming the Productivity Loss in Brainstorming Groups**

Author: **Sebastian Gregor Bouschery**, *RWTH Aachen U.*
Author: **Vera Blazevic**, *Radboud U. Nijmegen*
Author: **Frank T. Piller**, *RWTH Aachen U.*

This paper investigates how artificial intelligence, in particular transformer-based language models like GPT-3, provide a highly scalable solution for augmenting human creativity and overcoming the productivity loss in interactive brainstorming groups. We conduct a one-factorial between-subjects lab experiment, in which participants brainstorm ideas for a common question. Additionally, we complement results with qualitative insights. We compare nominal groups (humans brainstorming individually), interactive groups (humans brainstorming together as a team), hybrid groups (a human brainstorming together with an AI), and AI-only control groups. Our results indicate that hybrid groups outperform both interactive and nominal groups in terms of the number of generated ideas and perform on par in terms of brainstorming creativity while requiring only half the human resources. Furthermore, our study suggests that AI could even replace human ideation altogether. We discuss why such an interpretation of our findings might be too hasty and shortsighted, consider important implications, and derive avenues for future research.

TIM: **AI in Innovation: How Does AI Impact Recombinant Complexity?**

Author: **Yangyang Deng**, *U. of Melbourne*
Author: **Liang Chen**, *Singapore Management U.*
Author: **Kwanghui Lim**, *U. of Melbourne*

Artificial intelligence (AI) as a powerful emerging technology is deemed to impact a wide range of industries. Recent research focuses on AI's automation and efficiency improvement, but little do we know about AI's role in cognitively demanding tasks, such as innovation. This study explores this question by examining how AI can augment inventors in dealing with innovation complexity. While the increasing complexity in searching and combining technologies is a major challenge for current innovation, AI might be a possible solution since it is highly efficient in complex contexts. However, AI also reflects and even amplifies biases in historical data and may mislead humans. Therefore, this paper discusses whether and how AI can augment inventors in innovation. The results show that AI alone does not have positive effects on improving inventors' performance in dealing with innovation complexity, but it can augment inventors with high knowledge breadth and large networks. This study provides empirical evidence on AI's augmenting effects in cognitive tasks and identifies knowledge accumulation and network as two important complementary factors in working with AI. This study also provides insights for future discussions on AI's role in other cognitive tasks at higher levels (e.g., teams or organizations).

TIM: **Artificial Intelligence-Based Knowledge Management: 9-Square Grid AI-Based KM Model**

Author: **Mu-Yen Hsu**, *National Chengchi U.*
Author: **Michael Juin-Yi Han**, *National Chengchi U.*

Although artificial intelligence (AI) has been significantly developed, it is usually regarded as supporting tools for experts to combine the explicit information in the Knowledge Management (KM) literature. The implicit assumption is that knowledge creation still depends on the creativity of human being. In this paper, we falsify the assumption by a case study of the knowledge creation activities conducted by a Software as Medical Device R&D team in one teaching hospital. Then, besides the 4 traditional knowledge conversion modes (socialization, externalization, combination and internalization) in SECI Model, we add five knowledge conversion modes (modeling, encoding, machine learning, explaining and verifying) into the knowledge creation process, and extend 4-quadrant SECI Model to 9-square grid AI-based KM Model, which is expected to be appropriate Knowledge Management model for guiding the knowledge creating process in the AI age.

TIM: **AI-Made Art is Worth Less But Can Increase the Perception of Human Creativity**

Author: **Carl Blaine Horton**, *Columbia U.*
Author: **Sheena S. Iyengar**, *Columbia U.*

The rapid growth of AI programs capable of producing artwork on par with humans (dubbed "synthography") raises new questions and concerns for artists and scientists alike. Will the value of human labor decrease, as has occurred during industrial revolutions of the past? Will lay persons evaluate AI-made art and human-made art differently? And how will collaborations (e.g., when human artists use AI tools) impact the creative value of both humans and technology? Taking a psychological perspective, the current research examines the bias against AI-made art on multiple dimensions (e.g., perceptions of creativity and skill as well as estimates of monetary value and labor). Using different experimental designs, we find this bias can be strengthened or weakened depending upon the salience of comparisons being made. What is more, by labeling a single piece of art as either human-made, AI-made, or collaboratively made in different conditions, we explore how perceptions of human creativity and labor are both increasing or decreasing as a function of these new technologies. That is, beyond documenting a robust bias against AI-made art across multiple dimensions and examining which dimensions this bias is stronger on, we demonstrate that the comparison of human and AI-made art can increase the perception of human creativity under select conditions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **905** | Submission: **20296** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation and Competitive Strategy Track: Driving Business Model Innovation

Session Moderator: **Angel Sharma**, *UNSW Sydney*

TIM: **Business Model Innovation Intensity: The Interplay of Emotional Ambivalence and Future Focus**

Author: **Angel Sharma**, *UNSW Sydney*
Author: **Josh Keller**, *UNSW Sydney*
Author: **George A. Shinkle**, *UNSW Sydney*

How do decision makers' mixed feelings about the firm's situation influence the propensity of firms to innovate their business model? We integrate theoretical logics from the social psychology literature on ambivalence and temporal focus to examine how emotional ambivalence affects business model innovation and how organizational future focus affects this relationship. We hypothesize the main effect of emotional ambivalence, and the moderating effect of temporal focus on business model innovation intensity. We test our hypotheses using a novel computer-aided text analysis of letters to shareholders and earnings call transcripts of S&P 500 firms between the years 2004 and 2020. We find a direct negative association of emotional ambivalence with business model innovation intensity and a moderating effect of organizational future focus which flips this negative relationship to positive. Our findings highlight the interplay between emotions and cognition in business model innovation. We discuss the implications of our findings for the literature on business model innovation and emotions in strategy.

TIM: **The Role of Digital Alignment and Strategic Flexibility in Shaping Business Model Efficiency**

Author: **Marco Balzano**, *Ca' Foscari U. of Venice*
Author: **Andrea Ciacci**, *U. of Genoa*
Author: **Giacomo Marzi**, *IMT School for Advanced Studies Lucca*

The purpose of this study is to explore the relationship between digital alignment and business model efficiency in small and medium-sized enterprises (SMEs) in the manufacturing industry in Italy. Digital alignment is operationalized as comprising both strategic decision support and operational support. The research employs a quantitative approach, using regression analysis and a necessary condition analysis on a sample of Italian SMEs. The results show that digital alignment, both in terms of strategic decision support and operational support, enhances business model efficiency. Additionally, the study finds that strategic flexibility strengthens the relationship between strategic decision support and business model efficiency. This study is among the first to operationalize digital alignment as comprising both strategic decision support and operational support, and it sheds light on the role of strategic flexibility in the relationship between digital alignment and business model efficiency.

TIM: **Low-Carbon Digital Business Model Innovation: A Renewable Energy Case Study from Thailand**

Author: **Apichai Riddiboot**, *Asian Institute of Technology*
Author: **Yuosre F. Badir**, *Asian Institute of Technology*

Global warming is the problem caused by excessive amount of greenhouse gases (GHG) in the earth's atmosphere. Reducing GHG emissions to counteract global warming is now everyone's mission on a global scale. Businesses are setting goals to lower their carbon footprint to demonstrate their social responsibility by taking part in variety of carbon reduction initiatives and incorporating them into their business models to meet the GHG reduction goals. Drawing on literatures on sustainable innovation and digital technologies, this article examines a business model innovation (BMI) that occurs in a Thai renewable energy production company, whose primary activity is wholesaling renewable electricity to the state-owned utilities under long-term power purchase agreements (PPA). The company's goal is to become a regional leader in clean energy. The case study shows that by altering its current business model with creative concepts and technologies, it will be able to adapt to the changing industry and able to create new values—aside from clean electricity —for a wider range of customers who can participate in decarbonization for global sustainability.

TIM: **Appropriability and Competition between Complementors: Copyright and Music Business Models** ☯ 💻

Author: **Charles Baden-Fuller**, *Bayes Business School*
Author: **Nicola Searle**, *Goldsmiths, U. of London*

Business model competition between downstream complementors can undermine the profits of innovators, even when appropriation conditions are strong. Analysing the relationship between music labels (innovators) and user-facing complementors in the music industry, we explore how competition between complementor business models can moderate innovator profits despite strong intellectual property rights (copyright). The pace of technological change in the digital economy has led to tumultuous years for music innovators, with a dramatic drop in music revenues accompanied by a diversification of complementor business models. Profiting from innovation in the digital economy has become increasingly difficult. Using a deep analysis of 25 years of music industry business models, and an analysis of 400 music industry publications, we construct a detailed picture of music innovators and their relationships with complementor business models. We draw important conclusions for refining our understanding of the profiting from innovation framework of David Teece, as it relates to the digital age, and for our understanding of ecosystem development and competition.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **906** | Submission: **10345** | Sponsor(s): **(TIM, STR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Multi-Sided Platforms: Demise or Renaissance?

Moderator: **Ted Ladd**, *Hult International Business School*
Participant: **Paolo Aversa**, *City U. London*
Participant: **Tommaso Buganza**, *Politecnico di Milano School of Management*
Participant: **Annabelle Gawer**, *U. of Surrey*
Participant: **Grace Gu**, *USC Marshall School of Business*
Participant: **Andrei Hagiu**, *Boston U.*
Participant: **Daniel Trabucchi**, *Politecnico di Milano School of Management*
Participant: **Marshall Van Alstyne**, *Boston U.*
Participant: **Feng Zhu**, *Harvard U.*

Multi-sided platform marketplaces connect at least two groups of customers together, enabling complex value creation and capture systems. They have dominated entire industries over the last decade, attracting billions of users and dollars of capital. Platformization seemed like an unbeatable business strategy. Even during the pandemic, platforms thrived where "traditional" companies suffered. What a difference a year makes. The market valuations of platforms have crashed. Many are laying off significant numbers of employees. Some are enduring the departure of significant numbers of users. Are platforms dead? Is this a cyclical pause? Or is this the beginning of something else? Perhaps an evolution of the platform business model into something even more powerful and inclusive? This Symposium assembles the world's experts on platforms to debate where platforms are and where they are going. The session will conclude with a discussion among the panelists and audience for a research agenda to guide future efforts in this evolving field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **907** | Submission: **19900** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 9:00AM - 4:00PM ET (UTC-4)** at **Offsite** in **Boston Public Library**

OB Division Making Connections Micro-Community Coffee Hours

Organizer: **Katelyn Zipay**, *Purdue U.*
Organizer: **Margaret M. Luciano**, *Penn State U.*

Micro-communities are an important part of the OB Division and provide the opportunity to connect with other scholars who share common interests. To support our micro-communities, a subset of communities with gather, each for an hour, throughout the day to connect, have a coffee and treats, and build community. Micro-communities hosting a coffee hour will communicate the time and location with its members via listservs and other community communications.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **908** | Submission: **19903** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 9:00AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom**

OB Division Spotlight: The Integration of Organizational Behavior & Artificial Intelligence (AI)

Organizer: **Ronald F. Piccolo**, *U. of Central Florida*

The integration of organizational behavior (OB) and artificial intelligence (AI) will be featured during the OB Division's Plenary session at the 2023 annual meeting of the Academy of Management. Expert panelists will present examples of how AI has influenced research designs, access to and analysis of data, and fundamental research questions in the OB domain. The session will also include small group discussions of how AI will affect scholarly research, journal publications, pedagogy, student assignments, teaching, and consulting. The session will conclude with a description of opportunities and risks associated with the integration of OB and AI.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **909** | Submission: **19870** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 7:30AM - 8:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

STR Plenary Breakfast

Division Chair: **Michael J. Leiblein**, *Ohio State U.*

The STR Plenary Breakfast precedes the STR Plenary in the same room. Please join us for coffee and light breakfast, and an opportunity to interact with distinguished plenary speakers and colleagues in an informal setting.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **910** | Submission: **10356** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 9:30AM - 11:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

HR Division Plenary

Moderator: **Jill Ellingson**, *U. of Kansas*

Join us for the HR Division Plenary featuring exclusive talks from our distinguished award winners, where they share their insights on contemporary management and organizational issues. This session offers a unique opportunity to gain firsthand knowledge from recognized scholars and leaders in the field of human resources.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented | Selected as a Best Paper

Session Type: **Meeting**
Program Session: **911** | Submission: **20078** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 9:30AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

AMLE Showcase Session: On Paradox & Management Education & Learning

Presenter: **Josh Keller**, *UNSW Sydney*
Presenter: **Marco Berti**, *UTS Business School*
Presenter: **Simone Carmine**, *IESEG School of Management*
Presenter: **Bill Harley**, *U. of Melbourne*
Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

This paper development workshop is focused on the AMLE Special Issue on Paradox.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **912** | Submission: **21035** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 9:45AM - 11:15AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Of Rollercoasters and Resilience: Drivers and Impacts of Extreme Change in Organizations

Session Moderator: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*

ODC: **Extremeness of Organizational Change: Individual and Institutional Effects**

Author: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*
Author: **Garima Garg**, *U. of Massachusetts, Amherst*
Author: **Radu Vlas**, *Central Connecticut State U.*
Author: **Mzamo P. Mangaliso**, *UMass Amherst*

Do CEOs enact or suppress their personalities depending on the institutional pressures they face? How does their perception affect their comfort with extreme change in organizations? We investigate how institutional discretion affects extremeness of change in organizations and focus on the mediating role that CEO self-monitoring may play. We claim that the institutional discretion allowed to managers has an indirect effect on the extremeness of strategic changes enacted in organizations through the manifestation of CEOs' self-monitoring. We find support for the mediating role of CEO self-monitoring such that in high discretion countries, CEOs tend to monitor their behaviors to a smaller degree and this further leads to more extreme changes enacted by their organizations. Our theorizing contributes to upper echelons theory by bridging most recent developments in national-level managerial discretion literature with CEOs' self-monitoring. Our study extends theory's applicability in the social psychology research.

ODC: **A Serendipitous View of Strategic Leadership in Corporate Radical Innovation**

Author: **Zhiyan Wu**, *Erasmus U. Rotterdam*
Author: **Weiru Chen**, *China Europe International Business School (CEIBS)*
Author: **Jiexiang Wang**, *School of Business Administration, Zhejiang Gongshang U.*
Author: **Yang Yang**, *School of Business Administration, Zhejiang Gongshang U.*

Much of the scholarship on strategic leadership and corporate innovation has traditionally adopted an omniscient view of CEOs, investigating how CEOs deliberately engineer opportunities to carry out radical innovation. This literature has abstracted away the serendipitous nature of innovation activity, and we advancing a serendipitous view of strategic leadership in incubating radical innovation. The research find that the altruistic disposition of the CEO exposed him to several serendipitous encounters, and that the alertness of the CEO nudged him to flexibly exploited those serendipitous opportunities which eventually led to the successful incubation of decentralized platforms that enable the entire industry. These findings plausiblize the serendipitous view of strategic leadership, and inform a nuanced understanding of intrapreneurial change pathways to radical innovation.

ODC: **Shades of Resilience and Differential Outcomes: Insights from Indian Corporates in Pandemic Lockdown**

Author: **Simy Joy**, *Independent Researcher*
Author: **Priya Rajeev**, *Indian Institute of Management, Kozhikode*
Author: **Sumelika Bhattacharyya**, *IESE Business School*

In the context where environmental disruptions are increasing in frequency, intensity and longevity (Covid-19 pandemic being a prime example), survival and business continuity often become greater strategic concerns for organizations than performance. Both scholars and practitioners consider resilience as a key organizational capability that ensures survival and business continuity. Much of the literature on resilience is conceptual, and defines resilience and its outcomes in a wide range of ways. What resilience looks like in practice and whether it generates outcomes as predicted are less known as empirical studies on the topic are scarce. In this paper, based on a qualitative study of 41 Indian companies that underwent severe disruptions during the Covid-triggered nationwide lockdown, we show that it is not just the presence (or absence) of resilience, but also the nature of resilience that is instrumental in shaping the organizational outcomes differently. Drawing on the findings, we call for de-obfuscating the concept of resilience and empirically grounded models for depicting its outcomes.

ODC: **The Emotional Rollercoaster of Change: Employees' Affective Trajectories During Radical Change**

Author: **Christina Hagl**, *LMU Munich School of Management*
Author: **Rouven Kanitz**, *Rotterdam School of Management, Erasmus U.*
Author: **Shaul Oreg**, *Hebrew U. of Jerusalem*

How employees respond affectively to radical organizational change has significant implications for the change's success and employees' well-being. Most empirical research has taken a static view of employees' affective responses, with little insight into their development overall, and during change in particular. To learn about the nature and consequences of employees' affective trajectories during change, we conducted a seven-wave study, over 13 months, in an HR service firm undergoing a radical organizational restructuring. Using latent growth curve modeling, we capture employees' high activation pleasant (HAPA) and unpleasant affective (HAUA) trajectories from the initiation to the complete implementation of the change. Our findings show that, on average, employees' HAPA (HAUA) trajectories take on a u-shaped (inverted u-shaped) form. Our results also show that organizational identification prior to the change is associated with inter-individual differences in HAPA (but not in HAUA) trajectories, such that the higher the employee's identification, the narrower the trajectories, involving stronger increases in HAPA as the change advances. In turn, HAPA (HAUA) trajectories predict employees' willingness to support the change and their turnover intentions at the end of the restructuring. Our findings advance knowledge on the nature of change recipients' affective trajectories, and on their antecedents and outcomes.

ODC: **How Changes in Work and Family Role Salience Following COVID19 Threat Affect Turnover Intention**

Author: **Jihyun Shin**, *Yonsei U.*
Author: **Jimin Kwon**, *Yonsei U.*
Author: **Boram Do**, *Yonsei U.*

Not only are we getting through a pandemic, but more recently, we are suffering from a "Quitting pandemic," which refers to the rush of resignations spanning across industries and generations. We note that the prevalence of actual and perceived threats of contagion will exert a substantial influence on behaviors in organizations. We further attempt to develop a theoretical model in which the perceived threat of COVID19 is proposed to predict employee turnover intention through its influence on work role and family role salience. Integrating terror management theory with life role salience constructs, we predict that the perceived severity of COVID19 will be negatively related to work role salience while being positively related to family role salience. The changes in each role salience will, in turn, increase turnover intention. In addition, we specify a boundary condition (work demand) that affects the aforementioned relationships. Based on the data collected at three-time points, we employed a structural equation modeling approach to empirically test the hypotheses. The results partially supported the hypothesized model. Theoretical and practical implications are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **913** | Submission: **20251** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Gig Work, Labor Market Intermediaries, and I-Deals

Session Moderator: **Abisola Coretta Kusimo**, *Stanford School of Engineering*

CAR: **The Evolution of the Gig Economy in the Field of Management: A Systematic Review and Synthesis**

Author: **Qingyang Xu**, *Southampton Business School, U. of Southampton*
Author: **Mina Beigi**, *Southampton Business School, U. of Southampton*

Scholarly publications on the gig economy have had an exponential growth in recent years. In the management field, the proliferation of publications on the gig economy and a lack of a holistic overview of how this scholarship has evolved makes it very difficult for researchers to take solid steps towards advancing its theoretical groundings. To outline the life cycle of gig economy research and theorisation, we conduct a comprehensive systematic literature review that traces its evolution in the management field by uncovering evolving trajectories of this scholarship. Informed by the levers of theorising lens, we deconstruct the theorising process in the gig economy research into bite-sized components to identify the dominant approach in each component. Also, by providing a universal map of research topics in the gig economy, we illustrate the areas that deserve more scholarly attention and highlight how addressing such gaps can play a key role in our theoretical understanding of the gig economy.

CAR: **Gig Work as a Career**

Author: **Michael Koch**, *Brunel Business School, Brunel U. London*
Author: **Sarah J. Park**, *U. of Leicester*

Gig work is an increasingly commonplace type of work in the contemporary economy. Even though more and more people engage in gig work, little research has investigated gig work from a careers perspective. This qualitative, interview-based study examines the career-related scripts of 50 individuals active on platforms such as Fiverr, Upwork and PeoplePerHour. We find that the individual experience of gig work does not uniformly fit into a narrow, negative vision of a 'digital cage' which sees gig work as a dead end in an individual's career. Many individuals regard gig work as a vital building block of their future, and exercise considerable agency in the development of their careers in the gig economy. Our research elucidates why individuals choose gig work and how it fits into their career plans.

CAR: **The Miseducation of a Labor Market: When Labor Market Intermediaries Create Expectation Gaps**

Author: **Abisola Coretta Kusimo**, *Stanford School of Engineering*
Author: **Melissa Valentine**, *Stanford U.*

Prior studies examining the impact of labor market intermediaries (LMIs) on labor market outcomes focus on the LMI's services or the characteristics of employers or aspirants. In this paper, we draw on an 18-month ethnographic study of an LMI to focus instead on the "expectation gap" that LMIs can inadvertently create through their interactions with aspirants and employers, especially as they work to legitimate and develop a market for a newly upskilled workforce. We explore what happened as this LMI worked to establish legitimacy with both sides of the market. We found that they structured widely different expectations about the value each side would get from a market match - in this case, internships that converted to full-time jobs. Employers expected to hire skilled workers while offering low quality jobs, while aspirants came to value furthering their education hoping for higher quality jobs. The LMI got engagement from both sides, but this expectation gap meant few internships converted to employment. Nearly half of aspirants remained unemployed, despite many open jobs. LMIs can be promising vehicles for social mobility, but may need to address divergent market expectations, especially as they work to legitimize their approach and the market they help structure.

CAR: **Co-Workers' Fairness Perceptions of Other's Idiosyncratic Deals: A Conceputal Process Model**

Author: **Sona Gachayeva**, *U. of Edinburgh*
Author: **Maryam Aldossari**, *Royal Holloway School of Business and Management*
Author: **Sara Chaudhry**, *U. of Edinburgh*
Author: **Susan E. Murphy**, *U. of Edinburgh*

When some employees are granted idiosyncratic deals (i-deals) to satisfy their individual work needs, their co-workers might perceive unfair treatment and exhibit organizational behaviors that decrease the inteded benefit of these arrangements. The acceptance of i-deals, therefore, and their ultimate benefits largely depend on co-workers' fairness perceptions about i-deals. Yet our understanding of factors shaping co-workers' fairness perceptions of i-deals, is limited. This paper proposes a conceptual process model of co-workers' fairness perceptions of i-deals that they observe for others and captures the factors impacting those perceptions. Our central argument in developing this model is that co-workers' fairness perceptions are shaped throughout the i-deal implementation process that entails four phases: negotiation process, allocation of i-deals, communication of arrangements, and consequences of i-deals. The study has important implications for i-deals literature, as it shifts attention from predominant social comparison and equity dynamics and introduces a more comprehensive model of co-workers' fairness perceptions shaped throughout the i-deal implementation process.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **914** | Submission: **20254** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Occupational and Organizational Commitment in Careers

Session Moderator: **Samantha D. Hansen**, *U. of Toronto Scarborough*

CAR: **Trajectories of Psychological Contract Breach, Organizational Commitment, and Behavior**

Author: **Samantha D. Hansen**, *U. of Toronto Scarborough*
Author: **Yannick Griep**, *Radboud U., Netherlands*

This study examined the dynamic nature of organizational commitment (OC) using latent class growth modeling to better understand the complex relations among psychological contract (PC) breach (its absence and accumulation), OC, and performance. We used time-sensitive methods and analyses to overcome limitations associated with traditional methods used in the PC literature. We surveyed 164 Belgian employees and their supervisors for 10 consecutive weeks, resulting in 1117 observations. We found five theoretically relevant OC trajectories for employees who experienced PC breach: Continuous Decline, Positive Accommodation, Re-Commitment, Sustained Commitment, and Continuous Elevation. In contrast, we found two for employees who did not experience PC breach: Sustained Commitment and Continuous Elevation. The highest levels of PC breach accumulation were characterized by Continuous Decline, whereas the lowest were characterized by Positive Accommodation or Re-Commitment. Moreover, employees who demonstrated Continuous Decline had the lowest supervisor-rated performance and OCB, and the highest CWB. In contrast, those who demonstrated Sustained OC or Continuous Elevation, regardless of PC breach accumulation, had the highest performance and OCB, and the lowest CWB. Our findings challenge implicit assumptions in the PC literature, underscoring the importance of temporal research.

CAR: **Commitment is Not Enough! How and When Occupational Commitment Influence Turnover Intention**

Author: **Hongsong Guo**, *Central U. of Finance and Economics*
Author: **Fei Zhu**, *Central U. of Finance and Economics*
Author: **Yanjun Guan**, *Chinese U. of Hong Kong*

Studies typically posit that employees with high occupational commitment are reluctant to leave the current organization. However, when it comes to the explaining mechanisms and boundary conditions between occupational commitment and organizational turnover intention, existing perspectives are no longer reasonable in the current era, ignoring the possibility of employees seeking career development across organizations in the context of protean career. Drawing on the theory of career motivation and the unfolding model, we argue that occupational commitment can promote employees' motivation for job crafting, thereby reducing organizational turnover intention. This dynamic will be restrained or even subverted when faultlines are strong. At this point, servant leadership can act as a “adhesive”, mitigating the negative shock of faultlines on organization's talent retention. Two studies—a survey and an experiment—provide support for our reasoning. Our results indicate that employees with high occupational commitment may exhibit more extreme attitudes and behavioral responses when faced with a terrible working environment. Theoretical and practical implications are discussed.

CAR: **Turnover Intentions in Mixed-Gender Combat Units: A Longitudinal Study of Commitment and Prestige**

Author: **Tal Harel**, *Faculty of Social Sciences and Department of Psychology, Ariel U.*
Author: **Abira Reizer**, *Abira Reizer, Associate Professor. Ariel U. Israel*
Author: **Uzi Ben-Shalom**, *the Dept. of Sociology and Anthropology, Ariel U., Israel*
Author: **Yaniv Kanat-Maymon**, *Interdisciplinary Center (IDC) Herzliya*
Author: **Meni Koslowsky**, *emeritus Ariel*

This study examines a longitudinal model in which organizational prestige is suggested as a potential mediator explaining the associations between type of unit (mixed gender versus non-mixed gender) and two important organizational outcomes: turnover intentions and affective organizational commitment. The sample consisted of male combat soldiers (N=280) in mixed-gender units (N=130) and non-mixed-gender units (N=150) serving in similar roles. The study was performed at three different points during the soldiers’ training period. We utilized a linear mixed-effects model to examine the long-term effects of turnover intentions, organizational commitment, and unit prestige. In addition, structural equation modeling was performed to test the longitudinal mediation model. The findings showed long-term effects and different patterns between the mixed-gender and non-mixed-gender units in turnover intentions, commitment and organizational prestige. In addition, the hypothesized model was supported, with prestige mediating the relationship between unit type and organizational commitment. The longitudinal design applied here was used to determine causal relationships and long-term effects of turnover intentions, organizational commitment, and prestige among mixed-gender and non-mixed-gender units in order to gain a deeper understanding of their dynamics. The research findings suggest organizational prestige can be applied to military organization research and advances our understanding of how mixed-gender units impact significant organizational outcomes.

CAR: **"I’m Stuck and it Sucks": A Study on Career Plateau, Negative Emotions, and CWB**

Author: **Kara Ng**, *Alliance Manchester Business School, U. of Manchester*
Author: **Wei-Ning Yang**, *King's College London*

Career plateauing has been described as an emotionally unpleasant stage associated with destructive work behaviors, yet there is little theoretical justification or robust evidence to support such claims. This study contributes a theoretical framework for the relationships between career plateauing, emotions, and counterproductive work behaviors (CWB). Building on the stressor-emotion model of CWB, we propose that when career plateauing is perceived as threatening, negative emotions result that then lead to CWB. We also predict that the strength of this process depends on individuals’ emotion regulation ability. Through regression analysis of data from 193 UK-based employees across three time points, our study finds that both hierarchical and job content plateauing are associated with negative emotions and indirectly related to CWB via negative emotions; neither plateau type is directly related to CWB. Moreover, lower emotion regulation ability strengthens the relationship between job content plateauing and negative emotions, leading to more CWB. This study offers a novel theoretical explanation of how plateauing affects employees’ emotions and deviant behaviors. It also provides important practical guidance for managers by showing that plateaued employees are not inherently problematic to the organization. By proactively understanding and managing plateaued individuals’ feelings, managers can more likely prevent negative emotions from triggering deviant behaviors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **915** | Submission: **10047** | Sponsor(s): **(CAR, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Novel Perspectives on Gender and Careers

Session Chair: **Shoshana Schwartz**, *Christopher Newport U.*
Organizer: **Shoshana Schwartz**, *Christopher Newport U.*
Organizer: **Pooria Assadi**, *California State U. Sacramento*
Discussant: **Brittany Bond**, *Cornell U.*
Presenter: **Shoshana Schwartz**, *Christopher Newport U.*
Presenter: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*
Presenter: **Tiantian Yang**, *U. of Pennsylvania*
Presenter: **Emma Williams-Baron**, *Stanford U.*
Presenter: **Claire Daviss**, *Stanford U.*
Participant: **Peter Cappelli**, *U. of Pennsylvania*
Participant: **Yang Yang**, *Rowan U.*
Participant: **Ming De Leung**, *U. of California, Irvine*
Participant: **Tingting Nian**, -
Participant: **Erin Macke**, *Stanford U.*

Despite an increased societal focus on gender equity, gender disparities in career outcomes persist. The persistence of gender disparities in career outcomes despite heightened societal interest in gender equity may indicate that there is more to be learned about how the gendered nature of work and family systematically advantages men. In this proposed symposium, four papers will provide the audience with novel perspectives on gender and careers. The symposium will begin with a paper presenting a new approach to understanding gender differences in the work performed by men and women and associated gender differences in career advancement by focusing on the skill requirements of jobs. The second presentation will then demonstrate how gender differences in mentoring low-performing junior employees – which can be conceptualized as a type of non-promotable work – is a factor that contributes to gender disparities in career advancement. Then, the remaining two papers will focus on motherhood and work, as motherhood is a key factor associated with gender disparities in careers. Specifically, the third paper will present novel insights into whether and when mothers decide to seek to reenter the labor market after taking time out of the workforce. Finally, the fourth paper will present research on an accountability intervention demonstrated to be effective at reducing bias against mothers in hiring decisions. Overall, our session aims to contribute to the grand challenge of gender disparities in work-related outcomes by furthering our understanding of both challenges and potential solutions relevant to women's careers.

Gender Differences in Job Requirements: Evidence Within Careers and Across Cohorts

Author: **Shoshana Schwartz**, *Christopher Newport U.*
Author: **Peter Cappelli**, *U. of Pennsylvania*
Author: **Yang Yang**, *Rowan U.*

Gender Differences in Managerial Supervision of Low Performing Jr Employees at a Fortune 500 Firm

Author: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*
Author: **Ming De Leung**, *U. of California, Irvine*
Author: **Tingting Nian**, -

When Do Women Seek Reemployment? Perceived Challenges and Constrained Preferences

Author: **Tiantian Yang**, *U. of Pennsylvania*

Accountable for Bias: An Experimental Intervention to Decrease Motherhood Penalties in Hiring

Author: **Emma Williams-Baron**, *Stanford U.*
Author: **Claire Daviss**, *Stanford U.*
Author: **Erin Macke**, *Stanford U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **916** | Submission: **12513** | Sponsor(s): **(CAR, MOC, MED)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Future Directions in Identity Construction Research

Organizer: **Carolina Bysh**, *Durham U. Business School*
Organizer: **Olga Epitropaki**, *Durham U.*
Panelist: **Andrew D. Brown**, *U. of Bath*
Panelist: **Michelle Hammond**, *Oakland U.*
Panelist: **David Sluss**, *ESSEC Business School*
Panelist: **Heather Ciara Vough**, *George Mason U.*
Panelist: **Sarah Wittman**, *George Mason U.*

Identity construction has been widely studied, garnering scholarly attention from different epistemological and methodological traditions. Especially research on the identity construction process of identity work has prospered in recent years. Identity construction is a fascinating field of study for management scholars with important implications for the individual at work. Identity construction enables individual growth and empowerment, allowing the individual to take an agentic approach towards their own development. The aim of the panel is to integrate and review existing research on identity construction, address current debates, and offer research recommendations to advance the field. In addition to discussing fundamental assumptions within the identity construction field, the speakers will explore the role of multiple identities, context (work and non-work identities) and temporality (past, present and future identities). The symposium intends to highlight the valuable contribution of identity construction research to the management field, point to emerging trends and offer a springboard for future research in this domain.

Session Type: **Paper Session**
Program Session: **917** | Submission: **21060** | Sponsor(s): **(CM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Negotiating Processes

Session Moderator: **Katja Woelfl**, *WU Vienna U. of Economics and Business*

CM: **Changing Directions - Counterfactual Reflection in B2B Negotiations**

Author: **Katja Woelfl**, *WU Vienna U. of Economics and Business*
Author: **Lutz Kaufmann**, *WHU Otto Beisheim School of Management*
Author: **David Ketchen**, *Auburn U.*
Author: **Craig R. Carter**, *W. P. Carey School of Business, Arizona State U.*

To perform well in negotiations, preparation is vital. However, only focusing on the upcoming negotiations is not sufficient to become a great negotiator. Reflecting upon past negotiations and thinking about how the outcome could have been different through counterfactual reflection helps negotiators to improve their negotiation performance in future negotiations significantly. Yet not all counterfactual reflection is equally effective. In this research project, we depart from the dominant correlational approaches to employ a configurational approach. We draw on the functional theory of counterfactual thinking and previous research on negotiations to explore the effectiveness of counterfactual reflection for buyers and sales managers based on the complex interplay of sets of factors characterizing their concluded B2B negotiation – specifically negotiation setup factors (i.e., firms' power balance), process factors (i.e., tactics used), and outcome factors (i.e., economic success). We further examine if there are differences between buyers and sales managers. Based on our configurational approach consisting of 129 interviews (65 buyers and 64 sales managers) and a fuzzy-set qualitative comparative analysis, we find several different pathways to both effective and ineffective counterfactual reflection, some of which are common among both buyers and sales managers and some that are unique to the different roles. Our inductive analysis unpacks the underlying mechanisms behind the identified paths and configurations. On a high level, the uncovered mechanisms suggest that negotiators' counterfactual reflection is effective in situations the negotiator feels in control of and ineffective in situations where B2B negotiators are either too satisfied or unable to identify what went wrong. We draw from role identity theory to explain uncovered differences between buyers and sales managers. Changing the perspective on negotiations and using an innovative methodological approach allows us to challenge and expand theory and research on negotiations and counterfactual thinking and provide recommendations on how to avoid that practitioners fail to learn from their past negotiation experiences.

CM: **I'm Curious…Do Negotiators Have to Give Up Value When the Relationship Matters?**

Author: **Alexandra A. Mislin**, *American U.*
Author: **Ece Tuncel**, *Webster U.*
Author: **Robin L. Pinkley**, *Southern Methodist U.*

We examine the lay belief that negotiators must give up value to protect their relationship; then we consider the effects of strategically conveying curiosity on relationship and outcome satisfaction. In a series of experiments (N= 1004), we show that curiosity cues help build attraction with counterparts, which in turn enhances relationship and outcome perceptions, even when the outcome is disadvantageous for counterparts, or the negotiation ends in impasse. Thus, curiosity cues introduce an emotional-motivational dimension to tried and true negotiation tactics that allows negotiators to claim the deal terms they want without jeopardizing relational outcomes.

CM: **How Long Should We Dance? Longer Exchanges of Offers in Negotiations Harm Negotiators' Satisfaction**

Author: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Author: **Einav Hart**, *George Mason U.*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*

We report results from four studies, including lab experiments and text analysis of negotiations (total N = 2,488), to study the influence of negotiation dances —the exchange of offers in a negotiation. We find that longer negotiation dances (longer exchanges of offers) harm process satisfaction, relationship satisfaction, and interest in interacting with a negotiation counterpart in the future. We show that the harmful effects of long dances are specific to the dance length, and not the overall length of the negotiation interaction. Our findings advance our understanding of the offer exchange process in negotiations and provide practical guidance for balancing economic outcomes (which may be advanced by long negotiation dances) and relational outcomes (which may be advanced by shorter negotiation dances).

CM: **Bank to the Future: Non-Specific Compensation as the Foundation for a Prosperous Negotiation**

Author: **McKenzie Rees**, *Brigham Young U.*
Author: **Brian Gunia**, *Johns Hopkins U.*
Author: **Michael Rosenblum**, *U. of Notre Dame, Mendoza College of Business*

Many interpersonal relationships are characterized by dependence, requiring most individuals, especially employees, to engage in negotiation on a regular basis. The current work views negotiations more broadly than most previous research, as processes unfolding in the context of extended relationships. This view produces new insights into the negotiation strategies available before bargaining, which are particularly important for dependent individuals, who may need to compensate for their lack of leverage at the bargaining table. Specifically, we integrate negotiation theory with social exchange theory to suggest that dependent individuals can productively deploy reciprocal forms of exchange during the planning phase of a negotiation, not just negotiated forms of exchange during the bargaining phase. Our theory focuses on one form of reciprocal exchange, non-specific compensation (NSC), in which individuals to seek to compensate each other at different times with different resources. Five studies (a field study at a major university, an archival study in the U.S. Senate, and three experiments) document two of NSC's foundational forms (purchase banking and favor banking), features (timing and explicitness), and effects on objective and subjective negotiation outcomes. Our theory helps to integrate two parallel literatures that have developed in isolation (on negotiation and social exchange), and our findings offer new insights into the important but understudied ways in which individuals without much bargaining leverage can nevertheless achieve their objectives.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **918** | Submission: **10939** | Sponsor(s): **(CM, OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Creating Stronger Ties: Building and Managing Social Connections in the Workplace

Organizer: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Participant: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Presenter: **Jared R. Curhan**, *MIT Sloan School of Management*
Participant: **Hillary Anger Elfenbein**, *Washington U. in St. Louis*
Participant: **Shirli Kopelman**, *U. of Michigan, Ann Arbor*
Participant: **René Paulson**, *Elite Research LLC*
Presenter: **Juliana Schroeder**, *U. of California, Berkeley*
Participant: **Ayelet Fishbach**, *professor*
Presenter: **Jiabi Wang**, *U. of Chicago Booth School of business*
Participant: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Participant: **Alex Koch**, *U. of Chicago Booth School of business*
Presenter: **Charles Adam Dorison**, -
Participant: **Bradley DeWees**, *United States Air Force*
Participant: **Julia Alexandra Minson**, *Harvard Kennedy School*

Fostering strong social connections between conversation partners is crucial to psychological well-being and productivity in the workplace (Olguin et al., 2008; Holt-Lunstad, 2018). However, people often struggle to effectively connect with their conversation partners (Mastroianni et al., 2021; Collins et al., 2022; Boothby et al., 2018), resulting in conflict escalation, lower task performance, and higher stress (Sarfati et al., 2020; Kluger & Itzchakov, 2022; Robinson et al., 1995). The current symposium delves into how to build social connections in work-related conversations. The five presentations in this symposium call attention to how people build interpersonal connections at work, provide guidance on how to better facilitate relationship satisfaction, and note potential caveats in developing strong social bonds. These presentations offer advice to researchers and practitioners on how to construct communication environment that better facilitate workplace efficiency and relationship satisfaction.

The Mutual Satisfaction Effect in Negotiation

Author: **Jared R. Curhan**, *MIT Sloan School of Management*
Author: **Hillary Anger Elfenbein**, *Washington U. in St. Louis*
Author: **Shirli Kopelman**, *U. of Michigan, Ann Arbor*
Author: **René Paulson**, *Elite Research LLC*

The Joy of Feeling Known: Relationship Satisfaction Depends More on Feeling Known Than Knowing

Author: **Juliana Schroeder**, *U. of California, Berkeley*
Author: **Ayelet Fishbach**, *professor*

Reminders Undermine Impressions of Genuine Gratitude

Author: **Jiabi Wang**, *U. of Chicago Booth School of business*
Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Author: **Alex Koch**, *U. of Chicago Booth School of business*

Beyond Accuracy: The Reputational Costs of Independent Judgment Aggregation

Author: **Charles Adam Dorison**, -
Author: **Bradley DeWees**, *United States Air Force*
Author: **Julia Alexandra Minson**, *Harvard Kennedy School*

You Agree? Then We Think alike! People Overgeneralize Agreement on Outcomes to Agreement on Reasons

Author: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Author: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **919** | Submission: **20351** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Exposing Racisms and Other Inequalities

Session Moderator: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*

CMS: **Becoming an Anti-Racist Organization and the Politics of Being Woke**

Author: **Patricia Tiimah Naya**, *U. of Massachusetts, Boston*
Author: **Alessia Contu**, *U. of Massachusetts, Boston*
Author: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*

The racialized events of 2020 offer a crucial historical context for racial equality movements. Many organizations faced public pressure to respond to this moment. Some leaders opted to issue anti-racism proclamations--statements that explicitly embrace the cause of racial justice by espousing a commitment to dismantle racial inequality through organizational action. However, the consequences of such pronouncements for members' every-day experiences remains unclear. In this qualitative study of an American university, we examine student and faculty response to top administrators' anti-racism proclamations. We find that the ambiguity of such statements contributed to pervasive fear of both appearing excessively and insufficiently "woke." Wokeness--a recognition of racial inequality that produces a posture of readiness to respond to its realities--thus emerges as a crucial domain of meaning making for determining the success or failure of anti-racism proclamations.

CMS: **When Feminisation Reaches the Platform Experiences of Men in Care Work**

Author: **Sai Amulya K**, *Assistant Professor Indian Institute of Management Ahmedabad*

While several studies examine platformisation and the future of work from a gendered perspective. However, media coverage and academic scholarship on the platform economy are divided in terms of their focus – (migrant) men involved in the supposedly "masculine" and visible work of construction, driving, and delivery, and the invisible care work performed by women workers and the challenges involved in both. Based on patchwork ethnography and interviews with male workers in two feminised care professions (cleaning and salon work), this paper makes a case for feminisation of platform work beyond the mere presence of women, and explores the material contexts within which male workers enter (platformised and not-platformised) feminised care work, their views on platformisation, their resistance to and co-optation of platform work.

CMS: **Narrative and Representational Ethics and Profit in the Marvel Cinematic Universe**

Author: **Nandita Roy**, *Indian Institute of Management, Calcutta*
Author: **Gaurav Gupta**, *NEOMA Business School*
Author: **Indranil Biswas**, *NEOMA Business School*

This paper contributes to Business Ethics literature by examining and unpacking the complexities of narrative ethics in shared universe franchises, a part of the ever-growing business of storytelling. Businesses in this space transform and improvise ethical positions to align with popular notions of ethical and popular sentiments. We use hermeneutic analysis to deep dive into Marvel's adoption of narrative ethics as a storytelling strategy while building its cinematic universe to repackage and re-represent its comic book properties across various mediums to cater to distinct but overlapping audience expectations. We problematize the question of whether storytelling businesses use narrative ethics for profit, or garner profit for ethics and find that narrative ethics in Marvel stories vary according to mediums. Finally, we propose a narrative ethics framework to understand the ethics of storytelling businesses.

CMS: **Human Resource Practices for Addressing Inequality**

Author: **Mohammad Jasim Uddin**, *Canterbury Christ Church U.*
Author: **Farhad Uddin Ahmed**, *Lecturer at Brunel Business School, Brunel U. London*
Author: **Pei-Lee Teh**, *Monash U., Malaysia*
Author: **Jashim Uddin Ahmed**, *North South U.*

Inequality has been a consistent problem in many contemporary organizations. However, little is known about how human resource practices are shaped by institutions to address inequality in the context of a complex institutional setting. To fill up this research gap, we collected rich qualitative data from Bangladeshi garment factories by employing interviews, artifact observation, and archives. Using institutional theory, our findings contribute to the extant literature by identifying three institutional mechanisms (i.e., capturing, controlling, and concealing) that shape HRM practices to persist inequality. Our findings indicate that the fair enforcement of institutional pressure is critical to enable human resource practices to reduce inequality. This study offers practical implications and suggestions for further research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **920** | Submission: **20122** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Commodified Migrant Labor and Supply Chain Socialization

Session Moderator: **Rashedur Chowdhury**, *U. of Essex*

CMS: **Fluid or Entrenched Inequalities? Dilemmas of Tackling Disadvantages in Migrant Support Work**

Author: **Laura Kangas-Müller**, *Aalto U., Department of Management Studies*

This paper explores the constructions and uses of varied forms of disadvantage in organizational discourse and practice of a non-profit organization supporting refugees and migrants. Drawing from ethnographic fieldwork, I examine how disadvantage is constructed through intersections of gender, ethnicity, and class, and show how the intersectional approach deployed by the organization manifests in the simultaneity of fluid and entrenched inequalities and interplay of three tensions: disadvantage as (1) individualized vs. categorical, (2) relative vs. cumulative, and (3) resolvable vs. ambiguous. Through connecting Crenshaw's notion of political intersectionality to Fraser's theorization of politics of recognition and redistribution, I discuss how through this interplay of varied constructions of disadvantage, the organization seeks to reconcile the objectives of recognition/redistribution. Finally, I reflect on the implications in terms of both disrupting and reproducing inequalities along the axes of gender, ethnicity and class.

CMS: **In the Name of the Law: A Study of Undocumented Immigrants' Experiences of Legal Violence**

Author: **Roya Derakhshan**, *Bocconi U.*
Author: **Rashedur Chowdhury**, *U. of Essex*

We study the lived experience of undocumented immigrants in Italy through the lenses of various immigration laws and associated legal frameworks. By doing so, we also examine the adequacy of current moral guidelines and principles that define the normative ground rules for protecting undocumented immigrants. We find that, despite their acquired social legitimacy, immigration laws and frameworks often generate legal violence. The multifaceted and complex nature of legal violence can undermine core moral values and manifest in three key mutually reinforcing forms: normative violence, symbolic violence, and identity violation. Our study reveals that undocumented immigrants' experience of legal violence is mainly due to moral precepts that fail to provide explicit moral clarities according to context-specific complexities. We find that moral issues embedded in convoluted forms of violence can be addressed through transformation processes such as reforming legal institutions and frameworks. More importantly, to counter legal violence in organizational and societal settings, we require an integrative moral and legal system. By this we mean that every single law and decree that is developed in this regard, as well as the way it is executed by powerful actors and institutions in the society, must conform to the micro moral principles of organizations. The aggregate of these reforms (through micro principles actions) has to be aligned with macro boundaries set by core human values that shape moralities in broader societies.

CMS: **The Precarity of the Kafala System: South Asian Blue-Collar Workers in the GCC**

Author: **Masud Chand**, *Wichita State U.*

About half the population and 70% of the workforce in the Gulf Cooperation Council (GCC) countries is made up of migrant workers. Around 60 % these are from South Asia, with most working in blue-collar professions. Workers in the GCC are usually brought in under the kafala system where the sponsor, usually the employer, is responsible for both the worker's employment and residence. This often leads to a situation where the worker cannot leave employment or even the country without the sponsor's permission and can facilitate the exploitation of workers. We employ three theoretical lenses at different analytical levels to study the kafala system. We briefly study the positioning of the GCC countries through the World System's Theory. We then examine the societal structures that underpin the kafala system and explore how individual migrant working conditions are affected through these, including intersections of gender, class, nationality, and race. We look at numerous cases of blue-collar migrant workers from South Asia and synthesize some themes that emerge, including workers bound to their employers in an asymmetrical relationship, the difficulties of protecting the most vulnerable workers, the importance of home country engagement, the need for recognition of racial hierarchies in non-white settings, and the importance of studying these issues from a south-south perspective. We conclude by discussing some potential steps that various stakeholders can take and point out directions for future research.

CMS: **Socializing Supply Chains Beyond Binary Views of Labour and Society**

Author: **Tommaso Pio Danese**, *U. of Genoa*

In a cascade system of causes, supply chains can be considered as the main locus of labour exploitation. Supply chains are the basis if we aim to understand exploitation. However, I argue that if we are to study how to achieve decent work, we need more research about the role of civil society organizations, given their proximity to workers and their needs. So, this paper aims to show the role of civil society in the promotion of decent work in supply chains. For this purpose, I investigated four civil society organizations drawn from field research conducted in Italy. These organizations are: Comunità Africana di Brindisi, Casa Sankara, NoCap and Fuorimercato. These cases were investigated by applying sensemaking theory and the concept of sensegiving, reviewed through Freire's thought to address this theory critically. As a result, I envision sensemaking as a reflection leading to actions and sensegiving as actions to be critically recalled. First, I investigated their sensemaking, namely how these cases frame working conditions in their organizational fields. Second, I studied their sensegiving, which is how they influence the main sensemaking processes in their environments. The findings reveal that these four organizations, through their institutional work, reorganize decent work deficits by framing labour-related issues together with different social problems (e.g., immigration, housing, health) and through the enactment of creative solutions that overcome the boundaries between labour and production, other than between natives and immigrants in a common labour fight. This proposed analysis is part of an ongoing doctoral research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **921** | Submission: **19494** | Sponsor(s): **(CMS, OB, OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Scholars as Workers in the Leadership Industries: Performance Pressures and Professional Identities

Organizer: **Eric Guthey**, *Copenhagen Business School*
Session Chair: **Sverre Spoelstra**, *Copenhagen Business School*
Participant: **Laura Empson**, *Bayes Business School*
Participant: **Mary Uhl-Bien**, *Texas Christian U.*
Participant: **Kevin B. Lowe**, *U. Of Sydney*
Participant: **Dan Karreman**, *Copenhagen Business School Department of Management, Society and Communication*
Participant: **Nick Butler**, *Stockholm U.*

This panel symposium will assemble leadership scholars from several different countries and disciplinary contexts to discuss in a self-reflexive manner their own participation as front-line workers in the leadership industries. Questions to be addressed include: what do we see when we direct toward ourselves the types of conceptual frameworks and critical tools that we normally apply to the labor dynamics and working conditions that confront leaders, managers, and their employees? What are the terms of employment, financial incentives, professional aspirations, and intrinsic rewards that induce leadership scholars to engage in the leadership industries? What price of admission do academics pay for gold card membership in the corporate leadership development, consulting, and speaking club, with all of its perks and benefits, in terms of scholarly values, research ethics, and professional integrity? How do different scholars in diverse contexts negotiate this exchange and value their return on investment, not only in terms of financial gain, but also in terms of research access and revelance to practice? Conversely, what kinds of constructive influence can leadership scholars hope to exert over the leadership industries, and what might these industries look like without scholarly input or intervention? What important insights and non-transferable skills do scholars bring to the table, and how can we leverage our position as scholars to redress those shortcomings of the leadership industries that some colleagues have criticized, complained about, or outright derided in their research?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **922** | Submission: **20387** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Technology, Occupations, & Identity

Session Moderator: **Abderrahim Nekkache**, *Alliance Manchester Business School, U. of Manchester*

CTO: **Examining the Reconstruction of Professional Identity Content in the Digitalisation of R&D.**

Author: **Abderrahim Nekkache**, *Alliance Manchester Business School, U. of Manchester*
Author: **Barbara Ribeiro**, *Alliance Manchester Business School, U. of Manchester*
Author: **Andrew James**, *Alliance Manchester Business School, U. of Manchester*

This paper investigates how industrial scientists reconstruct their professional identity content and the factors shaping this process in the context of the digitalisation of a large UK firm. Drawing on identity theory and social identity theory literature, a new conceptual model is built to shed light on how scientists who conducted their work manually (i.e. 'analogue' scientists) went on to construct two different social identities following the implementation of digital tools in their organisation. Through acquiring membership to new social groups and performing new roles, analogue scientists transitioned into 'hybrid' or 'digital' scientists. Our research contributes to the literature on identity construction by illustrating how new social identities are constructed and manifested through the enactment of multiple role identities in the context of digitalisation and identifying the factors that drive this process. Further, as opposed to previous studies, we argue that when dealing with digitalisation, workers do not freely exercise their agency for identity construction but the latter is restrained and shaped by organisational control and setting and the materiality of digital tools. Finally, we offer new empirical evidence of the mutual construction of professional identity and the materiality of digital technologies.

CTO: **Across the Board: AI in Chess Increases Occupational Complexity and Salience of Holistic Identities**

Author: **Johannes Dahlke**, *ETH Zürich*

The game of chess has long been used as a testbed for artificial intelligence (AI) research. At the same time, the diffusion of AI applications has also affected the knowledge work conducted by chess grandmasters. I investigate how the technological paradigm shift from rule-based systems towards connectionist AI (i.e., neural network models) has led this occupational community out of an era of creative depression and into an era of strategic innovation; and show that this development is driven by changes in human-AI interaction. Drawing on grounded theory, I conduct interviews with world-elite chess players and machine learning engineers developing chess programs. I find that the developments in AI have subjected chess grandmasters to increased occupational complexity stemming from analytical ambiguity, technological diversity, and game-theoretic uncertainty. Members of the occupation have responded by instantiating new occupational identities as machine-behavior specialists, meta-experts, and domain scientists that are interrelated in a holistic network of identities. Resolving dissonance between networked identities depends on the human's and the technology's characteristics, as well as second-order effects in the socio-economic environment. I theorize that identity work to achieve consonance between identities determines the degree of conjoined agency of human-AI ensembles and meaningfulness in knowledge work.

CTO: **The Future of the Professions Revisited: A Boundary Work Perspective on Digitalization in Dentistry**

Author: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Author: **Anastasia Sergeeva**, *Vrije U. Amsterdam*
Author: **Fabian Hable**, *Vrije U. Amsterdam*

Existing research has recognized that the introduction of new technologies is not affecting individual occupational groups in isolation but is likely to trigger change in relationships and roles across multiple occupations. Less is known, however, about the process of boundary work that shapes the outcomes of new technology introduction for the professions. We explore this question in our process study of digital dentistry, tracing the emergence and development of teleorthodontics companies that use MedTech platforms to decouple teeth-straightening from the orthodontist's practice. Building on 27 interviews and unique archival data, we show how teleorthodontics companies first engaged in competitive boundary work, then shifted to collaborative and eventually ended up with blurring and embedding boundary work with the profession. We find that the process resulted in the shifting boundaries between the dentistry and orthodontics, where the lower-status profession of dentistry increasingly took over orthodontic tasks which was enabled by MedTech platforms. Our analysis explains that this outcome emerged as an unintentional and ironic consequence of the boundary work efforts by the orthodontics professional association to shut down teleorthodontics. We discuss implications for the literature on new technologies, professions and boundary work.

CTO: **Identity Fluidity**

Author: **Jaylon Sherrell**, *Harvard Business School*

An increase of remote work has in-turn spurred employee activity within virtual environments, leading to an even greater need to understand how employee behavior may be influenced from activities taking place within a digital domain. Nevertheless, due to improvements in technology, being within virtual environments allows for greater customization of users' avatars. I propose a new construct, termed identity fluidity, where individuals are able to modify multiple relatively inelastic aspects of themselves that constitute their identity, increasing their freedom to modify their most salient identities at-will. The construct of identity fluidity is further defined, coincided with a discourse regarding the potential impacts of practicing identity fluidity, requirements for it to be practiced, as well as potential constraints on the construct. Theoretical and practical implications are discussed accordingly.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **923** | Submission: **20383** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Technology & Healthcare Work & Practice

Session Moderator: **Ninna Meier**, *Aalborg U.*

CTO: **Socio-Emotive Practices for Team Coordination Around Algorithmic Tools**

Author: **Zoe Jonassen**, *NYU Stern School of Business*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Algorithmic decision support tools can facilitate team coordination in fast response organizations characterized by uncertainty and high stake and fast decision making. However, for algorithmic tools to be useful, organization members must interpret and act upon the input, and members are often averse to doing so. In this 12-month ethnographic study of pediatric emergency teams using an algorithmic decision support tool to detect the risk of sepsis in children called sepsis alert, we examine how teams coordinated their work around the tool. In response to the sepsis alert firing, teams experienced uncertainty and feelings of frustration. In the cases of successful coordination, we observed teams using three proactive socio-emotive practices—contextualized anticipating, wherein detailed knowledge was shared early on, emotional signaling, in which emotive expressions were adapted to the severity of sickness of the child and enhancing others whereby team members are appreciated for their work. These practices allowed teams to overcome uncertainty and frustration in order to engage in collective tool-based reflection, while in the failed cases they did not. By reconceptualizing algorithmic decision-making as a team-level as well as an individual-level process, and as an emotional as well as a cognitive, social, and material process, this paper develops new theory on algorithmic decision making and informs practice on how to sustain wellbeing across staff members.

CTO: **Always Already Imperfect: Exploring Infrastructures of Expertise and Algorithmic EMS Work**

Author: **Ninna Meier**, *Aalborg U.*
Author: **Kasper Elmholdt**, *Aalborg U.*

Artificial intelligence (AI) is gaining traction within many areas of expertise. Drawing on fieldwork within an Emergency Medical Response (EMS) unit, we explore the ways in which AI become embedded within an infrastructure of expertise to detect cardiac arrest. We analyze how emergency medical response work is practiced through three distinct yet interwoven forms of expertise: clinical, relational, and technological. Together, these three forms of expertise are embedded in a larger infrastructure that reaches beyond the EMS unit and that must be configured locally, in each individual call, according to what the situation in the call requires. We show that expertise in this setting revolves around a doubt/trust nexus where algorithmic inputs are used and works in several ways, also when it is not responding to a call, depending on how doubt/trust is configured.

CTO: **Relational Factors of Documenting Practice in Patient Care**

Author: **Michael Richard Cauley**, *Vanderbilt U.*
Author: **Yunmei Wang**, *Case Western Reserve U.*

The author proposes a framework for understanding factors that lead to feelings and dispositions of health care practitioners and affinity for patients through documentation practices in electronic medical record (EMR) systems. A survey was conducted with 450 respondents of factors which theoretically contribute to a greater understanding of clinician feelings and dispositions of patient care: Care through Charting, clinician feelings and dispositions toward the patient through documenting in EMR systems, IT Support, EMR Feedback, and Commitment to Helping and their effects on Affinity for Patient. The author also considered Faith as a boundary of the whole system within which the clinician's use of EMR systems occurs. This research suggests affinity for patient is affected by feelings and dispositions from the practitioner toward the patient in EMR documentation practices. Care through Charting ($B = .438$, $p < .001$), IT Support ($B = .239$ $p < .001$), and Commitment to Helping ($B = .451$, $p < .001$) had a direct, positive relationship with Affinity for Patient. EMR Feedback ($B = -.303$, $p < .001$) had a direct, negative relationship with Affinity for Patient. The moderation of faith on the relationship between commitment to helping and affinity for patient suggests the practitioner becomes more reliant on the feelings and dispositions of affinity for patient when reliance on faith decreases.

CTO: **Decoupled Learning Among Medical Trainees and Artificial Intelligence**

Author: **Bryan Spencer**, *City U. of Hong Kong*

We know little about how artificial intelligence (AI) is reshaping work and professions. Organizational scholars studying how technologies change work and professions often focus on the use of technologies in the workplace. However, artificial intelligence's influence begins with development, prior to use. Existing research elides the complexities of how the development of AI is influencing work and professions, despite its importance in shaping outcomes. To address this, I conducted a 13-month ethnographic study of an elite teaching hospital, "Southern Eye Hospital," one of the first hospitals in China to establish an AI Department. This paper aims to contribute to an understanding of how the development of artificial intelligence is changing the way medical trainees work and learn in a divergence from "learning by doing" to "learning by data work." To accomplish this, I draw on scholarship from learning in communities of practice and routine dynamics. I illustrate how the development of AI has implications for learning with "decoupled learning," which emphasizes how certain forms of expertise achieved by trainees and artificial intelligence models may be too abstract to transfer into real world application.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **924** | Submission: **20379** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Digital Transformation 2

Session Moderator: **Marin Jovanovic**, *Copenhagen Business School*

CTO: **The Co-Evolution of Digital, Commercial, and Transformational Practices: Unfolding the Digital...**

Author: **Wiktoria Salwa**, *Copenhagen Business School*
Author: **Sof Thrane**, *Copenhagen Business School*

Incumbent firms increasingly develop adaptive digital services that allow a high degree of scaling and customization. However, the digital service commercialization process requires understanding digital practices and commercial practices as well as the role that digital infrastructure plays in these practices. More importantly, as social and material activities are inherently entangled, firms must understand transformational practices of problematizing, envisioning, and testing digital solutions. However, we know little about how the digital service commercialization process unfolds as an incumbent firm's digital maturity progresses through the co-evolution of digital, commercial, and transformational practices. To address this research gap, we examine a longitudinal single case study of a world-leading bank's effort to develop a digital infrastructure that would simultaneously allow adaptive digital service delivery at the corporate customer front-end and, at the same time, leverage scalability at the back-end. The study presents a process-based framework as Delta bank progresses from provisional digital services to more adaptive digital services. Each phase of the process is divided into digital, commercial, and transformational practices that co-evolve over time from initially diverging, then locally converging, and finally entangling in the last phase. The study contributes to the practice theory perspective on digital service, and the evolutionary perspective on digital transformation more broadly. Keywords: commercialization process, digital practices, practice theory, digital transformation

CTO: **Scaling Agility for Digital Transformation: How Organizations Manage Arising Tensions**

Author: **Julian Frey**, *U. of Bamberg*
Author: **Axel Hund**, *Neu-Ulm U. of Applied Sciences*
Author: **Daniel Beimborn**, *U. of Bamberg*

Scaling agility has emerged as a response by incumbent organizations to take on digital transformation efforts. However, scaling agility comes with organizational challenges, especially tensions that need to be addressed. Therefore, we employ an exploratory common process case study series design to answer the following research questions: Which tensions underlie scaling agility efforts, and how can they be resolved? We identify four tensions and demonstrate resolution strategies to manage these tensions. With this, we seek to uncover how scaling agility can be designed to minimize tensions and maximize the effectiveness of scaling agility. In doing so, we provide valuable insights for researchers and practitioners.

CTO: **A Knowledge-Based Perspective on Digital Transformation**

Author: **Wenshuo Wang**, *Warwick Business School*
Author: **Jochem T. Hummel**, *Warwick Business School*
Author: **Joe Nandhakumar**, *U. of Warwick*

Digital transformation has been disrupting how business should be operated almost in all industries. There is a rich literature on how disruptions happen in organizations' structures, business models, and value proposition, however, limited insight into the role of knowledge in such disruptions has been provided. Organizations in digital transformation face a conundrum that they are likely to disrupt the foundational knowledge on which their organization structure and processes are built, because the digital transformation they are pursuing is also transforming knowledge profoundly. Thus, it is crucial to understand how digital transformation disrupts knowledge inside organizations and how organizations deal with this process. In an extensive single case study of the digital transformation process of a media company, we empirically explore the changing patterns of knowledge, namely the organizational epistemic stances, that were continuously disrupted by the development process of digital transformation. We identify four phases of epistemic stance that the organization went through in their digital transformation projects: inertial phase, digital-centric phase, retrospective phase, and integrated phase. This study contributes a process model illustrating the dynamic process of organizational epistemic stances during the whole digital transformation process. Through the knowledge-based perspective, this study also extends the understanding of how digital transformation changes organizations' knowledge-generating inherently underneath specific actions and practices.

CTO: **Making It Happen: Exploring Bottom-up and Top-down Digital Transformation Practices**

Author: **Mylène Struijk**, *Tilburg U.*
Author: **Tom Aben**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

The extant information systems literature has reported implications of both top-down and bottom-up approaches toward digital transformation, yet failed to reach consensus on when organizations use which approach. Such insights are becoming especially relevant now that organizations are increasingly engaged in large-scale, dynamic, and ongoing digital transformation endeavors while mainly reporting failures of such efforts due to inertia and resistance to change. To address that challenge, we explore bottom-up and top-down approaches to digital transformation from two case studies of public sector organizations (public infrastructure and military). Adopting a practice perspective, our findings elucidate two crucial categories of digital transformation practices, namely interchangeable and stationary practices. Stationary practices are enacted either top-down (enabling practices) or bottom-up (encouraging practices), while interchangeable practices move from bottom-up to top-down and vice versa (endorsing practices). We show that these practices are crucial for continuous digital transformation support. Importantly, we show that the identified practices are mutually reinforcing and represent a digital transformation continuum. Top-down or bottom-up approaches in isolation are, thus, insufficient for digital transformation endeavors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **925** | Submission: **13513** | Sponsor(s): **(CTO, MOC, OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

The Humanness of Work in an Era of Artificial Intelligence

Organizer: **Zoe Jonassen**, *NYU Stern School of Business*
Organizer: **Kevin Woojin Lee**, *U. of British Columbia*
Discussant: **Stephen Barley**, *U. of California, Santa Barbara*
Presenter: **Melissa Valentine**, *Stanford U.*
Presenter: **Kevin Woojin Lee**, *U. of British Columbia*
Presenter: **Elmira Van Den Broek**, *Stockholm School of Economics*
Presenter: **Matt Beane**, *U. of California, Santa Barbara*
Presenter: **Zoe Jonassen**, *NYU Stern School of Business*
Participant: **Rebecca Hinds**, *Stanford U.*
Participant: **Dan Sholler**, *U. of California, Santa Barbara*
Participant: **Natalia Levina**, *New York U.*
Participant: **Danielle Elaine Bovenberg**, *Yale U.*
Participant: **Katherine C. Kellogg**, *MIT*

With the increasing development and adoption of artificial intelligence (AI) technologies, the nature of work across today's organizations has been fundamentally changing. One central area of concern has revolved around what the rationalization of work through AI technologies might portend for work's humanness: a conceptually vague, if evocative and deeply meaningful, dimension of our sense of distinctiveness as a species. To explore how AI will impact the "humanness of work," and given that so much of the existing discourse on AI has been "largely speculative", we gathered a set of empirical studies that have gone out into this new world of work and observed what has been happening across today's workplaces. The insights illustrate that on one hand, AI can threaten work's humanness, as embodied in workers' expertise, the "soulness" of their emotive expressive work, and the "human touch" that they add to how organizations select their human capital. On the other hand, automation and algorithms have the potential to enrich work's humanness. Through discussing these findings as part of the symposium, we aim to derive both theoretical and practical insights on how AI can be leveraged to put human needs at the center and contribute to creating both a sustainable and effective work environment.

Helping Experts Test Their Theories: How Algorithms Both Rely on and Threaten Occupational Expert

Author: **Melissa Valentine**, *Stanford U.*
Author: **Rebecca Hinds**, *Stanford U.*

Augmenting or Automating? Breathing Life into the Uncertain Promise of AI

Author: **Kevin Woojin Lee**, *U. of British Columbia*

In Pursuit of Data: The Unanticipated Consequences of Feeding AI Tools

Author: **Elmira Van Den Broek**, *Stockholm School of Economics*
Author: **Natalia Levina**, *New York U.*

Solve and Be Seen: How Workers in Deskilled Jobs Advance within and Organization

Author: **Matt Beane**, *U. of California, Santa Barbara*
Author: **Dan Sholler**, *U. of California, Santa Barbara*
Author: **Danielle Elaine Bovenberg**, *Yale U.*

AI Tools as Teammates: How Algorithmic Perceptions and Emotions Shape Collective Decision-making

Author: **Zoe Jonassen**, *NYU Stern School of Business*
Author: **Katherine C. Kellogg**, *MIT*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **926** | Submission: **12689** | Sponsor(s): **(CTO, OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Navigating the Ethical Terrain of AI Technologies: A Practice-Based View

Organizer: **Yiran Xu**, -
Organizer: **Sarah Lebovitz**, *U. of Virginia*
Organizer: **Emmanouil Gkeredakis**, *IESE Business School*
Discussant: **Michael Barrett**, *U. of Cambridge*
Presenter: **Elmira Van Den Broek**, *Stockholm School of Economics*
Presenter: **Samer Faraj**, *McGill U.*

Our symposium will explore the unique dynamics that give rise to and intensify ethical concerns with regards to AI technologies. The research presented will discuss topics such as how the design stage of an AI system cannot be isolated as an independent stage from the rest of the AI lifecycle. We will engage with the audience in meaningful discussion about the ethics of AI that is grounded both in the development stages as well as the use, implementation, and ongoing maintenance stages. The nascent field of AI ethics will greatly benefit from adopting a more processual and situated understanding of ethics with regards to AI tools and from empirically exploring the use of AI and its enacted ethical implications (Barley & Bailey, 2020). This symposium will provide a forum to explore current research in this area and foster discussions to enhance impact on both research and practice.

I Know Best: The Constitution of Ethics in the Co-Development of AI across Professions

Author: **Yiran Xu**, -
Author: **Rene Wiedner**, *Warwick Business School*
Author: **Joe Nandhakumar**, *U. of Warwick*

Is This Fair? How Algorithmic Fairness Becomes Performative

Author: **Sarah Lebovitz**, *U. of Virginia*
Author: **Emmanouil Gkeredakis**, *IESE Business School*

When Fairness Is at Stake: How Morality Shapes the Deployment of AI in Organizations

Author: **Elmira Van Den Broek**, *Stockholm School of Economics*

A Quality of Mercy is not Trained: Entanglement of AI and Ethics in Operating Room Scheduling

Author: **Samer Faraj**, *McGill U.*
Author: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **927** | Submission: **20401** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Identity and Privilege

Session Moderator: **Edith Pick**, *Queen Mary U. of London*

DEI: **A License to Obliviousness: Positive Stereotypes Reduce Acknowledgement of Racial Discrimination**

Author: **Danqiao Cheng**, *UCLA Anderson School of Management*

My dissertation investigates the role of a previously overlooked structural factor, positive stereotypes, in perpetuating racism. Despite salient social norms to appear egalitarian and unbiased, racial discrimination persists in society. I argue that the pressure to conform to egalitarian norms conflicts with the motive to justify the system and rationalize inequality, and hence people may rely on positive stereotypes to neglect egalitarian norms. Specifically, positive stereotypes of racial minorities are frequently seen as complimentary in nature, e.g., Asian people are good at math, Black people are good at sports, offering individuals a moral license to reduce acknowledgement of racial discrimination. Across four studies, I explore the effects of positive stereotypes of racial minorities, activated either when participants actively write about those stereotypes or are passively presented descriptions of racial minority targets with positive-stereotype-congruent information. I find that access to positive stereotypes licenses reduced acknowledgement of racial discrimination, which in turn reduces support for pro-equity practices such as allyship intentions. These findings reveal the systemic implications of positive stereotypes in obstructing equity and inclusion of racial minorities, and shed light on the importance of dismantling the often invisible harm done by positive stereotypes in perpetuating an unfair system.

DEI: **Does Workforce Representation Undermine the Treatment of Racial Minorities in Service Interactions?**

Author: **Jirs Meuris**, *U. of Wisconsin-Madison*
Author: **Alexis Avery**, *U. of Wisconsin, Madison*

Many organizations have sought to improve the treatment of racial minorities in service interactions by increasing the racial diversity of their workforce. However, emerging research suggests that increases in representation could exacerbate discrimination. We introduce a multi-level perspective incorporating the racial group of the individual, peers, and supervisors to provide insight into the relationship between workforce representation and racial bias in service interactions. Centering our paper on Black representation and treatment, we predicted that increases in Black representation will increase bias in service interactions with Black individuals among all employees despite Black employees behaving less biasedly in these interactions, particularly among employees with low tenures and within work units with limited Black representation amongst supervisors. Using unique longitudinal data from the Chicago Police Department tracking approximately 14,000 police officers from 2004-2017, we observed that a larger representation of Black front-line officers increased officers' propensity to use force towards Black citizens in a month—a pattern consistent across Black, White, and non-Black minority officers. A larger representation of Black supervisors weakened this relationship, but only among officers with low tenures. Overall, our research offers novel insight into a potential pitfall of insufficient attention to the management of diversification in organizations.

DEI: **Exploring the Challenge of Transnational Gender Diversity Management in MNEs**

Author: **Xiang Yao**, *Monash Business School*

The research explores the challenges of cross-national gender diversity management within multinational enterprises (MNEs). Implementing gender diversity agendas in a global context is a challenging process for MNEs. However, existing research has not sufficiently addressed how and why headquarters-mandated gender diversity management policies were challenged by overseas subsidiaries' employees. Drawing on theories of cultural difference, institutional distance, power relations, self-identity, and individual agency, I conceptualize the barriers of cross-national gender diversity management along a multi-level framework: macro-national level; meso-organizational level, and micro-individual level. Building on case studies of two US-based MNEs operating in China, I find that the interrelated nature of multilevel factors between home and host country affects the outcomes and acceptance of MNEs' global gender diversity management policy. The research contributes to the diversity management literature by critically demonstrating how power relations between different actors shape the international transfer of diversity policy and management practice. It also extends the micro diversity management literature by revealing the role of individual identity and agency in determining employees' perception of headquarters' gender diversity management policy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **928** | Submission: **20402** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Norms, Intersectionality, and Ideology

Session Moderator: **Fara Azmat**, *Deakin U.*

DEI: **Understanding Intersectionality Challenges and Agency of Migrant Women of Color**

Author: **Fara Azmat**, *Deakin U.*
Author: **Huong Le**, *Central Queensland U.*

The unique experiences and challenges of migrant women of color (MWC) from low socio-economic status regions of the Global South settling in advanced nations, and their agency seeking, have largely been overlooked in migration discourse, despite their growing numbers. MWCs reside at the intersection of three marginalized identities—gender, race and country of origin—which creates both challenges and opportunities for them. Using the combined lenses of intersectionality and help-seeking theory, we explore how MWCs from the Global South deal with these challenges and exercise their agency when settling in Australia. We develop a conceptual framework that explains how multiple intersecting subordinate identities of MWCs shape their agency for help-seeking over time. Our framework depicts MWCs' exercise of agency as being characterized by the four broad strategies of 'resilience', 'reworking', 'resistance', and 're-emergence' (the '4Rs') helping them to advance from 'hypervisibility yet invisibility' to 'full hypervisibility'. Our framework thus explains the paradoxical effects of challenges and opportunities arising from MWCs' intersectionality and connects them with the various agentic tactics applied by women to exercise their agency.

DEI: **Dehumanization and Plausible Deniability Bias: Sexism Under the Guise of Political Disagreement**

Author: **Brittany Solomon**, *U. of Notre Dame*
Author: **Matthew Hall**, *U. of Notre Dame*

Research has shown that political ideology impacts organizational decision-making. But little work has examined the divisive aspect of politics that, we theorize, manifests in ordinary work life by coinciding with more commonly studied demographic differences. Across four studies, we demonstrate that Republicans and Democrats appear to dehumanize their politically dissimilar coworkers, which then drives mistreatment and decreased helping. Importantly, we shed light on the use of political dissimilarity as a pretense for demographic-based prejudice that persists in the workplace. We introduce plausible deniability bias, which occurs when one appears to use political bias as a cover for more socially unacceptable biases. Through a series of experiments, we provide causal evidence for this effect with regard to coworkers of a different gender (but not race). Thus, politics does undermine social dynamics but seemingly because it provides an opportunity for gender-based prejudice to manifest under the guise of political disagreement. We discuss implications of plausible deniability bias and the value of studying less obvious ways that political polarization may operate at work. As such, this research lays the foundation for future studies to explore other socially acceptable means through which employees disguise their demographic-based biases—both to themselves and to others.

DEI: **Help to Harm: Gendered Helping, Hierarchy Maintenance, and Race**

Author: **Vivian Xiao**, *Vanderbilt U.*

Prior work suggests that negative outcomes women suffer for violating gender norms (i.e., backlash) is most pronounced among White people. I build on this work by examining the flip side of gender-norm enforcement—by focusing on the positive outcomes that women may accrue for conforming to gender norms. In three studies I find that when White, but not Black or Asian, women conform to gender-norms, they receive more resources such as help and mentorship from White perceivers, particularly among those highly motivated to uphold traditional gender relations—men who endorse benevolent sexism (Studies 1a-1b). Furthermore, I show that this help is dependency-oriented in nature—though it solves the immediate problem, it frames women's position to men as dependent and subordinate, reinforcing the gender hierarchy (Study 2). My work thus demonstrates that gendered concerns, such as gender-norm enforcement, may be particularly intense among Whites and has implications for both gender and racial inequality.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **929** | Submission: **19920** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

DEI Division Celebration of Success

Participant: **Florence Villeseche**, *Copenhagen Business School*
Division Chair: **Eddy S. Ng**, *Queen's U.*
Division Chair-Elect: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Past Director: **Joy E. Beatty**, *Eastern Michigan U.*
Professional Development Workshop Chair: **Sujana Adapa**, *Associate Professor*
Participant: **Judith A Clair**, *Boston College*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Participant: **Waheeda Lillevik**, *College of New Jersey*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Participant: **Darryl Rice**, *Miami U.*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Raymond Trau**, *Macquarie U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Ny Mia Tran**, *Springfield College, MA*
Participant: **Kayla Follmer**, *West Virginia U.*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Farnaz Ghaedipour**, *Stanford U.*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Participant: **Yang Yang**, *Rowan U.*

DEI Division Celebration of Success

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **930** | Submission: **20403** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Institutions and Context in Shaping Organizational Outcomes

Session Moderator: **Yang Bai**, *Guanghua School of Management, Peking U.*

DEI: **Equality in the Eyes of Beholders: An Ideology-Based Perspective on Gender Gap in Entrepreneurship**

Author: **Shi Tang**, *City U. of Hong Kong*
Author: **Taiyuan Wang**, *China Europe International Business School (CEIBS)*

While the gender gap in entrepreneurship propensity has been widely acknowledged, evidence for why this gap exists is ambiguous. The dominant explanation has been grounded in a gender-role incongruity perspective, which assumes that women internalize stereotypes about the incongruity between women's attributes and those of entrepreneurs. We question this assumption and propose a markedly distinct account centering on the gender difference in gender egalitarian (GE) ideology. GE ideology refers to the belief and value systems that support equal rights, roles, and responsibilities for men and women, and oppose the notion that men and women have innately different roles. Our key contention is that women tend to hold higher GE ideology than men, which makes them more likely to reject entrepreneurship as they disapprove the gender inequality inherent in entrepreneurship. We further build on intersectionality research to theorize the boundary condition that the gender gap in entrepreneurship via GE ideology is contingent upon other social category attributes (e.g., social class, race). Two studies—Study 1 based on secondary data of 14,030 individuals from 25 provinces in China, and Study 2 based on primary data of 1,084 individuals from 16 countries—together support our theory and its generalizability.

DEI: **Who Are the Best Partners in the Workplace? Income Inequality Moderates Social Exchange Processes**

Author: **Yanzhao Su**, *Guanghua School of Management, Peking U.*
Author: **Yang Bai**, *Guanghua School of Management, Peking U.*

Although researchers are aware of the effects of social exchange relationships vary greatly among countries, understanding of how the country- and region-level income inequality and quality of social exchange relationships interactively influence employees' job satisfaction is still very limited. Building on social exchange theory (SET) and income inequality literature, this paper aims to address this issue by investigating the role of higher-level income inequality in social exchange processes in organizations. In pre-registered Study 1, consisting of 21,435 individuals nested in 37 countries, our results support the positive moderating effect of country-level income inequality on the relationship between individual-level leader-member exchange and job satisfaction, and the negative moderating effect on the relationship between individual-level team-member exchange and job satisfaction. Study 2 is pre-registered and selects data from 6,951 employees residing in 9 regions' and 5 years' surveys in the United States. Our findings show that region-level income inequality positively moderates the relationship between individual-level leader-member exchange and job satisfaction. Theoretical implications and future research directions are also discussed.

DEI: **Organizational Responses to Mega-Threats: The Role of Stakeholder Attributions**

Author: **Amy E. Colbert**, *U. of Iowa*
Author: **Ah Jung Kim**, *U. of Iowa*
Author: **Michael Durney**, *U. of Iowa*
Author: **Michele Williams**, *U. of Iowa*
Author: **Ion B. Vasi**, *U. of Iowa*

Organizations are increasingly speaking out in response to mega-threats, or negative identity-related events that receive extensive media attention. Initial research has shown that stakeholders have mixed reactions to organizational responses to mega-threats, with positive reactions more likely for stakeholders who are ideologically aligned with the response or who share an identity group with the target of the mega-threat. However, attribution theory suggests that variability in stakeholder reactions to organizational responses to mega-threats may also be explained by the reasons that stakeholders believe motivated organizational responses. In an experimental study, 152 participants who took the role of job applicants were more likely to see an organizational response to a race-related mega-threat as self-serving when the organization made a statement but had no history of support for diversity and inclusion. However, both the organizational response to the mega-threat and the organization's history of support for diversity and inclusion had independent effects on stakeholder beliefs that the response was genuine, with the highest level of genuine attributions occurring for organizations that responded to the mega-threat and had a history of support for diversity and inclusion. While genuine attributions were strongly associated with organizational attraction, the relationship between self-serving attributions and organizational attraction was moderated by pro-diversity beliefs such that self-serving attributions were negatively related to organizational attraction only for those with higher levels of pro-diversity beliefs. These results extend our understanding of stakeholder reactions to organizational responses to mega-threats and provide practical advice for organizations attempting to manage their responses.

DEI: **Antecedents of Gender Wage Gap: A Comprehensive Review and Future Agenda**

Author: **Xiaoyan Chen**, *Hong Kong Baptist U.*

Why gender wage gap exists is a question that has attracted long-standing interest of scholars, practitioners and politicians. Extant research from different disciplines, including economics, psychology, sociology and management, has gained fruitful knowledge on antecedents of gender wage gap. Yet, each subfield emphasizes determinants of gender wage gap from various foci. The lack of comprehensive review on gender wage gap antecedents impairs our holistic understanding and impedes future research development. To systematically illustrate the complex antecedents of gender wage gap, we propose a supply-demand-context framework and organize antecedents of gender wage gap into three perspectives, including the supply side, the demand side and the contextual side. Based on the review, we further outline an agenda that point out several potential research directions, thus stimulating studies on future research opportunities.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **931** | Submission: **11636** | Sponsor(s): **(DEI, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Neurodiversity in Organizations: Beyond the Basic Accommodation Model

Organizer: **Chloe R. Cameron**, *Ivey Business School*
Organizer: **Robert Austin**, *Ivey Business School*
Discussant: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Presenter: **Chloe R. Cameron**, *Ivey Business School*
Presenter: **Jennifer R. Spoor**, *La Trobe U.*
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Presenter: **Mirit K. Grabarski**, *Lakehead U.*
Presenter: **Nancy Doyle**, *Birkbeck U. of London*

Neurodiversity inclusion is no longer a new topic in business, yet it continues to be understudied at macro, meso, and micro levels of the organization. This symposium consists of five short presentations, each investigating a different aspect of neurodiversity in organizations across these levels. Nittrouer, Blake, and Lux start at the macro level, looking at the relationship between DEI statements (as they relate to neurodiversity and multiculturalism), five organizational outcomes/traits, and the marginalized identities of DEI officers. Next, Cameron and Austin discuss the cross-level impact of diversity, employee support systems, and structured conflict management systems on the intragroup conflict process in organizations by drawing on data from neurodiversity employment initiatives. Third, Doyle investigates the cross-level impact of coaching on dimensions of executive functioning and self-efficacy in neurominority participants in the context of reasonable accommodations at work. Fourth, Grabarski and Baker present a primarily micro-level study on how perceptions of neurodiversity inclusion impact individuals in terms of affective commitment and turnover intention. Finally, Spoor and Jameson overview the implications of neuro-inclusion for business schools and discuss practical implications for teaching, research, and administration across the business school as a call to action. A group discussion will be led by Johnson, touching on research comments, theoretical and practical implications.

DE&I Officers and DE&I Statements

Author: **Christine Nittrouer**, *Texas Tech U.*
Author: **Sean Lux**, *Texas Tech U.*
Author: **Andrew Blake**, *Texas Tech U.*

Organizational Emotional Intelligence in Diversity Management

Author: **Chloe R. Cameron**, *Ivey Business School*
Author: **Robert Austin**, *Ivey Business School*

Coaching as an Accommodation for Neurodivergent Employees

Author: **Nancy Doyle**, *Birkbeck U. of London*

Exploration of Neurodiversity Perceptions in Australian Retail

Author: **Mirit K. Grabarski**, *Lakehead U.*
Author: **Marzena Baker**, *U. Of Sydney*

Supporting Neurodiversity in Organizations: The Role of Business Schools

Author: **Jennifer R. Spoor**, *La Trobe U.*
Author: **Tiffany Payton Jameson**, -

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **932** | Submission: **11452** | Sponsor(s): **(DEI, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Neurodiversity and Work - Employment, Identity, and Support for Neurominorities

Organizer: **Eric Patton**, *Saint Joseph's U.*
Organizer: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Discussant: **Eric Patton**, *Saint Joseph's U.*
Discussant: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Presenter: **Nancy Doyle**, *Birkbeck U. of London*
Presenter: **Debra R. Comer**, *Hofstra U.*
Presenter: **Susan Hayward**, *latrobe U.*
Presenter: **Mark Stokes**, *Deakin U.*
Presenter: **Simon Bury**, *Olga Tennison Autism Research Centre, La Trobe U.*
Presenter: **Darren Hedley**, *La Trobe U.*
Presenter: **Cristina Marie Giannantonio**, *Chapman U.*
Presenter: **Amy Hurley-Hanson**, *Chapman U.*
Presenter: **Amy Jane Griffiths**, *Chapman U.*
Presenter: **Sharon Segrest**, *U. of South Florida*
Presenter: **Jennifer R. Spoor**, *La Trobe U.*
Presenter: **Emmanuelle Walkowiak**, *Royal Melbourne Institute of Technology U.*

Over the next decade and beyond, hundreds of thousands of neurodivergent individuals (i.e., individuals on the autism spectrum, individuals with attention deficit and hyperactivity disorder, individuals with dyslexia) will be entering the workplace. Is the workplace and are managers ready for them? While several forward thinking organizations have implemented programs to include neurominorities in their workforce, most organizations are ill-equipped and ill-prepared to fully embrace this population within their ranks. The papers in this symposium will take a multifaceted perspective of neurodiversity, and underline important areas of current and future research. Specifically, the history of neurodevelopmental conditions (Doyle), issues related to identity and the intersectionality of gender and neurodiversity (Hayward et al.), decisions around self-disclosure and workplace norms (Giannantonio et al.), and the impact of technology on the inclusion of neurominorities (Spoor and Walkowiak) will be explored. Furthermore, while the business case for promoting inclusion for neurominorities is commonly made, the ethical and moral imperativeS will also be underlined (Comer). Our organizers/discussants (Patton and Santuzzi) will tie these issues together and suggest practical implications for managers and areas of future research.

The history of neurodevelopmental conditions

Author: **Nancy Doyle**, *Birkbeck U. of London*

Because It's the Right Thing to Do: Autism in the Workplace as Ethical Imperative

Author: **Debra R. Comer**, *Hofstra U.*

Gender and Neurodiversity (autism)

Author: **Susan Hayward**, *latrobe U.*
Author: **Mark Stokes**, *Deakin U.*
Author: **Jennifer R. Spoor**, *La Trobe U.*
Author: **Darren Hedley**, *La Trobe U.*
Author: **Simon Bury**, *Olga Tennison Autism Research Centre, La Trobe U.*

Self-Disclosure for Neurominorities: The Role of Image Norms

Author: **Cristina Marie Giannantonio**, *Chapman U.*
Author: **Amy Hurley-Hanson**, *Chapman U.*
Author: **Amy Jane Griffiths**, *Chapman U.*
Author: **Sharon Segrest**, *U. of South Florida*

Enabling Neurodiversity in Organisations: Leveraging the HRM and Digital Technology Nexus

Author: **Jennifer R. Spoor**, *La Trobe U.*
Author: **Emmanuelle Walkowiak**, *Royal Melbourne Institute of Technology U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **933** | Submission: **11201** | Sponsor(s): **(DEI, OB, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Advancing Research on Workplace Experiences of Persons with a Disability

Organizer: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Organizer: **David Baldridge**, *Oregon State U.*
Discussant: **Brent John Lyons**, *Schulich School of Business, York U.*
Discussant: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Presenter: **Ive D. Klinksiek**, *UCLouvain*
Participant: **Eline Jammaers**, *Hasselt U.*
Participant: **Laurent Taskin**, *Critical Management Studies*
Presenter: **Joy E. Beatty**, *Eastern Michigan U.*
Presenter: **Catherine Connelly**, *McMaster U.*
Participant: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
Participant: **Ian R. Gellatly**, *U. of Alberta*
Participant: **Sarah-Kay Walker**, *McMaster U.*
Participant: **Jennifer Ho**, *DeGroote School of Business, McMaster U.*
Participant: **Jordan Nielsen**, *Purdue U.*
Presenter: **Seonyoung Ji**, *Purdue U., West Lafayette*
Participant: **John Lynch**, *U. of Illinois at Chicago*
Participant: **Julia Stevenson-Street**, *Purdue U., West Lafayette*
Presenter: **Christine Nittrouer**, *Texas Tech U.*
Participant: **Claudia Cogliser**, *Texas Tech U.*

This presenter symposium features five research studies by well-known disability scholars, from North America and Europe, on the inclusion and workplace experiences of employees with disabilities. Together, these studies extend the boundaries of disability research by showcasing inadvertent ways in which new supposedly inclusive workplace designs (e.g., alternative/digitalized work/conference spaces) can become empty promises or perpetuate social inequality; how and why career advancement may be stalled for some employees with a disability; how an employee’s identity can be associated with their disability management strategy, and in turn their help-seeking preferences; and finally how even conventional large organizations may unintentionally exclude employees with a disability. Our discussants will synthesize the individual presentations to suggest future research directions as well as practical suggestions for promoting equity and inclusion within organizations as well as within important spaces of organizing such as this Academy of Management annual meeting.

(In)visibilizing Disability in Activity-Based Working

Author: **Ive D. Klinksiek**, *UCLouvain*
Author: **Eline Jammaers**, *Hasselt U.*
Author: **Laurent Taskin**, *Critical Management Studies*

COVID-19 and Conference Accessibility for Persons with Disabilities

Author: **Joy E. Beatty**, *Eastern Michigan U.*

The Effect of Stereotype-Inconsistent Behaviour on the Feedback Provided to Employees

Author: **Catherine Connelly**, *McMaster U.*
Author: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
Author: **Ian R. Gellatly**, *U. of Alberta*
Author: **Sarah-Kay Walker**, *McMaster U.*
Author: **Jennifer Ho**, *DeGroote School of Business, McMaster U.*

Differential Help-Seeking Patterns among the Invisibly Disabled

Author: **Jordan Nielsen**, *Purdue U.*
Author: **Seonyoung Ji**, *Purdue U., West Lafayette*
Author: **John Lynch**, *U. of Illinois at Chicago*
Author: **Julia Stevenson-Street**, *Purdue U., West Lafayette*

Experiences of State Agency Employees with Disabilities who Request Accommodations

Author: **Christine Nittrouer**, *Texas Tech U.*
Author: **Claudia Cogliser**, *Texas Tech U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **934** | Submission: **20916** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Entrepreneurship and Identity Theory

Session Moderator: **Alisa Sydow**, *ESCP Business School*

ENT: **Introducing a Verification Process between Identity Reconstruction and Opportunity (Re)Evaluation**

Author: **Carina Bohlayer**, *Leuphana U. Lüneburg*
Author: **Alisa Sydow**, *ESCP Business School*

Research on opportunity formation has recently moved toward an evolving process perspective in which identities may play a critical role in understanding how entrepreneurs form, evaluate, and enact opportunity beliefs. Although current scholars argue for a dynamic perspective of identities, we lack in studies that connect both, an evolving perspective of opportunity formation as well as a changing identity. Therefore, we investigate how changes in identities, or more specifically identity reconstruction processes, influence opportunity belief formation. We conducted an explorative field study consisting of 100 interviews with 18 nascent entrepreneurs in South Africa during the COVID-pandemic. Our findings illustrate a three-step process in which the enactment of opportunity beliefs feeds both an identity verification and a resilience loop. Considering our findings, we advance research on entrepreneurial identities by taking a dynamic perspective on how individuals actively reconstruct and verify their identities, expanding our understanding of identity work beyond activities that ensure fit with pre-defined (role) identities. Furthermore, we contribute to research and practice on entrepreneurial opportunities.

ENT: **An Identity Approach on the Entrepreneurial Passion, Illusion of Control and Risk Propensity**

Author: **Daniela Alejandra Gimenez Jimenez**, *TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Marie Cecile Wilm**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Steffen Strese**, *TU Dortmund U.*

Passion energizes and motivates individuals to continue entrepreneurial activities. The consequences of entrepreneurial passion, however, remain inconclusive. Drawing on identity theory, we investigate the relationship between harmonious and obsessive entrepreneurial passion and risk propensity, moderated by illusion of control. We argue that illusion of control, as a cognitive bias, interacts in this relationship because it relates to entrepreneurs' decision-making in risky environments. We examine our model based on a sample of 445 German entrepreneurs. We find both harmonious and obsessive entrepreneurial passion positively relate to risk propensity. Illusion of control strengthens the relationship between obsessive passion and risk propensity, while it weakens the relationship between harmonious passion and risk propensity. We contribute to research by advancing theory on the outcomes of harmonious and obsessive entrepreneurial passion. Showing that illusion of control as a cognitive bias shapes salient identities and influences entrepreneurs' risk propensity, we also extend identity theory.

ENT: **The Role of Personal Identity in the Adoption of and Transition of a Role Identity**

Author: **Rama Krishna Reddy Kummitha**, *U. of Essex Business School*

Based on a longitudinal study conducted in the social entrepreneurship setting, this paper examines the micro-foundations that drive the interest of aspiring social entrepreneurs (ASEs) and their role adoption. We emphasise that personal identity not only influences their role salience but also seeks for role transition when actors perceive that such a transition allows them to achieve the goals associated with their personal identity—more so than their engagement with the initial chosen roles. This paper builds theory around the social entrepreneurial initialization process and shows how ASEs embrace and transform their roles. Early research has considered the entrepreneurial roles to be somewhat static, whereas our findings highlight that role selection and transition is determined by personal identity coupled with entrepreneurial attributes that are shaped and reshaped by the interactions between the self and actors in the environment, which enforces identity reflexivity on the focal actors. We make three theoretical contributions to the social and identity literature.

ENT: **Identity Multiplicity and Venture Adaptation: How Founders Manage Reputational Risks and Adversity**

Author: **Mallika Banerjee**, *Haskayne School of Business, U. of Calgary*

Organizational scholars have documented differences in founders' personal, work-role, and social identities as the significant source of heterogeneity in young firms' business models and adaptation strategies. While informative, the founder identity literature rarely examined how founders' multiple intersecting – at times conflicting - identities shape their responses to reputational risks and adversity beyond the founding stage. This study uses a longitudinal multi-case research design with six immigrant IT ventures within a U.S. community to examine how identity dynamics continue to inform entrepreneurs' actions as they grow their ventures. My core contribution is a unifying two-step process model in which personal identity serves as a critical link between the founder role and social identities, accounting for heterogeneity in initial business models and subsequent adaptation strategies. The emergent framework enriches founder identity perspectives by resolving the current debate concerning the significance of personal vis-a-vis work-role and social identities for entrepreneurship. It also extends social capital research by integrating ideas from identity work. In addition, my theorizing outlines a boundary condition to extant entrepreneurship research.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **935** | Submission: **20909** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Entrepreneurship and Innovation 1

Session Moderator: **Mirian Wawrzyniak Chimirri**, *U. of Sao Paulo (FEA/USP)*

ENT: **Speed of Pro-Market Reforms and Entrepreneurial Innovation (WITHDRAWN)**

Author: **Lucio Fuentelsaz**, *U. of Zaragoza*
Author: **Consuelo González**, *U. of Zaragoza*
Author: **Minerva González**, *U. of Zaragoza*

This paper integrates the dynamic institution-based view of the firm in the analysis of entrepreneurial innovation. Given that pro-market reforms are important to understand entrepreneurial decisions and their subsequent effect on firm performance, we focus on the role that the speed at which the changes take place has on entrepreneurial innovation to fully understand the phenomenon. We also postulate that this relationship is contingent on entrepreneurial self-efficacy and on being a new entrepreneur. We use individual GEM data about the innovative behavior of entrepreneurs for the period 2009-2018 and our results mostly confirm our hypotheses: a high speed of pro-market reforms positively influences entrepreneurial innovation and this relationship is (partially) strengthened by entrepreneurial self-efficacy and is also stronger in the case of new (compared to established) entrepreneurs.

ENT: **Governing Innovation: How Board Quality Shapes Innovation?**

Author: **Mirian Wawrzyniak Chimirri**, *U. of Sao Paulo (FEA/USP)*
Author: **Luiz Ricardo Kabbach De Castro**, *U. de Navarra*

We examine the role of board quality on corporate innovation inputs (investment in R&D) and outputs (number of patents). Using a new sample on corporate innovation of 6,392 US publicly listed firms between 2000 to 2018, we extend prior literature on the relation between board of directors and corporate innovation to provide new evidence on how board's Managerial Quality and Innovative Quality jointly explain the level of firms' investment in R&D and their innovation productivity. We show that firms with higher board's Managerial Quality invest more in R&D, showing that they allocate higher amount of resources in innovation initiatives. Further, firms with higher board's Innovative Quality have a greater innovation output. These results are robust to empirical challenges including measuring board quality and potential endogeneity concerns.

ENT: **Once an Innovator, Always an Innovator? Founder-CEO Effects on Innovation Over Business Lifecycle**

Author: **Uisung David Park**, *Syracuse U.*
Author: **Seyed Hooman Seyed Abootorabi**, *U. of Louisville*
Author: **Alexander McKelvie**, *Syracuse U.*

In this paper, we examine whether and when having the entrepreneurs in firms as founder-CEOs affect firm innovations over time, and at different stages of development such as conception, commercialization, and growth stages, as compared to having professional CEOs. In doing so, we draw upon the upper echelons, organizational lifecycle, and corporate governance literatures and suggest that founder-CEOs produce more innovations than their professional counterparts in commercialization and growth stages, but not in the conception stage. Moreover, we theorize how the top management and board of directors are composed moderate these relationships differently through the venture's lifecycle. By examining 641 high-tech ventures, we find support for our theory. Our findings have implications for a number of streams of work including literatures on CEO succession, new venture innovation, upper echelons theory, and corporate governance.

ENT: **Founding Team Members' Procrastination and their Venture Innovation Intentions**

Author: **Lieke Steeghs**, *Technical U. of Munich*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

Although it is not common to associate founders with a high tendency to procrastinate, several challenges in the new venture environment may stimulate this tendency. As the literature in other domains mostly speaks of negative consequences of procrastination on performance, it is important to understand how this may look like in the founding team context. Therefore, this study focuses on advancing our understanding of the relationship between founding team members' tendencies to procrastinate and an element fundamental to their work, i.e., their venture innovation intentions. We propose that the way in which founding teams manage their interactions inside of and across team boundaries may alter the negative consequences of procrastination. We test our model based on a sample of 233 founders nested in 111 founding teams. In line with our theorizing, we find that the relationship between procrastination and venture innovation intentions is negative; however, when founding team members perceive their team is interacting across team boundaries this reduces the negative consequences of procrastination. Ours study contributes to the entrepreneurship literature and research on the topic of procrastination.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **936** | Submission: **20555** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Balancing Multiple Goals in Social Entrepreneurship

Session Moderator: **Magdalena Plesa**, *U. of Liverpool Management School*

ENT: **How Exogenous Shocks Affect the Management of Hybrid Tensions in Social Enterprises**

Author: **Magdalena Plesa**, *U. of Liverpool Management School*

Although organizations of all kinds have been affected by shocks such as the financial crisis, Brexit, and the Covid-19 pandemic, relatively little research has examined the transformative implications of these shocks for social enterprises. This paper addresses this gap by drawing on a longitudinal study of 42,131 Community Interest Companies in the United Kingdom from 2005 to 2021. Using quasi-experimental design, this paper addresses how the 2007-2008 Financial Crisis, the Brexit Referendum, and the Covid-19 lockdown affect the management of hybrid tensions in social enterprises. This paper finds evidence that Community Interest Companies (CICs) that did not dissolve were more likely to transform through dehybridizing after the Financial Crisis and Brexit Vote, and by pivoting after the Financial Crisis. This paper also finds that CICs that dehybridized following these shocks had higher turnover, net tangible assets, and/or profits in comparison to companies that pivoted, dissolved, or had no transformations. Finally, the paper shows that CICs that dehybridized or pivoted prior to an exogenous shock performed better financially than companies that dissolved or had no transformations. The insights from this study contribute to hybrid organizing research, business practice, and policymaking.

ENT: **Entrepreneurial Orientation and the Tension of Goal Orientation on Social Enterprise Scaling**

Author: **Filip De Beule**, *KU Leuven, Faculty of Economics and Business*

Social enterprises (SE) operate under a tension inherent in their organizational mode that involves addressing both social and economic goals. It has been suggested that this duality of objectives is fraught with conflict and that adherence to one has a deleterious effect on the other. This study argues that this tension inherent in SEs will have a direct effect on the scaling of the SE. However, the scaling can conceivably also be driven by the fact whether the SE is an integrated or differentiated enterprise, i.e., whether clients are beneficiaries or not. Furthermore, while commercial enterprises benefit from a positive entrepreneurial orientation (EO), the circumstances under which SEs benefit from this is unsure, particularly regarding scaling. This study argues that EO in social enterprises will have a positive effect on scaling although this might depend on the extent of the social versus the economic goals, as well as whether it is an integrated or a differentiated SE. Through quantitative analysis of 170 small and medium sized SEs operating at the base of the pyramid in India, we find that EO, in particular innovativeness, risk-taking, and proactiveness, is positively associated with SE scaling. However, the tension of allocation attention between social and economic goals does not show a significant direct effect on scaling, as this relationship is mediated by EO. Our study introduces insights from attention/cognition literature and EO in the context of SEs and scaling in order to elaborate upon EO and attention allocation.

ENT: **Social Enterpise in Contexts of Persistent and Overwhelming Need. An Approach to Avoid Impact Drift**

Author: **Alessia Argiolas**, *U. degli Studi di Bergamo*
Author: **Hans Nikolas Rawhouser**, *U. of Nevada, Las Vegas*
Author: **Alisa Sydow**, *ESCP Business School*

Stakeholders' expectations are relevant for balancing social and financial goals in social enterprises. Typically social entrepreneurs try to meet their stakeholder' expectations and avoid mission drift. This qualitative study involving 36 social entrepreneurs in Sub-Saharan Africa showed that the key concern for social entrepreneurs was impact drift (a deviation from a trajectory leading to long-term and systemic resolution of a social problem). Drawing on research in behavioral theory and mission drift, we elaborate a process model that shows how entrepreneurs frame an imbalance in social enterprise due to a local history of deprivation and dependence and inadequacy in existing approaches for helping, which leads to an impact-focused approach to social enterprise. This approach involves orchestrating coalitions of stakeholders in novel ways, which is supported by anchoring on necessary conditions for impact and human accounts of impact (from role models and stakeholders) to proceed with an approach to social enterprise that conflicts with the expectations of the immediate surrounding context.

ENT: **For the Love of the Game: Overcoming Competing Interests in Civic Wealth Creation**

Author: **Eduardo Meléndez**, *U. of Oklahoma*
Author: **G. T. Lumpkin**, *U. of Tennessee, Knoxville*

Civic wealth creation (CWC) denotes how multiple groups of stakeholders with joint interests engage in initiatives to generate and strengthen economic, social, and communal resources and endowments. Therefore, stakeholder groups with competing interests constitute a barrier for CWC because competing interests undermine cooperation and create collective action problems that prevent the CWC process from initiating. This study explores how stakeholder groups may overcome their competing interests and initiate the CWC process, specifically by attending urgent interests, defending core interests, and expressing collective identities. Furthermore, this study examines how two stakeholder governance forms—lead role governance and shared governance—results in different levels of civic wealth. We perform this study in the context of professional soccer, an appropriate illustrative setting given its extensive stakeholder map and the pervasive existence of competing interests among powerful stakeholder groups.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **937** | Submission: **20993** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Critical perspectives on entrepreneurship

Session Moderator: **Louis Marino**, *U. of Alabama*

ENT: **Dynamic Capabilities in Entrepreneurship: A New Avenue of Research?**

Author: **Louis Marino**, *U. of Alabama*
Author: **Laura Castaldi**, *U. Luigi Vanvitelli*
Author: **Diego Matricano**, *U. degli Studi della Campania L. Vanvitelli*

Since 1997 both managers and organizational researchers have recognized dynamic capabilities as essential resources for firms success. Whether in good or bad times, managers are aware they need to constantly create, extend, or modify the (tangible and intangible) resource base of their companies in order to respond to increasing competition. However, relatively little is known about how these capabilities develop in general, and especially in the start-up context. Research in this area is in the nascent stage and the results are inconsistent. Some researchers question whether it is possible to discuss dynamic capabilities in entrepreneurial context – DyCE. However, inquiry is growing in this area with scholars advocating further research; results are not convincing and there is space for further research (the level of analysis is theoretical and no statistical elaborations have been carried out). In this paper we employ and exploratory methodology to better understand whether dynamic capabilities are applicable in the entrepreneurial context and if so, how these capabilities develop. In doing so, we build on institutional theory and leverage data from the GEM dataset to empirical examine these questions. Our results provide evidence that dynamic capabilities in entrepreneurship exist and additional research is needed to further understand the development and nature of these capabilities.

ENT: **Social Inclusion through Necessity Entrepreneurship: An Ethnographic Account from Kutupalong**

Author: **SM Musa**, *Erasmus U. Rotterdam*
Author: **Katrin M. Smolka**, *Warwick Business School*
Author: **Pursey Heugens**, *Rotterdam School of Management, Erasmus U.*

We develop an ethnographic theory of how necessity entrepreneurship (NE) shapes social structures, which in turn provide a context in which the basic human need of social inclusion can be met. We find that through their entrepreneurial activities, necessity entrepreneurs develop endemic institutions and structure of cooperation. These institutions and cooperative structures infuse their lives with values and meaning, and create opportunities for inclusion, not only for themselves, but also for many others. Yet such structures can also have a darker side. We therefore also show how and when such endemic institutions can become exclusionary and promote inequality. Our work adds to the discussion on the outcomes that NE creates over and above the mere fulfilment of basic physiological and security needs of the entrepreneurs involved.

ENT: **Top Entrepreneurship Research in the Past 20 years: Topics and Impacts**

Author: **Tang Wang**, *U. of Central Florida*
Author: **Dirk Libaers**, *U. of South Florida*
Author: **Xiaoming Yang**, *U. of Nebraska, Omaha*
Author: **Lingshu Hu**, *Washington and Lee U.*

Entrepreneurship has long represented an academic discipline whose consensual meaning has been fragile among many scholars in management, economics or other disciplines within business. That said, over the past two decades the discipline has come in its own, as there exists a critical mass of scholars who have developed a shared conception of its meaning (Astley, 1985). However, we have witnessed both shifts in the topics that entrepreneurship scholars study and the journal outlets they target. In addition, a review of entrepreneurship research also revealed new topics that have emerged and become prominent. Moreover, the best entrepreneurship research several decades ago was only published in specialized journals. However, here too, we have observed that some 'pure' entrepreneurship papers make their way into top management journals. To further gain deeper insight into these two trends this paper consists of two distinct studies. The first study makes use of topic modeling as a novel approach, to discern the topics studied in the entrepreneurship literature as well as how topics have evolved over time. The second study builds on the first study in that it identifies topics that can be found in entrepreneurship journals and others that are also to be found in management journals. In addition, we use both the topics and journals to predict article impact and expect that the topic is a more significant factor than journal. Our observation timespan covers the 2000-2020 period which captures the trends outlined above.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **938** | Submission: **20856** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

Entrepreneurial Cognition and Decision 1

Session Moderator: **Bach Nguyen**, *U. of Exeter Business School*

ENT: **Dehumanizing Childhood Experiences and Entrepreneurial Orientation: A Bad Transforms to a Good**

Author: **Bach Nguyen**, *U. of Exeter Business School*
Author: **Hai-Anh Tran**, *Alliance Manchester Business School, U. of Manchester*

Recognizing the humanity of others is a pillar of a moral society, and being dehumanized threatens the cognition, behavior, and well-being of individuals. In this paper, we examine whether and how exposure to dehumanizing childhood experiences (i.e., being neglected/abused) influences entrepreneurial orientation (EO). Examining two samples of small-business entrepreneurs in the UK, we find that (i) dehumanizing childhood experiences boost entrepreneurs' individual EO; (ii) this positive effect is the net result of a decrease in prevention focus and an increase in self-dehumanization. Moreover, the positive impact of dehumanizing childhood experiences on EO is stronger for entrepreneurs who uphold a good moral character.

ENT: **When Behaviors Shape Entrepreneurial Beliefs: An Experiment Applying Self-Perception Theory**

Author: **Richard Hunt**, *Virginia Tech*

This study is the first to apply Self Perception Theory (SPT) to an examination of the relationship between entrepreneurial behaviors and entrepreneurial beliefs. While incumbent theories of entrepreneurial action propound the notion that belief formation invariably precedes entrepreneurial behaviors, mounting empirical evidence concerning role and impact of alternative, non-rational drivers of business venturing suggest that the belief-behavior interplay is an open issue, and that the ambiguous conditions often characterizing entrepreneurial decision environments lend themselves to a less dogmatic conceptualization of the sequencing between beliefs and behaviors. SPT – which holds that individuals facing ambiguity tend to form beliefs by observing and interpreting their own behaviors – supports the assertion that behaviors can and sometimes do precede belief formation. Using an experimental design, we test SPT in the business venturing context, finding that SPT provides a robust explanatory basis for the assertion that behaviors may precede beliefs under ambiguous conditions. The results have important and exciting implications for scholars, entrepreneurs, investors, and policy-makers.

ENT: **New Venture Employee Accountability: An Analytic-Holistic Cognition Lens on Social Class Backgrounds**

Author: **Robert J. Pidduck**, *Old Dominion U.*

Accountability is of a longstanding interest in organizational research. Studies on employees' felt accountability about their job responsibilities continue to grow. Research in this domain has traditionally focused on individuals in large or established organizations. Moreover, focal agents in this literature consist of samples largely reflecting professionals from majority groups, further homogenizing and limiting understanding of this phenomenon. However, employment in new entrepreneurial ventures creates unique demands for employees grounded in highly ambiguous and fluid role expectations. Integrating research from social class psychology on Analytic-Holistic cognition profiles, we advance a theoretical model examining how the social class backgrounds employees are socialized into can cultivate accountability tensions differentially across employee backgrounds. These unique tensions generate paradoxes for new ventures with important consequences for performance and ultimately survival—the employment backbone of many economies. Specifically, new venture employees from working-class backgrounds tend to develop more holistic cognition tendencies, and those from middle-class backgrounds build analytic cognition tendencies. These orientations influence how employees navigate tacit workplace expectations and felt accountability in their work. Implications for theory and practice are discussed, outlining promising avenues for future empirical investigations in this domain.

ENT: **Leveraging Paradoxes for New Venture Ideation: A Cultural Tightness-Looseness Theory**

Author: **Robert J. Pidduck**, *Old Dominion U.*
Author: **Daniel Richard Clark**, *Ivey Business School*
Author: **Yejun Zhang**, *U. of Texas Rio Grande Valley*

Paradoxes are inherent to the fundamental tensions within the entrepreneurial journey. Thus, understanding how entrepreneurs habitually navigate the many seeming contradictions endemic to new venture development is critical. While extant studies have focused on the specifics of select (often dichotomous) paradoxical tensions in entrepreneurship, knowledge surrounding the cognitive aptitude, more broadly, for how and when entrepreneurs embrace paradoxes for constructive outcomes is surprisingly scant. We are the first to probe the role of a paradox mindset on practically important initiation-stage outcomes: new venture idea quantity and quality. Integrating insights from cross-cultural psychology, we adopt an international experimental priming design (n = 506) to test the distal and proximal effect of personal cross-cultural experience on new venture ideation through the mediating role of a paradox mindset. We provide some causal evidence that it is the generalized immersion and experience of interaction with foreign cultures that bolsters these important entrepreneurial dynamics. Drawing from cultural tightness-looseness theory, we investigate boundary conditions and find that the looseness of one's home country culture bolsters overall new venture idea quantity and feasibility of these ideas, but not the originality of their content (i.e., an aspect of quality). Implications for future research are discussed.

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Entrepreneurial Digital Transformation 1

Session Moderator: **Yueqi Wang**, *Dalian U. of Technology*

ENT: **TMTs' Attentional Engagement Efforts in forming Opportunity Beliefs for Digital Transformation**

Author: **Yueqi Wang**, *Dalian U. of Technology*
Author: **Chenguang Hu**, *Beijing Normal U.-Hong Kong Baptist U. United International College*

Drawing on the attention-based view (ABV) and literature on digital transformation, this study examines how top managers utilize attentional engagement efforts to interpret noticed environmental changes that indicate potential opportunities, and thereby form opportunity beliefs for digital transformation. With a longitudinal single-case study within a platform enterprise in China, we identify four events of digital transformation embodying opportunity beliefs. Further, based on the events, we retrospect and scrutinize how opportunity beliefs for digital transformation are formed through different aggregates of top managers' attentional engagement efforts in evaluating potential opportunities. Through introducing top managers and theorizing the role of their attentional engagement efforts, this study contributes to integrating the ABV and the nascent literature of digital transformation. Informed by a focus going beyond the structural approach of the ABV, we also contribute to extending the attention model of opportunity belief formation via demonstrating the practices and contents of the efforts.

ENT: **Understanding the Challenges of Adaptation of Digital Platforms by SMEs**

Author: **Hannan Amoozad Mahdiraji**, *U. of Birmingham*
Author: **Fatemeh Yaftiyan**, *Uiversity of Tehran*
Author: **Aliasghar Abbasi-Kamardi**, *U. of Tehran*
Author: **Razieh Sadraei**, *Coventry U.*
Author: **Vahid Jafari Sadeghi**, *Aston Business School*

This research aims to investigate the main challenges of Digital Platforms (DPs) toward transformational entrepreneurship in emerging countries. Identifying the main challenges of DPs, screening the most prominent challenges toward transformational entrepreneurship, analysing the causal relationship of the challenges, and determining the importance and the role of the DP challenges for Small and Medium-sized Enterprises (SMEs) in emerging countries are revealed in this research. In this regard, a mixed-method approach has been employed while first extracting the list of DP challenges via a Systematic Literature Review (SLR). Then in the quantitative section, a multi-layer decision-making approach consisting of Delphi, and Interpretive Structural Modelling (ISM) are applied to screen the most important challenges toward transformational entrepreneurship, analyze the relationship amongst the challenges and determine the importance and the role of DP challenges, relatively. To consider the uncertainty of the environment in emerging countries and to include the intuition and hesitation of the entrepreneurs in the analytical section, intuitionistic fuzzy sets (IFS) are considered and a novel IF-Delphi-ISM approach is presented. Moreover, the results and findings are discussed in different scenarios including optimistic, possible, and pessimistic circumstances.

ENT: **Digital Entrepreneurship and Local Labor Market**

Author: **Sam Ruiqing Cao**, *Stockholm School of Economics*

This paper studies the variation in returns to digital retail entrepreneurship across locations in a large online marketplace. Digital platforms enable access to knowledge, resources, and customers across long geographic distances, rendering costs and barriers to business activities less constrained by the local environment. Digital entrepreneurs outperform in rural and low-wage urban areas with lower turnover rates. In slack labor markets, more unemployed individuals cannot find jobs in the wage sector due to job rationing. Digital platforms absorb this excess supply of high-quality labor, which results in a substantial premium in aggregate revenues across digital retailers in locations with slack labor markets. Consistent with this mechanism, the job turnover rate in the local labor market positively moderates local wage's impact on digital retailers' aggregate revenues. In tighter labor markets where workers move between the wage sector and self-employment more frequently, returns to different earnings options converge faster. Our results imply that digital platforms particularly benefit individuals in slack labor markets where local earnings opportunities are limited and workers change jobs less frequently. Our results suggest a close connection between the health of local labor markets and the aggregate returns to digital entrepreneurship in a given region.

ENT: **Designing the Happiness-Machine: Digital Entrepreneurs and Technologies for Grand Challenges**

Author: **Kseniya Navazhylava**, *Ecole de Management Léonard de Vinci*
Author: **Jean-Charles Pillet**, *TBS Business School*
Author: **Gazi Islam**, *Grenoble Ecole de Management*
Author: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*

Imagination is believed to enable entrepreneurship to emerge that produces bold answers to grand challenges. Many entrepreneurs are searching for such answers in digital technologies, producing new technologies that promise a response to grand challenges. Entrepreneurial attempts to imagine socially relevant technologies, however, reveal a dark side in the creation of technologies that project entrepreneurial expectations on users and shape expectations for user experience. Through a qualitative study of imagining a new technology that responds to a grand challenge of workplace wellbeing, we find that imagined technologies shape specific solutions relevant to company HR practices for responses to workplace wellbeing. This made possible by the elusiveness of wellbeing, as highly subjective, future oriented and not reliant on previous user experiences. Wellbeing's elusiveness allows entrepreneur-designers to align user beliefs to entrepreneur-designers' needs. We find that instead of imagining radically new affordances, entrepreneur designers rely on a mix of adapted real affordances of existing technologies and an affordance of educability that helps define elusive phenomena for technology users.

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Session Type: **Paper Session**
Program Session: **940** | Submission: **20630** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Entrepreneurial Finance: Early stage 1

Session Moderator: **Yifan Tian**, *Department of Management and Technology, Bocconi U.*

ENT: **Knowledge Combination in Startups and the Impacts on Venture Capital Financing**

Author: **Yifan Tian**, *Department of Management and Technology, Bocconi U.*
Author: **Stefano Breschi**, *Bocconi U.*

The paper empirically examines how combinations of knowledge in the startup team influence venture capital financing results. By adopting the financing data of startups and the skill data of founders, we measure the degrees of conventionality and novelty of skill combinations in startups. Results show that high novelty fosters the probability to receive VC funding but high conventionality does not, and high conventionality helps improve the amount while high-novelty startups have a lower amount of funding, which can be partly explained by the high risk brought by high novelty. We also find that startups with both high conventionality and novelty have the highest probability to receive funding and the amount is the largest. The paper contributes to research fields of knowledge combination and factors that influence external investments.

ENT: **Building Entrepreneurial Infrastructure: Agency, Emergence and China's Venture Financing System**

Author: **Jiguo Qi**, *China U. of Petroleum Beijing*
Author: **Steven White**, *Tsinghua U.*
Author: **Wei Zhang**, *Tsinghua U.*

While entrepreneurial infrastructure (EI)—the resources and institutions supporting entrepreneurial activity—has received considerable attention by both scholars and policymakers, less attention has been paid to the systems that generate those resources. We argue that understanding and improving the performance of a region's entrepreneurial ecosystem requires insights into the "how" and "why" critical infrastructure resource inputs are generated. This, in turn, requires extending the analysis of entrepreneurial infrastructure to the system of actors and institutions that generate key resource inputs. We use China's venture financing system as a case to elucidate the process by which this very successful EI resource system emerged and developed over 30 years. We find that it was "built" through multiple agency-emergence cycles. Government and non-government actors undertook primary and participative institutional work, respectively, in response to emerging policy and their own evolving strategic objectives. They also responded to features of the venture financing system that emerged from the cumulative "practice work" of non-government actors (investors, VC firms, other firms, exchanges). The findings have implications for entrepreneurial ecosystem and infrastructure research, as well as for policymakers wishing to develop and improve the infrastructure supporting new venture creation.

ENT: **Board Composition and External Resources' Impact on Start-Up Fundraising Efficiency**

Author: **Yi-Chi Hsiao**, *Department of Business, National Central U.. Taiwan*
Author: **CHENG HSI LIU**, -
Author: **Chun-Ping Yeh**, *National Taiwan U. of Science and Technology*
Author: **Hsueh Liang Wu**, *National Taiwan U.*

The issue of how founders of start-ups seek a balance between value creation and power control in the process of seeking growth is an important issue in entrepreneurial management. Using the resource dependence view, this study investigates how founder control and board size affect the fundraising efficiency of start-up companies, and how external resource introduction and board structure design can be used to seek a balance between growth and power control for new start-up companies. This study tracked and collected data on 270 start-up companies from 2017 to 2021 and analyzed the data. The study found that the higher the founder's stake in the company, the less favorable the fundraising efficiency of the start-up company, and the introduction of foreign investors can positively moderate the negative relationship between the founder's stake and fundraising efficiency. The board size has a positive relationship with fundraising efficiency, but this positive relationship is negatively moderated by the number of legal entity directors of the start-up company. This study advances knowledge on the field of entrepreneurial management and provides practical suggestions for how start-ups can achieve balanced growth.

ENT: **Probabilistic Patents and Venture Capital Financing: Evidence from the Biopharmaceutical Industry**

Author: **Shivaram Devarakonda**, *Tilburg U.*
Author: **Vilma Chila**, *Amsterdam Business School, U. of Amsterdam*

Patents play an important part in startups' success. The rights associated with patents are often probabilistic because patents' can be challenged in courts for the validity of their scope. We study the effect of uncertainty about the scope of startups' patents on their ability to attract Venture Capital (VC) financing. This effect has been difficult to study because of the challenges in measuring scope. We overcome this challenge by exploiting the context of genomic sequences. Since 1980, the USPTO has allowed patents on nucleotide sequences — the building blocks of the genome. This practice was disturbed in 2010 when the court system intervened in The Association for Molecular Pathology v. Myriad Genetics. Between 2010 and 2013, the lower courts issued a series of contradictory rulings based on inconsistent legal reasoning, casting doubts on the scope of thousands of granted patents on nucleotide sequences. We exploit this intervention to investigate the effects of patent scope uncertainty on VC investments in new biotech ventures. We employ a dataset of new biotech ventures founded between 1995 and 2013. The court system's intervention motivates a quasi-experimental approach that allows us to show the negative impact of patent scope uncertainty on VC investments in startups owning affected patents.

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Family Firm Long-term Orientation

Session Moderator: **Zhihao Ren**, *IE Business School*

ENT: **Does a Long-Term Orientation Fit Affect Family Firms' Target Selection in M&As? (WITHDRAWN)**

Author: **Michele Pinelli**, *U. Ca' Foscari of Venice - Dept. of Management*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

Family firms have been found to prefer other family businesses as acquisition targets because similarity in ownership structure facilitates common understanding, asset redeployment and the development of trusting relationships. Such alignment is supposed to smoothen targets' integration and improve acquisitions' outcomes. Yet, recent empirical findings show that family owners capture more value when they select nonfamily targets. Building on an institutional logics perspective, we contend that this may be due to the institutional complexity that arises when acquirers and targets follow different institutional logics. Since families have quite heterogeneous preferences and priorities, we argue that combinations of family businesses are likely to result in significant institutional complexity. Hence, family ownership per se may not be a sufficient criterion to drive family firms' target selection choices. Instead, we contend that family firms have incentives to undertake acquisitions in countries with a long-term oriented culture because targets in these countries are more aligned with family firms' long-term temporal perspective, which should facilitate their post-acquisition integration. Our empirical analysis on a global sample of 964 international M&As show that both family and nonfamily firms from countries with a long-term oriented culture undertake acquisitions in other long-term oriented countries but this effect is stronger for family firms, especially when market uncertainty is high. In so doing, this study advances our limited knowledge of family firms' acquisition behavior.

ENT: **Intergenerational Exchanges in Entrepreneurial Families and How They Shape Legacy Transmission**

Author: **Peter Trümmel**, *Free U. Bozen, Bolzano*
Author: **Rolf Wilmes**, *WHU Otto Beisheim School of Management*
Author: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*

There is a widely accepted belief in academia that the continuance of an entrepreneurial family's legacy is vital for value creation across generations and that intergenerational exchange plays a key role in transmitting this legacy. However, the concept of Schumpeter's creative destruction, which suggests that value is created through the destruction of the old, conflicts with the idea of preserving a legacy. Additionally, intergenerational exchange is primarily viewed as a locus of conflict and resistance during succession rather than a means of transmitting the family's legacy. To address these contradictions between preserving a legacy and creative destruction, and between transmitive and resistive intergenerational exchange, we propose a model that combines life course theory and social exchange theory and distinguishes between two overlapping periods of life stages in which dyadic exchanges occur. Our model highlights the micro-mechanisms that shape the transmission of a legacy and the regulatory role of intergenerational reciprocity in influencing the legacy to become more creative or destructive. Our model offers a new perspective on how intergenerational exchange can allow a legacy to flow across multiple generations, and that such exchange can enable a family to engage in both creative and destructive behavior to foster their legacy's value.

ENT: **Transgenerational Intention and Long-term Investments in Family Firms**

Author: **Zhihao Ren**, *IE Business School*
Author: **Cristina Cruz**, *IE Business School*

We use the reform of one-child policy in China as an exogenous shock to explore how a change in family firm owner's transgenerational intention affects their long-term investment decisions. We propose that the reform of one-child policy lifts the family firm owner's transgenerational intention because it offers them the option to have more children, which makes them anticipate a smooth within-family succession in the future and a higher expectation to the continuity of family ownership and control. Specifically, we hypothesize that such change of their transgenerational intention will make them prefer more long-term investments (i.e., capital expenditure and R&D expenditure) at present. We obtained data from Chinese listed firms to test our hypothesis and found support for our predictions.

ENT: **Intergenerational Power Gap and R&D Investment: Evidence from China**

Author: **YONG ZHAO**, *Henan Normal U.*
Author: **Xi Yang**, *Beijing U. of Agriculture*
Author: **Daqi Xin**, *Nankai U.*
Author: **Wencang Zhou**, *Montclair State U.*

ABSTRACT Family firms are facing a dual challenge of succession and innovation. Based on the attention-based view, this paper empirically investigates the effect of intergenerational power gap on corporate R&D investment with a sample of Chinese listed family firms. We find that intergenerational power gap has a negative effect on corporate R&D investment. The negative relationship is amplified in firms with a low proportion of institutional ownership and in traditional industries. Our findings have theoretical and practical implications for R&D investment in family business succession process.

ENT: **Structuring Structures in an Entrepreneurial Habitus**

Author: **Steve Gaklis**, *Babson College*

This study goes beyond intuitive analysis of entrepreneurial orientation and entrepreneurial legacy at multi-generational family firms to propose that long-lasting, transposable, and entrepreneurial dispositions in an entrepreneurial habitus (EH) pre-suppose entrepreneurial attitudes, activities, and behaviors as the influence of the entrepreneurial founder dissipates over time. Data from seven multi-generational family firms with family and/or non-family ventures suggest family firms imbue only family ventures with an EH in that family firms inculcate trans-generational entrepreneurship by (1) instituting an entrepreneurial environment in which to venture, (2) preparing further generations to venture, (3) providing open forum support for their family venture(s), and (4) offering problem-solving resources to their family venture(s).

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Social Enterprise Legitimacy and Viability

Session Moderator: **Yingzhao Xiao**, *Tianjin U.*

ENT: **Growing Pains: Legitimacy and Resource Dependence in Social Businesses in Latin America** ☯ ✈ 💻

Author: **Addisu A Lashitew**, *McMaster U.*
Author: **Eugenia Rosca**, *U. of Groningen*
Author: **Lydia Bals**, *Mainz U. of Applied Sciences*
Author: **Feigao Huang**, *Wright State U.*
Author: **Wendy Tate**, *U. of Tennessee*

A growing number of social businesses in developing countries provide market-based solutions to societal challenges, often with significant technical and financial backing from Western intermediary organizations. In this study, we use extensive interview data to investigate how Colombian social businesses translate and adapt novel social business practices in their ecosystem. Our analysis reveals how, in the face of local on-the-ground realities, reliance on imported practices and resources exposes Colombian social businesses to a legitimacy deficit and resource dependence. The intertwined challenges of building legitimacy and achieving resource autonomy lead to different scaling strategies that are contingent on the entrepreneur's social identity.

ENT: **From Heart to Heart? How Prosocial Motivation Affects Social Enterprises' Organizational Legitimacy**

Author: **Yingzhao Xiao**, *Tianjin U.*
Author: **Jui-chuan Hsu**, *Xi'an Jiaotong-Liverpool U.*
Author: **Kevin Au**, *Chinese U. of Hong Kong*
Author: **Zhen Liu**, *Shandong U.*

Gaining legitimacy from market is crucial for the survival and development of social enterprise (SE). Other than institutional determinants, prosocial motivation can gain legitimacy for social entrepreneurs but receive relatively less attention. Drawing on the prosocial motivation literature, we theorize and examine the underlying mechanism and boundary condition for SEs to gain external legitimacy by showcasing their prosocial motivation. A survey (210 SEs) and an experimental study (203 stakeholders in public sectors) were conducted to investigate the perspectives from SEs and external stakeholders respectively. The results reveal that social entrepreneurs' prosocial motivation has a significant positive impact on SE's legitimacy, and resource bricolage serves as a mediator. Intriguingly, the indirect effects of prosocial motivation on SEs' legitimacy through resource bricolage were stronger for social entrepreneurs with higher social class. These findings contribute to the literatures on SE legitimacy, resource bricolage in social entrepreneurship, and the implications of social entrepreneurs' social background.

ENT: **Of Causality and Comparability: Evaluating Hybrid Viability in Social Enterprise** 💻

Author: **Saurabh Lall**, *Adam Smith Business School, U. of Glasgow*

Social enterprises are increasingly studied as an idealized form of hybrid organising. combining a mission to create social value, while also generating sufficient revenue to ensure financial sustainability. Hybridity often leads to an inherent instability, and may only remain hybrid if they are successful in both social and financial domains, leading to the question - how do we determine hybrid viability? There is a long tradition of measuring social impact through evaluation and performance measurement in the public and nonprofit sectors, which has recently been adapted to hybrid organizations. Recent scholarship has examined these issues, but overlooks some key aspects. First, hybrid organizations risk both 'mission drift' (prioritizing commercial objectives over social objectives) and 'revenue drift' (neglecting commercial activities in favour of social objectives). Second, while there are many efforts to compare social performance, there is relatively less attention to answering underlying questions of cause-and-effect, when interrogating social enterprises. I propose a conceptual model that draws on foundational scholarship in evaluation studies on 'valuing', 'methods', and 'use' to illustrate how evaluation can inform hybrid organizational design by testing cause-and-effect assumptions along both social and financial dimensions.

ENT: **Legitimacy Spillover and Social Venture Creation: A Study Based on Spatial Durbin Model** 💻

Author: **Xing Li**, *Utrecht U. School of Economics*
Author: **Wanxiang Cai**, *Cardiff Business School*
Author: **Niels Bosma**, *Utrecht U.*

Legitimacy spillover refers to a phenomenon that that the strong legitimacy of a group of organizations can result in the legitimacy of similar organizations. While previous have verified legitimacy spillover from one organizational form to another, the spillover effect could be ambiguous in the context of hybrid organizations, which include elements from at least organizational forms. The legitimacy from different organization forms could be contradicting, resulting in the difficulties of hybrid organizations to obtain legitimacy. We test the legitimacy spillover effect from two distinctive organization forms (commercial ventures and charities) to social ventures. We use spatial durbin model to decompose the effect of commercial ventures and charities. The results suggest that social ventures can obtain legitimacy from both commercial ventures and charities in the same region, and from commercial ventures in neighbouring regions.

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Neurodiversity in Entrepreneurship 1

Session Moderator: **Sebastian Peick**, *Chair of Innovation Management, TU Dortmund U.*

ENT: **Erratic Bosses or Inspiring Leaders? Entrepreneurs' ADHD-Like Symptoms and Employee Satisfaction**

Author: **Sebastian Peick**, *Chair of Innovation Management, TU Dortmund U.*

Research surrounding attention deficit hyperactivity disorder (ADHD)-like symptoms of entrepreneurs has been growing over the last years. However, prior research linked ADHD-like symptoms only to individual and venture-level entrepreneurship outcomes, lacking the team dimension of employees in ventures. Drawing on the recently developed Coping-Dueling-Fit theory, we develop a model to derive the influence of entrepreneurs' ADHD-like symptoms on employee satisfaction. Using a mixed-data approach combining survey data from entrepreneurs in Germany and corresponding secondary data from an employer review platform, we show that inattention is positively and hyperactivity/impulsivity is negatively related to employee satisfaction. Moreover, we find that constructive conflict in teams weakens the negative relationship between ADHD hyperactivity/impulsivity symptoms and employee satisfaction and reverses the relationship from negative to positive. Hence, we extend ADHD-entrepreneurship literature by examining the previously neglected employee dimension via employee satisfaction and advance the Coping-Dueling-Fit theory by operationalizing team environments as a coping strategy. Furthermore, we contribute to the societal debate on neurodiversity towards a more strength-based view on psychological disorders and suggest constructive conflict in teams as an effective means to channel entrepreneurs' neurodiverse minds for venture success.

ENT: **Neurodiverse Minds: Entrepreneurs' ADHD-like Symptoms and Venture Innovative Capability**

Author: **Sebastian Peick**, *Chair of Innovation Management, TU Dortmund U.*

Over the last years, there has been an increase in research on entrepreneurs exhibiting attention deficit hyperactivity disorder (ADHD)-like symptoms. Prior research on ADHD-like symptoms focuses on venture performance based on financial results, whereas we lack theory on venture-level innovation outcomes. Using the newly developed Coping-Dueling-Fit theory, we build a model to assess the influence of ADHD-like symptoms on venture innovative capability and the influence of founding team heterogeneity on this relationship. Using survey data from 768 entrepreneurs and 94 second informants in Germany, we find that hyperactivity/impulsivity is positively, and inattention is negatively related to venture innovative capability. Furthermore, we discover that founding team heterogeneity weakens the negative relationship between inattention symptoms and venture innovative capability and, surprisingly, weakens the positive relationship between hyperactivity symptoms and venture innovative capability. With this study, we extend Coping-Dueling-Fit theory and the literature on ADHD-entrepreneurship by proposing founding team heterogeneity as a team-level coping mechanism acting as a double-edged sword. In addition, we add to the public debate on neurodiversity and provide evidence for the contextual strengths of people with mental disorders.

ENT: **Entrepreneurs' ADHD Symptoms and Access to Financial Capital – The Moderating Role of Social Capital**

Author: **Sebastian Peick**, *Chair of Innovation Management, TU Dortmund U.*

Research on attention deficit hyperactivity disorder (ADHD)-like symptoms in entrepreneurship strongly increased in the past few years. Although studies indicate negative effects of ADHD-like symptoms on social behavior within ventures, current research misses an understanding of how entrepreneurs' ADHD-like symptoms affect external resource providers and, thus, the perceived access to financial capital. Employing Coping-Dueling-Fit theory, our research model investigates how entrepreneurs' ADHD-like symptoms relate to the perceived access to financial capital of a venture. Furthermore, we assess how social capital (i.e., support from entrepreneurs' social ties) affects this relationship. Utilizing a sample of 1,283 active entrepreneurs and 139 second informants, we find that ADHD inattention symptoms and ADHD hyperactivity/impulsivity symptoms are negatively related to the perceived access to financial capital. Moreover, we reveal that social capital weakens the negative relationship between ADHD hyperactivity/impulsivity symptoms and perceived access to financial capital. Surprisingly, we also find that social capital strengthens the negative relationship between ADHD inattention symptoms and perceived access to financial capital. Thus, we expand ADHD-entrepreneurship literature by adding access to financial capital as a venture-level outcome and social capital as a bidirectional coping mechanism to Coping-Dueling-Fit theory. Moreover, we contribute to the neurodiversity debate by identifying challenges for individuals with mental disorders in entrepreneurship.

ENT: **ADHD Symptoms of CEOs and Business Model Innovation in the SME Context**

Author: **Polina Artamoshina**, *HSE U. St. Petersburg, Russia*
Author: **Galina Shirokova**, *HSE U. St. Petersburg, Russia*
Author: **Oleksiy Osiyevskyy**, *U. of Calgary*
Author: **Virginia Bodolica**, *American U. of Sharjah*

In light of their typical resource constrains, limited internal capabilities, and heightened dynamism and adaptability, small and medium-sized enterprises (SMEs) are forced to be innovative to secure their competitive advantage. The decision to engage in business model innovation (BMI), especially in the context of SMEs operating in uncertain environments, is strongly dependent upon CEOs' predisposition and personality characteristics. Drawing upon the strategic leadership theory and trait activation theory, we hypothesize that Attention Deficit Hyperactivity Disorder (ADHD) symptoms of CEOs significantly influence BMI activities, particularly under specific conditions. Using a sample of 367 Russian SMEs, we find evidence that the perceived level of general uncertainty and CEO tenure intensify the effect of ADHD hyperactivity/impulsivity symptoms on BMI. A detailed discussion of our study's implications for theory and practice in SME settings concludes the article.

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Entrepreneurial Networks

Session Moderator: **Jing Zhang**, *Old Dominion U.*

ENT: **Entrepreneurial Bricolage and Firm Growth: The Role of Structural Holes**

Author: **Chin-Hua Huang**, *Hungkuang U.*

Entrepreneurial bricolage is a critical factor for firm success in resource-constrained environments. Entrepreneurial bricolage is commonly assumed to not scale, as excessive use of entrepreneurial bricolage harms growth. This study explores how resource-constrained firms' increased use of entrepreneurial bricolage impacts firm growth in the context of bridging structural holes. Drawing from entrepreneurship and social network literature, this research proposes a contingency framework to clarify the relationship between entrepreneurial bricolage and firm growth. The study distinguishes market network structural holes (SHM) and technological network structural holes (SHT) and investigates their moderating effects on the relationship between entrepreneurial bricolage and firm growth. Hierarchical regression analysis was used with data from 184 CCI firms in Taiwan. Findings indicate bridging SHM facilitates the relationship between entrepreneurial bricolage and firm growth; however, bridging SHT harms the relationship between entrepreneurial bricolage and firm growth. Results demonstrate an inverted U-shaped relationship between entrepreneurial bricolage and firm growth.

ENT: **Will Networks in Military Life Influence Veteran's Entrepreneurial Intention?**

Author: **Jing Zhang**, *Old Dominion U.*
Author: **Jamil Kreugel**, *Old Dominion U.*
Author: **Run Tian**, *Old Dominion U.*
Author: **Nicklous Salzman**, *Old Dominion U.*

This research studies how military and civilian networks influence military veteran's perceived resource acquisition and consequently their entrepreneurial intention (EI). Building on social network literature, we argue that the effects of a network consisting of military ties may be more limited than its civilian counterpart in increasing veteran's EI. The institutional gap between military and civilian life increases the difficulty of making the transition and therefore disconnects the link between one's military network and their EI via resource acquisition. Using questionnaire survey data collected from 261 veteran students in a public university in the US, we found that the strength and the size of networks in both civilian and military life increased perceived resource acquisition in a startup. However, only the perceived resource acquisition from the civilian network, not from the military network, increased the veteran's EI. This study contributes to network-based entrepreneurship literature and the emerging studies on transitional entrepreneurship.

ENT: **I Can Do It on My Own! Birth Order, Networking, and Entrepreneurial Behavior**

Author: **Julia Kensbock**, *U. of Bremen, Germany*

Whether individuals grew up as a firstborn or laterborn sibling in their families influences their later social behavior long into adulthood. This study examines the impact of birth order on entrepreneurial behavior, combining birth order theory with entrepreneurial networking. It is suggested that firstborn vs. laterborn entrepreneurs show different networking and entrepreneurial behavior when faced with entrepreneurial obstacles. Laterborn entrepreneurs are expected to build, seek, and use external networks more strongly and consequently act more entrepreneurially than firstborn entrepreneurs. Three empirical studies are conducted with more than 900 entrepreneurs. Study 1 shows that laterborn (but not firstborn) entrepreneurs intensify their networking efforts and consequently their entrepreneurial behavior when facing entrepreneurial obstacles. Study 2 does not find an interaction effect, yet, reveals that being firstborn is directly linked with fewer networking and fewer entrepreneurial behavior. Study 3 extends these findings, showing that laterborn established entrepreneurs seek more emotional social support in the face of obstacles, while firstborns avoid doing so.

ENT: **Social Capital and Organizational Survival: A Multi-level Perspective**

Author: **Chris Boudreaux**, *Florida Atlantic U.*
Author: **Steven Walter Bradley**, *Baylor U.*
Author: **Anand Jha**, *Wayne State U.*
Author: **Joao Fernando Rossi Mazzoni**, *Baylor U.*

Social capital is increasingly seen as central to new firm survival. In contrast this study offers theory of social capital as more than the level of individual/firm-level social ties and structural networks, but also built from local geographic social patterns that foster firm-level social exchange. Combining Kauffman Firm Survey, Rupasingha and colleagues (2006) social capital measures and U.S. Census data at the county-level, we examine the survival rates for a diverse cohort of 3,324 U.S. firms founded in 2004 through 2009. Our study finds community-level social capital improves the chances of organizational survival, particularly for firm founders who use more weak-tie relationships in firm funding. In contrast, funding from strong ties are not associated with higher firm survival rates. Further, community-based social capital does not alter the effects of strong tie on firm survival. This study furthers understanding of social capital as a community-level phenomena translating to the firm and individual level with importance for entrepreneurial ecosystems and founding of new firms.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **945** | Submission: **11526** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Societal Crises as External Enablers of Venture Development

Organizer: **William B. Gartner**, *Babson College*
Discussant: **David Audretsch**, *Indiana U., Bloomington*
Discussant: **Saras Sarasvathy**, *U. of Virginia*
Discussant: **Moren Levesque**, *York U.*
Discussant: **Mark C. Suchman**, *Brown U.*
Presenter: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*
Presenter: **Per Davidsson**, *Jönköping International Business School*
Presenter: **David Lucas**, *Syracuse U. Whitman School of Management*
Presenter: **Lucia Naldi**, *Jonkoping International Business School*
Presenter: **Matthew Wood**, *U. of Oklahoma*

This Symposium aims to showcase and discuss theory about how macroenvironmental changes create positive potentials that organizational agents can leverage—or fail to leverage. Our vantage point is that such theory is important and timely yet insufficiently represented in our current library of management theories. To underscore our point of a current theoretical void, we focus in particular on how societal crises – that is, events that are by definition negative for the majority – create positive potentials for an important minority of business activities.

Theorizing Potentials from Macroenvironmental Change

Author: **Frederik Von Briel**, *U. of Queensland*
Author: **Per Davidsson**, *Jönköping International Business School*
Author: **Jan Recker**, *U. of Hamburg*

A Cloud's Silver Lining? The Impact of COVID-19 Policy Interventions on New and Maturing Technology

Author: **David Lucas**, *Syracuse U. Whitman School of Management*
Author: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*
Author: **Uisung David Park**, *Syracuse U.*

External Enablers and the Shaping of Established Ventures: Emergence, Novelty, and Persistence of

Author: **Joaquin Cestino**, *Jonkoping International Business School*
Author: **Lucia Naldi**, *Jonkoping International Business School*
Author: **Mart Ots**, *Jonkoping International Business School*

Expanding Enabler-Agent Interplay: A Missed External Enablement Perspective

Author: **Matthew Wood**, *U. of Oklahoma*
Author: **David W. Williams**, *U. of Tennessee*
Author: **Will Drover**, *Texas Christian U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **946** | Submission: **20898** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Entrepreneurial Opportunities 1

Session Moderator: **Jing A. Zhang**, *U. of Otago*

ENT: **How SMEs Explore International Opportunities: The Role of Learning From Failure**

Author: **Jing A. Zhang**, *U. of Otago*
Author: **Tao Bai**, *U. of Queensland*
Author: **Masoud Karami**, *U. of Otago*
Author: **Dana L. Ott**, *U. of Otago*

Despite the importance of SME internationalization, little is known about what drives SMEs to effectively explore international opportunities (IO). Combing organizational learning theory with the dynamic capability perspective, and drawing on the international entrepreneurship literature, we propose a conceptual framework to explore (1) how learning from failure affects IO exploration through entrepreneurial risk-taking, and (2) how home country normative institutions influence the relationship between learning from failure and entrepreneurial risk-taking in resource constrained SMEs. Using a sample of 146 Chinese SMEs, our analysis reveals that learning from failure enhances entrepreneurial risk-taking, which in turn, facilitates IO exploration. Our results also indicate when home country normative institutions are weak, the positive effects of learning from failure on entrepreneurial risk-taking are stronger. Our findings provide insightful theoretical and practical implications.

ENT: **A Process Model of Opportunity Actualization in Entrepreneurial Growth**

Author: **Zhikai Wang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Runtian Jing**, *Shanghai Jiao Tong U.*

Opportunity is central in entrepreneurship research. However, research has developed several approaches to explain entrepreneurial phenomena based on mutually exclusive ontological assumptions about entrepreneurial opportunities. Reconciling this tension, we develop a process view of opportunity actualization to examine how a firm proactively discovers and creates opportunities to enable rapid entrepreneurial growth. We draw on an inductive case study of an Internet-based technology entrepreneurial firm which rapidly grew by successively seizing opportunities in two different product markets. Our proposed theory emphasizes that entrepreneurship is a cyclical transformation process of multi-form opportunity. During this process, entrepreneurs with resourcefulness proactively transform discovered-form opportunities from a deeper unobservable level to a less conspicuous level, whereby external opportunities are internalized as tangible resources for growth. We contribute to the concepts in opportunity discovery, creation, and actualization approaches. Our most fundamental insight extends the resources-based firm growth theory: opportunity actualization has value in envisioning the business and exchanging resources for growth. We also identify momentum-driven entrepreneurial growth as an objective condition-centric process.

ENT: **Opportunity Actualization: From Unknowable Scaling Opportunities to Entrepreneurial Action** ✈ 💻

Author: **Somayeh Taghvaee**, *ISM International School of Management*
Author: **Ali Marjovi**, *U. of Tehran*
Author: **Stratos E. Ramoglou**, *U. of Southampton*

In this research, we adopt an opportunity actualization lens and apply its practical notion of opportunity ingredients (OIs) to examine whether and how top managers of new ventures attempt to actualize scaling opportunities in the absence of key OIs. To do so, we conduct a multiple-case study of successful and unsuccessful scaling efforts devoted by five nanotechnology-based new ventures in Iran's business setting, wherein the uncertainty is at its most extreme, and firms have to take action while multiple OIs do not exist. Our analysis reveals that top managers' approach to multi-agent OIs leads the firms to follow two different scaling paths: spiral and dynamic embedding. Spiral refers to a scaling trajectory in which the firm avoids opportunities that contain highly multi-agent OIs and chooses to switch between potential industry sectors to actualize opportunities with fewer multi-agent OIs. In contrast, dynamic embedding refers to a scaling path wherein the firm embraces multi-agent OIs and actualizes those scaling opportunities that need to shape highly multi-agent OIs, which enable them to embed their technology in specific industry sectors. Our findings contribute to the ongoing opportunity debates by examining scaling opportunities. More specifically, emergent scaling patterns affirm the possibility of actualizing unknowable opportunities and explain how a specific characteristic of OIs (i.e., multi-agent) drives new ventures to follow different scaling trajectories.

ENT: **A Temporal Typology of Entrepreneurial Opportunities** 💻

Author: **Jeffery S. McMullen**, *Indiana*
Author: **Jason Robert Fitzsimmons**, *Manipal International U.*
Author: **Khyati Shetty**, *U. of the Fraser Valley*
Author: **Stratos E. Ramoglou**, *U. of Southampton*

Entrepreneurial opportunities emerge and dissipate over time, yet little is known about how and why they vary in their temporality and what the implications of temporal variance are for the urgency and timing of entrepreneurial action. Building on the actualization theory of opportunity and signal processing theory, we propose that opportunities for entrepreneurial action can be understood as a convolution of consumer desire, production feasibility, and economic viability of an innovation. Conceiving consumer desire – the necessary ingredient of any profit opportunity – as either known or unknown and fleeting versus enduring, we identify four possible distributions of consumer desire over time. We then show how the interaction of these distributions with potential feasibility functions produce a temporal typology of entrepreneurial opportunities. Our analysis suggests that despite sharing conceptual similarities in structure, each type of opportunity emphasizes a different form of asymmetry across opportunity categories, which is likely to differentially affect the urgency and optimal timing of entrepreneurial action. We conclude by pointing out how considerations of time facilitate the move away from a highly acontextual and abstract understanding of entrepreneurial opportunity and toward a more theoretically nuanced and empirically informative view of the concept.

ENT: **The Origin of Entrepreneurial Opportunities in a Data-Driven Era**

Author: **Abhishek Bhatia**, *London Business School*
Author: **Gary Dushnitsky**, *London Business School*

The main theories about the origin of entrepreneurial opportunities were developed at a time when information was scarce. Nowadays, in contrast, we face an information-rich environment where data-driven analytics (e.g., Artificial Intelligence and Machine Learning) are common across many facets of business. To understand the impact of a data-driven approach to the discovery of entrepreneurial opportunities, we study venture capital investors. Traditionally, VCs relied on their business acumen and networks. Recently, some VC funds have adopted data-driven methods as means to discover (i.e., enhance sourcing or selection) entrepreneurial ventures. We document the characteristics of portfolio companies in which data-driven VCs were 'first money in'; and further compare to the portfolio characteristics of traditional VCs. We observe differences in geographical coverage (e.g., backing founders based in 'startup hubs'), CEO gender (e.g., a higher fraction of female founders), and educational background (e.g., backing graduates of 'elite' universities). Our findings inform the origin of entrepreneurial opportunities in an information-rich analytics-intense environment. It further alludes to the role of organizational norms in leading to notable differences in the ultimate application of AI.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **947** | Submission: **21026** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Entrepreneurship in Different Environmental and Industry Contexts 1

Session Moderator: **Jeffrey Thomas Cavanaugh**, *U. of Nebraska*

ENT: **The Importance of Competitive Dynamics in Shaping Entrepreneurial Decisions**

Author: **Jeffrey Thomas Cavanaugh**, *U. of Nebraska*
Author: **Matthew Barlow**, *U. of Nebraska, Lincoln*

This paper offers a new understanding of entrepreneurship strategies by integrating competitive dynamics framework into small firms' responses to rivals' product introductions. While some competitive dynamics research has focused on relatively small firms (small airlines for example), we expand competitive dynamics research squarely into the field of entrepreneurship. In our sample of craft breweries, we find that entrepreneurs with smaller firms respond with more strategic aggression than their larger rivals. We also expand competitive dynamics beyond the attacker-responder dyadic interaction to a market-wide phenomenon of multiple attackers and responders. Furthermore, we use a continuous measure of rivals' new product introduction to demonstrate the strategic aggression of these firms. Our findings offer an important extension for both competitive dynamics and entrepreneurship by considering how awareness, motivation, and capability play into the entrepreneur's competitive response repertoire.

ENT: **Spatial Transformations in Entrepreneurship: A Study of the Liverpool 'Baltic Triangle'**

Author: **Thomas Davis**, *Manchester Metropolitan U.*
Author: **Michael Zundel**, *U. of Liverpool Management School*
Author: **Sam Horner**, *U. of Liverpool*

In our longitudinal empirical study, we answer calls to investigate the contexts of entrepreneurship and urban spaces. Bringing together Henri Lefebvre's 'spatial triad' and Spinosa, Flores and Dreyfus's theorizing of entrepreneurship as 'world-making,' we provide a new conceptualization and an empirical account of the recursive co-production of urban spaces and entrepreneurial action. Paying attention to the continuous interactions of entrepreneurship and changing urban spatial characteristics, we add insights regarding the transformational potential of entrepreneurship as a collective force for remaking the city.

ENT: **What Drives Deviant Behavior? Highlighting Factors that Drive Informal Entrepreneurship**

Author: **Mengli Zhao**, *Xi'an Jiaotong U.*
Author: **Chengli Shu**, *Xi'an Jiaotong U.*
Author: **Elizabeth Marie Moore**, *Northeastern U.*
Author: **Luis Alfonso Dau**, *Northeastern U.*
Author: **Jinxin Liu**, *Xi'an Jiaotong U.*

Although the informal economy captures a sizeable share in many countries, a marked gap remains in our understanding of why some entrepreneurs actively operate ventures informally. Informal entrepreneurship is a deviant behavior that departs from formal institutions particularly. Building on anomie theory, we investigate two sources that influence informal entrepreneurial engagement—individual- and country-level factors. Specifically, we delve into the impacts of entrepreneurial motivations and self-efficacy at the individual level and those of government changes at the country level. Given the multilevel nature of informal entrepreneurship, we also investigate their combined effects. We test our theoretical model using a multi-sourced dataset comprising 14,636 ventures in 44 countries and regions. Using multilevel methodology along with several sensitivity analyses, our rigorous findings offer several key insights

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ENT: **Self-Employment as an Early-Career Option: A Longitudinal Study of Individual & Regional Conditions**

Author: **Maria Figueroa-Armijos**, *EDHEC Business School*
Author: **Serge P. Da Motta Veiga**, *EDHEC Business School*

Self-employment is typically studied as an isolated event rather than as an option in an individual's career continuum. This study explores self-employment as an early career option among young adults (ages 21-31) in and around the contextual economic circumstances levied by recessionary times (2005-2011). We unravel whether longitudinal individual and contextual conditions influence an individual's decision to pursue self-employment in a time of crisis. We use the U.S. National Longitudinal Survey of Youth, administered by the U.S. Bureau of Labor Statistics, which tracked individuals from adolescence to adulthood. Our data comprises of a nationally representative random sample of 9,022 individuals who were between 13 and 17 years old when they were first interviewed in 1997. They were interviewed every year since. We use a composite entrepreneurship-careers lens to offer a multidimensional examination of self-employment as a viable early-career option. This approach advances our current knowledge of contextual and temporal patterns affecting entrepreneurial behavior. Our results suggest that conditions imposed by the economic recession alter the decision to become self-employed as an alternative career path, with varying effects by gender and regional conditions during non-recessionary times.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **948** | Submission: **19659** | Sponsor(s): **(ENT, DEI)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Cognitive Diversity Within Entrepreneurial Teams: Contingencies of Their Cost and Benefit

Panelist: **Mari Sako**, *U. of Oxford*
Panelist: **Scott Page**, *U. of Michigan*
Panelist: **M. Diane Burton**, *Cornell U.*
Panelist: **David Hsu**, *The Wharton School, U. of Pennsylvania*
Panelist: **Anna D'Ambrosio**, *Politecnico di Torino*
Panelist: **Carrington Motley**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Cyrine Ben-Hafaiedh**, *IESEG School of Management*
Participant: **Matthias Qian**, *U. of Oxford*

This AoM symposium advances the debate on whether cognitive diversity - differences in how people think, perceive, and process information - facilitates or impedes the performance of entrepreneurial teams. The formation of entrepreneurial teams involves the decision by the first founder(s) to recruit other cofounders and early joiners. Conventional wisdom in the business world is that teams perform best when bringing different perspectives and ideas to their collective decision making (Bunderson & van der Vegt 2018). Indeed, recent reports by McKinsey (Barta, Kleiner, & Neumann 2012) and Deloitte (Bourke & Dillon 2018) suggest that different cognitive perspectives among senior leaders create substantial value for firms. The symposium aims to add an understanding of the circumstances whereby cognitive diversity facilitates the performance of entrepreneurial teams. It builds on a growing literature that recognizes that cognitive diversity is not unconditionally better in all contexts (Eesley, Hsu, & Roberts 2013; Ter Wal et al. 2016). With the assembled thought leaders on cognitive diversity and entrepreneurial teams, the panel addresses what we know and the most pressing research directions ahead.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **949** | Submission: **10086** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

CDOs in Health Care Organizations: Advancing Workforce Diversity and Improving Health Equity

Moderator: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Panelist: **Tory H. Hogan**, *Ohio State U.*
Discussant: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Panelist: **André Lessears**, *U. of Alabama at Birmingham Medical Center*
Panelist: **Samuel Boadu**, *U. of Alabama, Birmingham*
Panelist: **Kemberly Blackledge**, *U. of Alabama, Birmingham*

As health care management and diversity management scholars continue to examine the effectiveness of DEI initiatives in HCOs, and the relationships to organizational performance therein— financial performance, patient care quality, health outcomes, and community benefit, it will be important to understand the executives who most directly influence these strategic initiatives, the CDO. The purpose of this panel symposium is to discuss the emergence of DEI leadership in Health Care Organizations (HCOs), most notably the proliferation of the CDO position. While similarities remain between the CDO position in other industries CDOs in health care need also be concerned about the impact of their efforts on population and community wide health equity initiatives. The panel consist of a group of studies who have each examined this emerging role and the individuals who occupy these positions. Notably, this panel will discuss how the role of health system CDOs is best understood via relevant theoretical frameworks, key performance outcomes, and strategic decision-making in HCOs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **950** | Submission: **21046** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

A.I. Feel Fine: Disruptive Technologies in Healthcare Delivery

Session Moderator: **Joshua Ryan Vest**, *Indiana U., Indianapolis*

HCM: **Embedding Artificial Intelligence in Healthcare – The Case of AI-enabled Diagnostics**

Author: **Sandra Gillner**, *U. of Bern*

Despite high expectations, predictions about the spread of artificial intelligence (AI) in healthcare exceed reality to date, with reports of non-adoption, abandonment, or failure to implement AI. Our current models providing roadmaps to technology spread in healthcare seem to be inadequate to fully grasp the complexities of AI adoption. In this study, we present a complexity science approach to direct our inquiry at the dynamic, nonlinear, and context-dependent process of AI spread in healthcare which challenges prevailing mechanistic and unilinear models. We conduct a multiple case study of AI-enabled diagnostics to theorise about how AI is embedded in healthcare. The notion of embedding allows us to connect local implementation with systemic diffusion. We identify a sociocultural, governing, and technological subsystem in healthcare whose features result in tensions during the spread of AI. These tensions are internalised by the healthcare system through the emergence of stealth science, agility, and ambidexterity as properties of AI providers. Our theoretical model highlights emergence and nonlinearity in the dynamic process of embedding AI in healthcare. Our study contributes to the emerging body of literature on the spread of AI in healthcare by providing a new perspective through the lens of complexity science. Rather than shrinking away from the messy and ever-changing reality of technology adoption, our theoretical contribution embraces complex system processes while retaining generalisability.

HCM: **More is Not Always Better: Technology in the ICU** ☯ 🗨 💻

Author: **Esther Olsen**, *Stanford U.*
Author: **Zhanna Novikov**, *UTHealth School of Public Health*
Author: **Theadora Wu Sakata**, *Stanford U.*
Author: **Monique Hitomi Lambert**, *Stanford School of Medicine*
Author: **Javier Lorenzo**, *Stanford School of Medicine*
Author: **Roger Bohn**, -

Clinical care in modern ICUs combines multidisciplinary expertise and a complex array of equipment and technology. These technologies, which now generate over 1000 data points daily for each patient, have clearly advanced the ability of clinicians to do more for patients, yet so much equipment also presents the possibility for sensory and technological overload. This paper investigates clinicians' experiences with and perceptions of technology in ICUs through interviews with 30 ICU clinicians and leaders. Our interviews suggest three main challenges associated with technology in the ICU including (1) too many technologies and too much data; (2) inconsistent and inaccurate technologies and data; and (3) a lack of integration among the technologies and within the clinician workflow and identity. To address these challenges, interviewees provided mitigation strategies and solutions that revolved around addressing both the social and technical systems to achieve joint optimization. By following these suggestions to jointly optimize the social and technical systems, health systems can demonstrate their willingness to put their workers front and center, which will in turn improve patient care and outcomes.

HCM: **Adoption of Digital Health Solutions for Chronic Diseases: The Case of Cancer-Prophylaxis Mobile App**

Author: **Desislava Dikova**, *WU Vienna U. of Economics and Business*

mHealth applications have the potential to significantly improve overall health and healthcare systems around the world. While there has been prior research on the adoption criteria of mHealth apps, most of this research has focused on very basic mHealth solutions, such as digital consultation. This study examines the adoption criteria for more advanced and specialized mHealth apps, focused on cancer prophylaxis. The study applies the UTAUT model developed by Venkatesh et al. (2012) on a data sample of 415 respondents, using Structural Equation Modeling (SEM) analytics. We find a significant relationship between Performance Expectancy, Effort Expectancy, Social Influence, Price Value, Privacy & Security, and Habit and the Behavioral Intention of an individual to use a cancer prophylaxis mHealth app, gender, age, and nationality are significant moderators of an individual's behavioral intention. Furthermore, we find a strong and positive relationship between the behavioral intention and actual usage behavior of an individual. We extends the current body of literature on mHealth adoption by revealing new insight on the adoption criteria of more advanced and specialized mHealth solutions

HCM: **AI Implementation in Health Care: The Role of Trust, Managers' Commitment, and Training** 💻

Author: **Zhanna Novikov**, *UTHealth School of Public Health*
Author: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*

To reduce care cost and improve care quality, healthcare organizations often implement novel artificial intelligence (AI) technologies. Healthcare providers play a critical role in supporting the process of adopting and implementing AI innovations. However, as AI technologies are relatively new and unfamiliar to healthcare providers, they may not perceive new technologies as valuable in their work, and their wariness can hinder technology implementation. Building on previous research, we hypothesized and tested the role of individual trust, managers' commitment to new technology implementation, and organizational training in providers' perceived value of AI technology. Based on survey data collected in an academic medical center from 298 healthcare providers, we show that individual trust in technology is positively associated with perceived value of AI technology, and this association is moderated by both manager's commitment and organizational training. Our results suggest that when individual's trust is low, commitment of the unit managers by itself will not suffice to increase employees' perceived value of technology if organizational training about these new technologies is low. But, when individual trust is low, and the organization offers training that provides transparent explanations about the new technology and how it may be used, managers' commitment contributes together with organizational training to providers' perceived value of technology. Our study contributes to theory and practice by identifying factors that support new technology implementation in health care organizations.

Session Type: **Paper Session**
Program Session: **951** | Submission: **20854** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

HRM Systems and Behavioral Responses

Session Moderator: **Mingyu Yan**, *School of Management, Shandong U.*

HR: **Socially Responsible Human Resource Management and Knowledge Hiding: A Moderated Mediation Model**

Author: **Mingyu Yan**, *School of Management, Shandong U.*
Author: **Chenghao Men**, *Shandong U.*
Author: **Sitong Liu**, *Shandong U.*
Author: **Sidi Sui**, *School of Management, Shandong U.*

Based on social information processing theory and signaling theory, we examined whether, how, and when socially responsible human resource management affected knowledge hiding. A field study of 249 employees revealed that the negative relation between socially responsible human resource management and knowledge hiding was mediated by duty orientation. Moreover, the results found that moral identity moderated the indirect effect of socially responsible human resource management on knowledge hiding through duty orientation. Our research contributes to the theoretical and practical implications for socially responsible human resource management and knowledge hiding literature, and we also discuss the limitations and future research directions.

HR: **A Moderated Dual-Mediation Model of Perceived HRM Practices on Employees' Behavioral Responses**

Author: **Merce Mach**, *U. of Barcelona*
Author: **António Cunha Meneses Abrantes**, *TBS Business School*
Author: **Juan Rodrigo Alvarado**, -

This study aims to explain the effects of perceived HRM practices on employees' attitudinal and behavioral responses, specifically, how perceived HRM practices influence OCB. It includes 339 employees working in healthcare centers in Chile. We use and test a cross-sectional research design with structural equation modelling (SEM) and path-modeling techniques, (PROCES macro). Our study extends the HRM domain by providing evidence of the mediating role of organizational trust and job satisfaction play in the relationship between HRM organizational practices and employees' OCB. Moreover, organizational justice level plays a conditional role in these indirect effects, enhancing the impact of perceived HRM practices. This study has important practical relevance for organizations and managers. When employees perceive organizational justice, the effect of perceived HRM practices enhances both organizational trust and OCB behaviors. If organizations want to increase their HRM practices' impact, they should invest in developing a sense of organizational justice among employees.

HR: **What Makes Employees Raise Voice? Examining the Impact of High-Involvement HRM and Ethical Climate**

Author: **Kadumbri Kriti Randev**, *T A Pai Management Institute, Manipal Academy of Higher Education, India*
Author: **Jatinder Kumar Jha**, *XLRI-Xavier School of Management*
Author: **Biju Varkkey**, *Indian Institute of Management, Ahmedabad*
Author: **Ravi Shekhar Kumar**, *XLRI-Xavier School of Management, Jamshedpur, India*

Employee voice behaviour is known to have numerous positive implications for both employees and organizations; however, organizations find it challenging to motivate employees towards willingly engaging in voice. Drawing upon Self-Determination and Social Information Processing Theories, this study proposes that organizations can facilitate promotive and prohibitive voice behaviours by implementing High-Involvement HRM (HIHRM) practices and cultivating favorable ethical climates. This study illustrates a hypothesized model that depicts HIHRM not only influences voice behaviours directly but also through indirect, contextual pathways of egoist, benevolent and principled ethical climates as underlying mediating mechanisms. To test the hypotheses, data is collected from a sample of 439 professionals employed full-time across different industries in India. Data is analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM), specifically by conducting a second-order analysis using the disjoint two-stage approach. Results indicate strong support for the hypothesized model and depict that HIHRM is positively associated with both types of voice behaviors; however, it has a stronger association with promotive voice. Further, benevolent and principled ethical climates significantly mediate the HIHRM-voice relationships. The unique findings of this study bridge the macro and micro perspectives in voice research along with reinforcing the need to place employees at pivotal roles while designing HRM policies in organizations. Furthermore, the directions for future research suggest practical advancements to the body of knowledge in this area.

HR: **The Role of HPWS on Reducing Uncertainty and Curbing Unethical Pro-organizational Behaviors**

Author: **Joana S. Story**, *Fundação Getulio Vargas - EAESP*
Author: **Pedro Neves**, *NOVA School of Business and Economics*

The interest in unethical behavior in organizations has grown over the past decades as ethical scandals have become mainstream. However, research on how organizational practices may prevent these behaviors is still scarce, particularly for those behaviors that are unethical but also benefit the organization. Across two studies and guided by Uncertainty Reduction Theory, we examine the relationship between high-performance work systems and unethical pro-organizational behavior via perceptions of politics. In study 1 (N=244), we found support for the indirect effect using a time-lagged design. In study 2 (N=809), we confirmed our mediation hypothesis using unethical pro-organizational behaviors rated by the supervisor and reiterated the particular role played by perceptions of politics, by ruling out job insecurity as a second potential uncertainty reduction mechanism. Taken together, these findings have important theoretical and practical implications regarding the internal functioning of the organization and how they may reduce unethical pro-organizational behavior.

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Program Session: **952** | Submission: **20884** | Sponsor(s): **(HR)**
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Shaping New Talent: Socialization Strategies and Impact on Workplace Outcomes

Session Moderator: **Yezi Kang**, *Faculty of Economics and Business, U. of Groningen*

HR: **Mind Your Interview: How and When Lower-than-expected Newcomers Affect Leaders' Socialization Efforts**

Author: **Yezi Kang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Wen-xia Zhou**, -

Self-presentation tactics or faking strategies used in interviews largely increase the probability of candidates successfully being selected as organizational newcomers. The well-performed newcomers during recruiting correspondingly increase leaders' expectations but also increase their risk of not satisfying leaders' expectations. Despite the fact that impressions about newcomers before their formal entry has an influence on leaders' perception, newcomer socialization literature to date has not recognized the implications of pre-entry information perceived by leaders, and has not offered evidence that the inconsistent information newcomers displayed before- and after-entry affect leaders' judgment of newcomers. To account for this, we propose the negative performance discrepancies, namely, newcomers' lower-than-expected performance leads to decreased leaders' willingness of relational and work-based socialization efforts through leaders' cognition (trust) and affect (disappointment and anger), and leaders' attribution works in buffering their perceptions. Two scenario experiments were done to test hypotheses. Findings showed that newcomers' lower-than-expected performance lowered leaders' trust and highered their disappointment and anger. Compared with trust and disappointment, anger is the most stabilized mechanism in explaining reduced leaders' socialization efforts. We also found that under leaders' internal attributions (low performance caused by newcomer themselves), the moderate extent of discrepancies can trigger negative consequences while external attributions of leaders' (low performance caused not by newcomers) does not mean the discrepancies can be tolerated, the large gap still result in leaders' pessimistic perceptions. We contribute to socialization research by including the perception before newcomers' entry and suggest that the negative inconsistency originated from recruiting might hinder newcomer socialization process.

HR: **A Model of Creative Identity and Organizational Socialization: Effects on Newcomer Creativity**

Author: **Karyn Dossinger**, *Loyola U. Chicago*

As they enter new organizations, employees bring creative self-concepts formed from prior work roles, yet little is known about why or when established creative role identity is associated with newcomer creative performance. I propose and test a model that emphasizes established creative role identity and the organizational socialization context – conceptualized as the presence of creative insiders – as central to understanding newcomers' early-tenure creativity. In Study 1, a field study of newcomers from diverse organizations and industries revealed a positive relationship between established creative role identity and creative performance. This positive relationship was stronger when the presence of creative insiders was lower rather than higher, suggesting that newcomers' ability to translate their established creative identities into creative performance is enhanced when the socialization environment amplifies their self-views as rare and valuable. In Study 2, using a sample of newcomers and their direct supervisors from a single organization, I extended Study 1's findings by proposing and finding support for creative process engagement as a mediator of the relationship between established creative role identity and newcomer creative performance. This positive indirect effect was strengthened when the presence of creative insiders was low. Overall, this research offers a nuanced person-situation perspective on newcomer socialization and creativity, highlighting the surprising ways that the entry experience emphasizes newcomers' creative self-concepts and facilitates their creativity.

HR: **A Meta-Analysis to Compare the Effectiveness of Organizational Versus Newcomer Socialization Tactics**

Author: **Pang Xingyu**, *School of Economics & Management, Tongji U.*
Author: **Jian Liang**, *Tongji U.*
Author: **Yifan Song**, *Texas A&M U.*
Author: **Mingyun Huai**, *Tongji U.*

Both organizational socialization tactics and newcomer proactive tactics have been shown to benefit newcomer socialization outcomes. Yet, it is not well understood which type of strategies are more effective. In this research, we conducted a meta-analysis to compare the effectiveness of these two types of socialization strategies and proposed three contextual variables (i.e., cultural configuration, publication time, and newcomer types) as moderators. Based on 92 independent samples included in 89 studies, our results suggest that although both newcomer proactivity and organizational tactics were positively related to socialization outcomes, the effect of newcomer proactivity was weaker than that of organizational tactics. However, this difference was significantly smaller in HI (vs. VC) cultures, in more recent studies, and for neophyte newcomers. Theoretical and practical implications are discussed at the end.

HR: **Care to Dare: Cross-Lagged Effects of Mentor Secure-Base Support on Newcomers' Workplace Courage**

Author: **Yuge Dong**, *School of Management, Huazhong U. of Science and Technology*
Author: **Yujie Yang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Lu Zheng**, *Huazhong U. of Science and Technology*
Author: **Lirong Long**, *Huazhong U. of Science and Technology*

To adjust well in the frequently-changing and uncertain workplace, newcomers should build their workplace courage. Drawing on the attachment theory, the present research seeks to examine whether mentor secure-base support (support in the form of mentor availability, encouragement, and noninterference) is positively related to subsequent newcomers' workplace courage, including in-role courageous behavior and extra-role helping behavior. A cross-lagged panel study used a new police officers sample ($n = 124$) supported that mentor secure-based support is causally precedent to newcomers' in-role work courageous behavior and extra-role helping behavior, whereas the reverse relationship from workplace courage to mentor secure-base support was not held. We also discuss the theoretical and practical implications of the findings.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

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Unpacking the Selection Process: Emerging Trends and Accumulated Evidence

Session Moderator: **Timothy Wingate**, *Wilfrid Laurier U.*

HR: **Valid for What? A Meta-Analysis of Construct-Specific Interview Criterion-Related Validity**

Author: **Timothy Wingate**, *Wilfrid Laurier U.*
Author: **Joshua Steven Bourdage**, *U. of Calgary*
Author: **Piers Steel**, *U. of Calgary*

The employment interview is used to assess myriad constructs to inform personnel selection decisions. This article describes the first meta- analytic review of the criterion-related validity of interview-based assessments of specific constructs. As such, this study explores the suitability of the interview for assessing specific forms of performance, and furthermore, how interviews should be designed to inform the assessment of distinct forms of performance. A comprehensive search process identified k = 37 studies comprising N = 30,646 participants (N = 4,449 with the removal of one study). Results suggest that all forms of performance are assessed with similar levels of criterion-related validity (r = .26-.29) but that, with respect to construct validity, assessments of contextual and leadership performance are more precise than assessments of task and communication performance. We found no evidence that tailoring the design of the interview improved the assessment of any specific form of performance. However, we expect that future analyses may amend this finding and we point to critical gaps in our current body of literature on employment interviews. These results illustrate how a construct-specific approach to interview validity can spur new developments in the modeling, assessment, and selection of specific forms of work performance.

HR: **Using Valid Cues to Predict Narcissism and Intelligence From LinkedIn Profiles**

Author: **Tobias Marc Härtel**, *Osnabrück U.*
Author: **Benedikt Alexander Schuler**, *U. of St. Gallen*
Author: **Mitja D. Back**, *Westfälische Wilhelms-U. Münster*

Recruiters routinely use LinkedIn profiles to infer applicants' key personality traits like narcissism and intelligence. However, little is known about LinkedIn profiles' predictive potential to accurately infer personality. According to Brunswik's lens model, accurate personality inferences depend on (a) the presence of valid cues in LinkedIn profiles containing information about users' personality and (b) the consistent utilization of valid cues. We assessed narcissism (self-report) and intelligence (aptitude tests) in a mixed sample of 406 students/professionals along with 64 deductively derived LinkedIn cues coded by 3 trained coders. Applying nested cross-validated elastic nets, we demonstrate that (a) LinkedIn profiles contain valid information about users' narcissism (e.g., uploading a background picture) and intelligence (e.g., listing many accomplishments). Furthermore, (b) mechanical perceivers like machine learning algorithms use these valid cues consistently so that the elastic nets attained substantial prediction accuracy (r = .28/.32 for narcissism/intelligence). This way, we uncover LinkedIn profiles' potential to accurately infer personality: Personality can be inferred accurately if (a) the valid cues contained in LinkedIn profiles are (b) used consistently like a mechanical perceiver does. The results have practical implications for improving recruiters' accuracy and foreshadow potentials of automated LinkedIn based personality assessments for recruitment purposes.

HR: **The Call for Talent in Recruitment Attracts Narcissistic Job Seekers**

Author: **Sooyun Baik**, *London Business School*
Author: **Selin Selin Kesebir**, *London Business School*
Author: **Daniel M Cable**, *London Business School*

Being "talented" is one of the most frequently sought-after personal qualities in job applicants, appearing in more than 470,000 of 14,180,208 global job postings. We examine this focus on talent in recruitment, and theorize that it will disproportionately attract narcissistic job applicants. Extending fit theory, we hypothesize that people's self-perceptions may be distorted in ways that break down the matching process in the Attraction-Selection-Attrition cycle. Narcissistic applicants, by definition, see themselves as more talented than others, and therefore perceive greater fit between themselves and organizations that emphasize talent. This research contributes to our understanding of person-organization fit theory by introducing limits to self-knowledge as a factor in recruitment research.

HR: **Making the Grade? Academic Performance as a Predictor of Work Performance and Turnover**

Author: **Chad Van Iddekinge**, *U. of Iowa*
Author: **Philip L. Roth**, *Clemson U.*
Author: **John D. Arnold**, *U. of Missouri*
Author: **Sara Krivacek**, *Clemson U.*
Author: **Rachel Elizabeth Frieder**, *U. of North Florida*

Many organizations assess job applicants' academic performance (AP) when making selection decisions. However, researchers and practitioners have recently suggested that AP is not as relevant to work behavior as it used to be due to factors such as grade inflation and increased differences between the academic and work contexts. The present meta-analysis (total k = 114) examines whether, and under what conditions, AP is a useful predictor of future work behavior. Mean correlations (corrected for measurement error in both variables) between AP and outcomes were .23 for job performance, .37 for training performance, and .00 for turnover. Further, AP is a better predictor of job performance (a) for jobs that require attributes like those important to success in an academic context, (b) for graduate school AP than for undergraduate school and high school AP, (c) for professor ratings of AP than for grades and class rank, and (d) for samples that include applicants from the same university or from the same major. Finally, although the predictive validity of AP has decreased in more recent years, this decrease appears to be due to the use of less-optimal study designs. Overall, the present results suggest it is premature to abandon AP in research and practice. Instead, researchers and organizations should carefully consider whether and how AP is relevant to particular jobs and outcomes, as well as use research designs and measures that optimize the predictive value of AP.

HR: **How Does LinkedIn Profile Information Impact Evaluation of Job-Hoppers?**

Author: **Lesly R. Krome**, *St. Mary's U. (San Antonio)*
Author: **Alexander T. Jackson**, *Middle Tennessee State U.*

Many employers use the social-networking website LinkedIn to help them screen applicants, but potential biases exist. LinkedIn publishes lists and icons of the user's job history, which draws attention to workers with multiple short tenures, or job-hoppers. This quick access of information may lead recruiters to conclude that the individual is untrustworthy, disloyal, etc. for seeking frequent new job opportunities in short succession. This effect may be exacerbated if the candidate is a person of color or woman, as gender and racial biases in recruitment and selection are well established problems (Di Satsio & Larsen, 2020; Gebru, 2020). The current study sought to manipulate LinkedIn profile screenshots by displaying that the LinkedIn member is 1) a job-hopper or an individual with job longevity, 2) Black or White, and 3) seemingly a man or a woman. We recruited 200 hiring professionals. Participants rated the profiles and indicated the capability of the applicant, likelihood of hire, degree of perceived trustworthiness, and provided demographic information. A series of three-way ANCOVAs were used to evaluate applicant qualifications, trustworthiness, and commitment with applicant job-hopper status, race, and gender as IVs. Hiring choice was examined using a binomial logistic regression. The results revealed that job-hoppers were rated as less qualified, less committed, and were less likely to be hired. We found little evidence for bias based on gender, race, or their interactions with job-hopping. Implications and future directions are discussed.

KEY TO SYMBOLS

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CSR Impact: Attraction, Retention, and Employer Perception

Session Moderator: **Jasmin Afrahi**, *Philipps-U. Marburg*

HR: **How Internal CSR Leads to Employer Recommendation: A Mediation Analysis**

Author: **Jasmin Afrahi**, *Philipps-U. Marburg*
Author: **Anna Mutter**, *Philipps-U. Marburg*
Author: **Thomas Armbruester**, *U. Of Marburg*

The importance of word-of-mouth for employers (WOME), that is, employees recommending their company as an employer, is undisputed for the recruitment process. Prior studies have been conducted on the determinants and outcomes of WOME. However, little importance has been given to the employee who recommends their employer to others. What inner thought processes and emotions are triggered that cause the individual to speak positively about the employer? Based on social identity theory, and the stimulus-organism-response (S-O-R) model, we developed a model with internal corporate social responsibility (ICSR) as one of the strongest triggers of WOME and hypothesize that organizational identification and organizational pride mediate the relationship between ICSR and WOME. We test our hypothesis using a data set of 136,478 participants from different German industries. Results revealed a partial mediation, which highlights the importance of the S-O-R model as well as people's unconscious inner thought processes. It shows that for strategic management and human resources management, people, their emotions, and feelings should continue to come first. We discuss the results in light of the above-mentioned theories and point to directions for future research.

HR: **Experimental Studies on Employer's CSR & Job Seekers' Attraction Based on Language Perspective**

Author: **Suman Choudhary**, *Indian Institute of Management, Udaipur*
Author: **Kirti Mishra**, *Indian Institute of Management, Udaipur*

Employers are increasingly including information about their corporate social responsibility (CSR) effort (the CSR action) and its impact (results of the CSR action) in recruitment materials to attract more job applicants. However, current literature has overlooked how the language of CSR effort and CSR impact in recruitment materials can influence job seekers' perceptions. Drawing on language theories, we argue that different types of language used in representing CSR effort (personal-impersonal) and CSR impact (positive-negative) interact to influence job seekers' attractiveness towards the organization. More specifically, we examine two mechanisms through which this occurs: job seekers' anticipated warmth and meaningfulness from being affiliated with the employer. We test these hypotheses across two studies: a field study (study 1) and a computerized experiment via Prolific (study 2). Our hypotheses are supported across both studies. This research provides important theoretical and practical insights into how CSR should be communicated in recruitment materials from a language perspective.

HR: **Retention of Millennial and Gen Z Employees: Does CSR Matter?**

Author: **Rebecca Chunghee Kim**, *Ritsumeikan Asia Pacific U.*
Author: **Helal Uddin**, *Ritsumeikan Asia Pacific U.*

Employee retention is critical to a company's success, yet young people have shown an increasing tendency in recent years to leave their company jobs. The purpose of this paper is to investigate why "young" employees—defined as millennials (born between 1980 and the late 1990s) and Generation Z (the demographic cohort after them)—would leave a company job, and to explore the role that a company's commitment to CSR might play in the stay-or-leave decision. A qualitative survey was conducted of 906 undergraduate students from 27 countries during the years 2013–18, asking for the reasons they would leave a company. Their stated reasons for quitting were matched against three well-established definitions of CSR in order to gauge the degree to which CSR-related factors influence young people's stay-or-leave decisions. The results indicate that salary, work environment, and relations with bosses and co-workers are the factors that most strongly influence young employees' stay-or-leave decisions. The firm's CSR practices do not appear to be a significant factor. This paper is the first in our knowledge to explore the relationship between two dominant narratives in management today: declining rates of retention of young (millennial and Gen Z) employees and growing demand for CSR.

HR: **Influence of CSR on Job Seekers' Organizational Attractiveness: A System Dynamic Approach**

Author: **Esrafil Ali**, *Research Scholar, Department of Business Administration, Sambalpur U.*
Author: **Biswajit Satpathy**, *Professor, Department of Business Administration, Sambalpur U.*
Author: **Deepika R. Gupta**, *Indian Institute of Management Visakhapatnam*

Corporate Social Responsibility (CSR) has been a competitive advantage for attracting job seekers. Organizations have begun to strategize CSR in business operations to attract and retain more job seekers in recent years. This research is carried out to understand the dynamic association between CSR and Attractiveness of Organization to Job Seekers (AOJS). the study develops and validates a system dynamic (SD) model, considering the different variables and how these affect this relationship. Complexity theory is applied as a basic framework in the study. Further, this study adheres to the well-defined SD process to develop a model. To test the empirical usefulness of the developed model, the quantitative and qualitative data are combined with the SD approach, and the model is being validated with feedback from the respondents. The model is relevant to policymakers, decision-makers, managers, etc when strategizing the CSR plan to attract potential job seekers.

HR: **Fraught Expectations: How Corporate Social Responsibility can Backfire in Recruitment**

Author: **Adam Austen Kay**, *U. of Queensland*
Author: **Pavlos Vlachos**, *ALBA Graduate Business School*
Author: **Konstantinos Tasoulis**, *American College of Greece*
Author: **Elaine Farndale**, *Penn State U.*

CSR is an asset for recruitment: that is the dominant narrative among business practitioners and academics alike. However, nascent research has given reason to pause and question this assumption. Accordingly, we develop theory to explain how CSR can also backfire in recruitment. Responding to calls to integrate the CSR and HRM literatures and account for the dynamic role of CSR in recruitment, we present a process model that introduces three theoretical perspectives to the micro-CSR literature. First, drawing from dual-processing attribution theory, we assert that CSR can activate cognitive processes that enable job seekers to appraise CSR in more nuanced ways than previously considered. Second, invoking expectancy violation theory, we propose that the more job seekers attribute CSR to authentic motives, the higher their expectations of employers will be, and the more likely they will be disappointed. Third, leveraging work on the dynamic nature of organizational fairness perceptions, we argue that job seekers update their appraisals of employers in a recursive cycle that trends downward over time. In so doing, we shift the discussion about CSR in recruitment away from static fixed-in-time accounts, toward a more representative description of its dynamic nature over time.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Adapting to Change: Individual Reactions, Team Dynamics, and Organizational Resilience

Session Moderator: **Andrea Lanza**, *U. of Calabria*

HR: **Team Composition: The Effect of Temporary Change and the Moderating Role of Experience**

Author: **Andrea Lanza**, *U. of Calabria*
Author: **Giusy Simone**, *U. of Calabria*

In this study, we investigate the consequences of a temporary change in team composition (TCTC) as a phenomenon that is different from collective turnover. In particular, we examine the underlying characteristics of a TCTC, how such a change affects organizational performance, and which intervening resources moderate the relationship between a TCTC and team results. We conduct our study in the Italian "Serie A" top professional football/soccer league between the 1960-61 and 1991-92 seasons. Our findings suggest that TCTC negatively affects teams' results but that team experience positively moderates the relationship between TCTC and team performance.

HR: **Managerial Change and Unit Performance**

Author: **Hyesook Chung**, *U. of Texas at Dallas*

In the present study, I propose that disruption originating from managerial change can bring not just "liability" but also "advantage" to the unit. In particular, I predict that managerial change will lead to better outcomes if a focal unit has more modular work groups and a higher proportion of full-time workers because such contexts can facilitate the new manager's learning in the unit. Discontinuous growth modeling (DGM) using 22,798 unit-month observations from 860 managerial change episodes provides supportive evidence. This study highlights that successful managerial change hinges upon not merely minimizing disruption from the change but also effectively leveraging it.

HR: **Extreme Extra-Organizational Events and Employee Effectiveness: The Case of the COVID-19 Pandemic**

Author: **Ajay Rama Ponnapalli**, *Wayne State U.*
Author: **Ravi Shanker Gajendran**, *Florida International U.*
Author: **Deepa S**, *Indian Institute of Management, Kozhikode*

The prevalence and frequency of extreme extra-organizational events (e.g., wildfires, floods, hurricanes, pandemics, mass shootings, etc.) over the past two decades raises the concern of their spillover effects on organizations. Extant research suggests that the disruptive nature of these events has implications for employee well-being and work attitudes. However, it remains unclear as to how and why some employees remain effective during such events while others fail to do so. We explore these questions using the backdrop of full-time remote work during the COVID-19 global pandemic. Specifically, we argue that maintaining remote work self-efficacy or the confidence in personal capabilities to perform the job while working remotely can be critical if employees are to remain effective under circumstances relating to the pandemic. In addition, we make the case that two extra-organizational stressors associated with the pandemic—COVID-19 anxiety and employee isolation—can erode remote work self-efficacy. We argue that COVID-19 anxiety negatively influences remote work self-efficacy, and thereby adversely affecting remote work adaptation, task performance, and innovative performance. These effects, we propose, are exacerbated by the isolation that employees experience due to full-time remote work brought on due to pandemic. We found support for our theory across two studies: a field study involving executives and their managers during the nationwide lockdown in India and an experimental vignette study using working adults from a North American online panel during the COVID-19 pandemic.

HR: **Understanding the Job Performance Structure Over Time: A Multilevel Model**

Author: **Hanbo Shim**, *U. of Texas At Arlington*
Author: **Michael Sturman**, *Rutgers U.*
Author: **Andrea Kim**, *Sungkyunkwan U.*

In the present study, we propose a multilevel model of dynamic performance in which the short-term behaviors of performance dimensions emerge as mean, trend, and variation over the long-term and influence long-term ratings of the performance dimensions. Specifically, we examine (1) how one's self-control capacity state influences the behaviors of each dimension at the short-term within-individual level, (2) how performance-identity discrepancies influence the dynamic factors of performance dimensions over the subsequent long-term period, and (3) how the dynamic factors of performance dimensions relate to the long-term performance evaluations. To test the theoretical model, we collected longitudinal panel data from the 58 supervisors and their 733 product designers at a large auto-manufacturing firm in South Korea over 30 weeks. The main results of the study reveal different patterns of relationships between the dynamic factors of each performance dimension and its long-term rating. We discuss the implications for theory and practice on dynamic performance and offer future research directions.

HR: **The Nature of Perceived Person-environment Fit: A Neurological Examination**

Author: **Aichia Chuang**, *U. of North Carolina, Greensboro*
Author: **Yu-Ping Chen**, *National Taiwan U.*
Author: **Tsung-Ren Huang**, *National Taiwan U.*
Author: **Hsu-Min Lee**, *National Taiwan U.*

The current study advances person-environment fit research by exploring the nature of perceived fit via the neuroscientific method of functional magnetic resonance imaging (fMRI). Using brain images of state-like activities (triggered by experimental stimuli in relation to fit) of 62 participants in Taiwan, we found that the participants' engagement in relational-fit and rational-fit contexts corresponded to four brain regions: the posterior cingulate cortex, the precuneus, the medial prefrontal cortex, and the bilateral temporoparietal junction. We also found that the participants' active brain regions relating to perceiving fit and misfit scenarios included: posterior cingulate cortex, precuneus, medial prefrontal cortex, bilateral temporoparietal junction, bilateral superior temporal sulcus, and bilateral temporal poles. These regions involve social constructs (e.g., mentalizing, perspective-taking, empathy) and drive cognitive, emotional, and social processing. In our study, the activation of emotion processing was greater for participants perceiving relational fit than for those perceiving rational fit. Also, the activation of negative emotion processing was greater for participants perceiving misfit than for those perceiving fit. Finally, this differentiation of brain activation between misfit and fit was minimized for participants with higher cognitive intelligence. Our research advances the debate over the affective vs. cognitive roots of perceived fit, provides possible construct validation for perceived fit, paves the way for future neuroscientific investigations into fit, and presents implications for human resources management practices.

KEY TO SYMBOLS

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Executive Impact on HR Decisions and Organizational Outcomes

Session Moderator: **Yin Lee**, *Ajou U.*

HR: **Collective Turnover and Family Firm Performance: The Moderating Role of HR Executives**

Author: **Yin Lee**, *Ajou U.*

Collective turnover hurts firm performance. But do family firms also suffer performance loss from collective turnover? Drawing on the socioemotional wealth perspective, this study proposes competing hypotheses on the impact of collective turnover on family firm performance. On the one hand, collective turnover may be negatively associated with family firm performance as high performers would be more likely to leave family firms due to informality and nepotism. On the other hand, collective turnover may be insignificantly related to family firm performance. Moreover, this paper explores the contextual moderating effect of the presence of HR executives among family firms. HR executives may redirect family CEOs' attention to the strategic importance of collective turnover and formalizing HR practices, thereby mitigating the negative impact of collective turnover. I test the hypotheses using a longitudinal sample of Korean firms from 2007 to 2017. The findings suggest that collective turnover is negatively associated with family firm performance and the presence of HR executives mitigates such a relationship. I discuss implications on collective turnover and family firm research.

HR: **A Multilevel Study of CEO Health-Orientation, Employee Well-Being, and Organizational Performance**

Author: **Nils Fürstenberg**, *U. of St. Gallen*
Author: **Hendrik Huettermann**, *BWU Munich*
Author: **Heike Bruch**, *U. of St. Gallen*

With the rising number of work-related mental illnesses, a growing stream of research has examined the role of leaders in promoting employees' psychological well-being in the workplace. While this literature has accumulated valuable insights, the key role of the executive suite in promoting healthy working conditions has been largely neglected thus far. To fill this void, we develop a multilevel theoretical model on how CEOs' health-oriented self-care (i.e., their awareness of, value for, and behavior toward their mental health) is associated with psychological well-being and performance in organizations. Building on social learning and conservation of resources theory, we propose that CEOs' self-care serves as a role model for leaders at lower organizational levels to show health-oriented staff-care toward their followers, thereby negatively relating to employee emotional exhaustion. Due to this indirect link with employee well-being, we suggest that CEO self-care is also positively and indirectly associated with organizational performance. Our assumptions are supported by a multi-industry, multi-source, and multi-level dataset of 96 German organizations. Our findings provide support for a "mutual gains" perspective, suggesting that a strong orientation toward psychological health in an organization's executive suite is positively associated with both, employee well-being and corporate performance.

HR: **Female Top Managers and Employee Layoffs during the Covid-19 Pandemic**

Author: **Jae C. Jung**, *U. of Missouri, Kansas City*
Author: **Junyon Im**, *Asper School of business, U. of Manitoba*
Author: **Yang Yang**, *Rowan U.*

Employee layoffs are painful events for all parties closely involved. We find that past research posits equivocal predictions on the effect of top manager gender on layoffs. Some studies suggest that female leaders (relative to male leaders) are more empathetic toward employees and thus more likely to avoid layoffs. Yet, other studies contend that female leaders face more resource constraints that hinder their ability to avert layoffs. To reconcile these inconsistent predictions, we develop a contingency model that accounts for the influence of the Covid-19 pandemic on the employee layoff risk in female-led firms and the moderating effects of 1) country-level empathy, 2) country-level institutional quality, and 3) firm pre-crisis innovation. We test our theory with a sample of 1,268 firm observations across 10 countries drawn from the World Bank's Enterprise Survey and Covid-19 Pandemic Survey datasets. Our findings support our prediction that the Covid-19 pandemic intensifies female-led firms' layoff likelihood, but the effect is mitigated by country-level institutional quality and firm-level pre-pandemic innovation.

HR: **Influence From the Top: CEOs' Implicit Motives, High-investment HR Systems, and Firm Performance**

Author: **Xin Wen**, *The Ohio State U. Fisher College of Business*

We explore how CEOs' implicit motives impact the usage of high-investment human resource systems (HIHRS) and firm performance. We draw upon the strategic-choice perspective of strategic HRM to examine top leaders' motivation dispositions as antecedents of HIHRS. We propose that CEOs' implicit achievement and power motives are associated with decreased usage of HIHRS, while CEOs' implicit affiliation motives are associated with increased usage of HIHRS. In addition, we expect HIHRS can mediate the effects of CEOs' implicit motives on firm performance. We found general support for our hypotheses based on a sample of 4,251 firm-year observations of 873 companies listed in the U.S. stock market. This study contributes to strategic HRM research by highlighting the role of CEOs' implicit motives in influencing the use of HRM systems and the effect of HRM systems in mediating the relationship between top leaders' characteristics and firm performance.

HR: **The Rise of HR Executives: What Drives the Elevation of HR Functions?**

Author: **Suyeon Kang**, *U. of Illinois at Urbana-Champaign*
Author: **Andrew Weaver**, -
Author: **Jiwook Jung**, *U. of Illinois at Urbana-Champaign*

While the human resources (HR) function traditionally kept a low profile, recently many U.S. companies have been appointing HR executives within their top management team. What are the drivers of this new but so far unnoticed development? To identify potential drivers behind the recent rise of HR executives, this paper tests two competing sets of hypotheses based on strategic and problem-oriented perspectives of HR, respectively. The strategic HR argument suggests that the rise of HR executives to senior management positions can be attributed to the recognition of the strategic value of human resources to competitive advantage and long-term organizational perspective on HR functions. Instead, we argue that the rise is in line with reactive and problem-oriented HR functional roles. Our random effects logistic regression models using panel data of publicly traded U.S. firms show that the likelihood of the presence of chief human resources officers (CHROs) or HR executives in the top management team is positively related to the problem-oriented HR perspective such as workforce reduction and union density, rather than strategic HR perspectives. These findings suggest that the escalation of HR executives may be driven by the demand for HR expertise to alleviate labor issues, not the renewed recognition of the strategic value of HR functions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Sustainable HRM Practices

Session Moderator: **Chidiebere Ogbonnaya**, *Kent Business School, U. of Kent*

HR: **How Socially Responsible Human Resource Management Facilitates Ethical Workplace Behavior**

Author: **Nhat Tan Pham**, *International U. - Vietnam National U. HCMC*
Author: **Chidiebere Ogbonnaya**, *Kent Business School, U. of Kent*
Author: **Tran Hoang Tuan**, *U. of Labour and Social Affairs (HCMC)*

The concept of socially responsible human resource management (SRHRM) continues to gain traction as integral part of an organization's corporate social responsibility strategy. However, important questions remain concerning how it enables employees to behave more ethically at work. Drawing on social learning theory, we advance current knowledge by reconciling distinct cognitive and moral pathways through which SRHRM influences ethical workplace behavior. We then investigate the role of supervisor ethical leadership as an important boundary condition for this relationship. Based on time-lagged data from 243 employees in 67 Taiwanese organizations, Study 1 shows that SRHRM promotes ethical workplace behavior both directly and indirectly via value commitment and moral ownership, respectively. Study 2 replicates these findings using time-lagged data from 302 employee–supervisor dyads in 81 Vietnamese organizations. The study also highlights the role of supervisor ethical leadership as a first-stage moderator, such that the positive indirect links between SRHRM and ethical workplace behavior are stronger when supervisors exhibit an ethical leadership style. We discuss the theoretical and practical implications of these findings.

HR: **Promoting Sustainability: A Conceptual Framework of 'Stakeholder Voice'**

Author: **Rea Prouska**, *London South Bank U.*
Author: **Kabiru Oyetunde**, *LSBU Business School, London / UK*
Author: **Ian Roper**, *U. of Essex Business School*

The role of HRM is built on the current market economic model and needs to change if HRM is to help businesses towards a new sustainability paradigm. It has been suggested that HRM institutional entrepreneurship (HIE-Sustain) is this new role for HRM, capable of promoting sustainability not only internally to the organisation, but also externally between and among organisations. We build on this perspective and argue that if HRM is to enact this new role, individual HR practices need to also be re-thought and re-designed towards sustainability objectives. We focus on employee voice practices because such practices are a promising vehicle through which HIE-Sustain may be able to initiate change. We offer a conceptualisation of 'stakeholder voice' for sustainability (SV-Sustain) based on a triple-bottom approach to performance which incorporates the voice of a range of external stakeholders. We expand the voice literature in this respect and offer a conceptual framework of the factors influencing the demand for and supply of SV-Sustain in organisations.

HR: **Practices of Sustainable Human Resource Management in Three Finnish Companies (WITHDRAWN)**

Author: **Maria Järlström**, *U. of Vaasa*
Author: **Essi Saru**, *U. of Turku, Finland*
Author: **Aino Pekkarinen**, *U. of Vaasa*

Despite an increase in research on sustainable human resource management (HRM) and its practice, this relatively new research approach still lacks unified concepts and practices. We argue that more qualitative research is needed to discover the practical relevance of sustainability thinking in HRM. In this comparative case study of three Finnish companies, we aim to increase the understanding of this phenomenon by using a practice-based model of sustainable HRM as a theoretical foundation. We investigate why and how the companies implement sustainable HRM and what kinds of results they have achieved. We identify not only similarities but also differences among the companies. Therefore, our study contributes to the practice-based model of sustainable HRM by presenting the outcomes of the implemented HRM practices, as well as the importance of contextual issues. Our study enriches the sustainable HRM discussion by stressing the organizational context, content and process elements, thereby indirectly lending support to the 'soft' HRM model, which is more developmental and employee oriented. The results support the idea that the employer, society and employees can benefit from sustainable HRM in the long term. The positive outcomes of sustainable HRM include employee wellbeing related issues, such as long careers, low turnover, low absence rate, and late retirements.

HR: **Toward the Common Good HRM**

Author: **Maria Järlström**, *U. of Vaasa*
Author: **Essi Saru**, *U. of Turku, Finland*
Author: **Maija Viitasaari**, *U. of Vaasa*
Author: **Kleio Akrivou**, *Professor of Business Ethics & Moral Development, Uni Reading,Henley Bus School*

This article examines companies' HRM practices to determine how well they incorporate the sustainable human resource management (S-HRM) and common good approaches. The empirical data comprise the sustainability reports of companies (N=40) with the best sustainability performance globally. The results indicate that the reported HRM practices target employee development, employee engagement, diversity and inclusion, and health and well-being. All the main goals include multiple practices and metrics, illustrating far more congruence with general sustainability considerations in HRM than a common good HRM (CG-HRM). We contribute to the discussion of sustainable HRM by examining how common good theory enriches S-HRM. We suggest integrating inside-out and outside-in perspectives in HRM policies and practices and a stronger humanistic purpose. Common good HRM relies on a humanistic approach to aspire to an orientation to the "good" in practices and for an organization to be valued as a crucial link to the wider sustainable system, which would help individuals and social communities flourish. We propose that organizational wisdom could explain how some organizations contribute to the common good and others do not.

HR: **Be Innovative or Ethical? Sustainable HRM, Trust in Organization, and (Un)Desired Employee Behaviors**

Author: **Ying Lu**, *Macquarie Business School, Macquarie U.*
Author: **Mingqiong Mike Zhang**, *Monash Business School*
Author: **Miles M. Yang**, *Macquarie U.*
Author: **Yue Wang**, *Macquarie Business School, Macquarie U.*

Amid growing interest in integrating sustainability and corporate social responsibility strategy into the design of human resource management (HRM) practices, sustainable HRM practices based on the common good values (SHRM-CGV) have gained prominence in private firms to support organizations in reaching their sustainability goals. However, research on the effect of SHRM-CGV on desired employee behaviors remains scant. In particular, we know very little about whether SHRM-CGV play a similar or different role in entrepreneurial firms compared to established firms. Drawing upon social exchange theory, we address whether and how SHRM-CGV influence employee innovative behavior and whether SHRM-CGV function more or less effectively in entrepreneurial firms compared to established firms. We also examined whether and how SHRM-CGV lead to employee unethical behavior in entrepreneurial firms. Our findings based on two multi-wave field studies support our theoretical hypotheses and significantly contribute to literature and implications for practice.

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Understanding Individual Turnover

Session Moderator: **Jay Hardy**, *Oregon State U.*

HR: **Safe Inside: How Internal Sourcing Lowers Voluntary Turnover in Tight Labor Markets**

Author: **Jay Hardy**, *Oregon State U.*
Author: **Chase Thiel**, *U. of Wyoming*
Author: **Anthony Klotz**, *UCL School of Management*
Author: **Carter Gibson**, *Shaker Consulting Group*

The COVID-19 Pandemic introduced powerful exogenous shocks in the employee-employer relationship resulting in a precipitous uptick in voluntary turnover—a phenomenon labelled the "Great Resignation." Given that much of the empirical work on turnover is decontextualized, practitioners had little empirical guidance for this period to mitigate massive staffing shortages. To add understanding about how to retain employees in tight labor markets, we examined new-hire source (internal v. external) as a determinant of voluntary turnover amidst the great resignation. Applying an event-based framework and drawing upon social exchange theory, we hypothesize that internal sourcing "binds" employees to employers in tight labor markets because it provides desired social benefits such as employment security and organizational support—which outweigh the potential economic benefits of leaving. Across a field study involving thousands of hires of an international restaurant chain and an online experiment, we find evidence that internal sourcing leads to less voluntary turnover because it inhibits perceptions of employment threat. Thus, this research provides important theoretical and practical insights into how to retain employees when a company is most susceptible to losing them.

HR: **Training and Voluntary Turnover: Difference between White-and Blue-collar Jobs**

Author: **Minjong Jun**, *Binghamton U.-State U. of New York*
Author: **Jeong-Yeon Lee**, *Seoul National U.*

Many studies on the consequences of training have indicated that training tends to reduce turnover. However, some of the employees getting training are likely to leave their organizations, which leads to the outflows of valuable human capital. To achieve a better understanding of these risks of training, we hypothesize that the effects of training on turnover may differ depending on occupational types (i.e., white- and blue-collar jobs) by using the literature addressing (1) employee poaching and (2) employee mobility and career success. Furthermore, this study suggests that employee benefits could weaken this positive association between training and voluntary turnover of white-collar jobs. Our multilevel analyses using 229 South Korean firms from the Human Capital Corporate Panel (HCCP) during the period of 2009 to 2017 support our hypotheses. We discuss the implications of the different effects of training on voluntary turnover as a function of occupational types and the moderating effects between training and employee benefits.

HR: **Intend to Stay or Quit in Turbulent Times? Influence of Talent Retention Strategies**

Author: **Mir Dost**, *Al-Maktoum College of Higher Education, Dundee, Scotland*
Author: **Hussain Bakhsh Magsi**, *U. PUTRA MALAYSIA*
Author: **Muhammad Qureshi**, *Muhammad Ali Jinnah U.*

This study addresses two important research questions. 1) Why do talented employees intend to quit (IQ)? 2) What role firm's talent retention strategies can play? Drawing on the affect-creativity and contingency theories, we investigate the influence of employee creativity on IQ and the moderating role of talent retention strategies such as employee empowerment, participation, job security, and job satisfaction. To test the hypothesized assumptions, we nested the data from employees (n = 236) and their supervisors (n = 101) in emerging markets and analyzed the data by using descriptive and stepwise regression analysis techniques. The results revealed the significant influence of employee creativity on IQ. The contingency role of employee engagement, job security, and job satisfaction attenuated the influence of employee creativity on IQ. However, opposite to the hypothesis, employee empowerment did not significantly attenuate the influence of employee creativity on IQ. Furthermore, the article also discusses the theoretical and managerial implications.

HR: **Social Identity of Talent – What Really Matters to Make Them Stay**

Author: **Linda Baulecke**, *ESCP Business School*
Author: **Marion Festing**, *ESCP Business School*

In this paper ('work in progress'), we contribute a so far neglected social psychological perspec-tive to explain talent retention and examine how social identities influence talents' intention to stay in organizations. By using a multi-methodological and multi-source approach we examine our predictions in two studies of working adults, talents and HR managers in the technology in-dustry. First results of our factorial survey study support our hypotheses that a) organizational identification is an antecedent of talents' intention to stay; b) that the underlying mechanism of this effect can be explained by talent group identification; and c) that the prestige of the talent group moderates the relationship of organizational identification on talent group identification. However, we also find that organizational support does not moderate the relationship between talent group identification and talents' intention to stay. Our subsequent qualitative reveals that the TM practices we measured as organization support are perceived as hygiene factors and that responding to other demands of talents such as challenging tasks have gained importance with respect to talents' intention to stay. These insights will be further tested in a third survey targeting talents. We discuss the implications for future research on talent retention and for organizations.

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Employer Branding and Employee Behaviors

Session Moderator: **Jiexuan Zhang**, *Central U. of Finance and Economics*

HR: **A Study on the Influence of Employer Branding Attributes Congruence on Employee Creativity**

Author: **Jiexuan Zhang**, *Central U. of Finance and Economics*
Author: **Fei Zhu**, *Central U. of Finance and Economics*
Author: **Hongsong Guo**, *Central U. of Finance and Economics*

Based on cue consistency theory and social information processing theory, this study explored the impact of the employer branding attributes congruence on employee creativity through career satisfaction, and further revealed the moderati ng role of proactive personality. This study employs polynomial regression model and response surface analysis using 397 paired questionnaires to test hypotheses. Results show that employer branding attributes congruence has an impact on employee creativity via career satisfaction. Congruent employer branding strategies are beneficial to the creativity of less proactive individuals, while high-level proactivity compensated the limitations of employer branding attributes incongruence. The empirical results complemented employer branding research from the perspective of the instrumental-symbolic attributes congruence, clarified the boundary condition of proactive personality.

HR: **Managing Online Employer Reviews: An Impression Management Perspective for Talent Recruitment**

Author: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Author: **Kim Huat Goh**, *Nanyang Technological U.*
Author: **Sitong YU**, *Nanyang Technological U.*
Author: **Clara Wen Lin Soo**, *Broad College of Business, Michigan State*

The powerful effects of electronic word-of-mouth on employer branding and prehire outcomes have made it incumbent on employers to formulate effective responses to employer reviews on social media. By integrating research on organizational impression management and online customer service recovery, our research adds insight into different types of responses and their effects on potential job seekers. We employed text mining techniques to first identify distinct types of employer responses to positive and negative reviews observed on a major social media platform. Findings from our experiment based on vignettes created from topic modeling suggest that responding to reviews had significant positive effects on organizational attraction, and responding to negative reviews specifically resulted in additional significant positive effects on intentions to apply and employer reputation. Drawing on signaling theory, we further uncover that such responses improved perceptions of organizational competence, warmth, and sincerity when potential applicants read reviews with an employer response (versus no response). Warmth, in particular, mediated the effect of responses on both attraction and application intentions. We also found apologies to be the most effective response to negative reviews and exemplification to be the most effective response to positive reviews. Taken as a whole, our study suggests that organizations should invest in responding strategically to online reviews by employees, past and present.

HR: **Impact of Employer Brand on Employee Retention: The Moderation of Agile Values**

Author: **Jin Feng Uen**, *National Yang Ming Chiao Tung U.*
Author: **CHUN-SHAN TAI**, *National Yang Ming Chiao Tung U.*
Author: **Szu-Hsien Lu**, *National Yang Ming Chiao Tung U.*

Purpose Building an employer brand can help attract and retain employees. However, most small and medium high-technology companies do not have enough resources compared with large-sized companies. Thus, it becomes imperative to determine how small and medium high-technology companies can build their employer brand and its effect on employee retention. Design/methodology/approach There are many small and medium high-technology companies in Taiwan, and the competition for acquiring talent is fierce. We use a multilevel approach (hierarchical linear modeling). Collecting data from 145 employees from 39 small and medium high-technology companies Finding As result among the five subcomponents of employer brand, only "compensation and benefits" significantly influences employee retention. In additional, Agile values positively influence employee retention. Final, Agile value positively moderate the relationship of Employer brand "healthy working atmosphere" and "training and development" with employee retention. Originality/value This result has contribution to the literature. This study fills a gap in the literature that researches agile value and employer brand for SMEs. Especially, for SMEs, it is difficult to take into account all the subcomponents of employer branding. Also, the past agile literature has focused on large corporations. In summary, in a rapidly changing environment, agile values are a crucial element of employee retention in culture. And the employer brand focus of SMEs should be different from that of large enterprises. So we investigate whether agile values strengthen the relationship between employer brand and employee retention in SMEs.

HR: **The Influences of Employer Brand Personality and Differentiation on Recruitment Outcomes**

Author: **Hsu-Chu Wu**, *National Sun Yat-Sen U.*
Author: **Wei-Chi Tsai**, *National Chengchi U.*
Author: **Tian-Jyun Gong**, *National Chung Cheng U.*

Employer branding has been recognized as an effective way to attract job applicants and create competitive advantages in the talent war. However, prior literature has neglected the competition or comparison of employer brand personality (EBP) among competitors. We incorporate strategic balance perspective and develop a theory of EBP positioning on recruitment outcomes. This study used content analysis to capture EBP and its positioning from real recruitment messages and examined the inversely U-shaped influence of EBP positioning on recruitment outcomes. By analyzing the data from six financial industries, the results show that EBP and its positioning have independent impacts, the identity effect and differentiation effect. This study also provides rare empirical evidence on the effectiveness of a firm's EBP practice- firm-delivered EBP. Practical implications are also discussed.

HR: **Priming the Pipeline: A Relational View of Attracting Career-ready Students**

Author: **Rhett Andrew Brymer**, *U. of Cincinnati*
Author: **Janice C. Molloy**, *str*

Despite extensive progress explaining how a broad range of factors influence attraction, the literature has not yet considered how interorganizational ties of varying intensity influence attraction. This paper addresses this gap by framing attraction from a relational perspective, focusing on interorganizational relationships and the discontinuous role transitions these relationships aim to facilitate. We develop hypotheses about how variations in these and related factors predict organizational attraction and test the hypotheses using a sample of students from a large U.S. university who face the discontinuous role transition from student to career employee. We find that, in some cases, interorganizational relationships can yield attraction advantages comparable to the attraction advantages prominent brands enjoy and provide nuanced guidance for when relational embedding is most (least) effective. The paper closes with the nuanced implications for research and practice and—to further the relational movement—a primer on how to shift from atomistic to relational perspectives of HRM phenomena.

KEY TO SYMBOLS

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Money Matters: Exploring Financial Concerns in the Workplace

Session Moderator: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*

HR: **Having Enough Money Matters: Reviewing Financial Security at Work**

Author: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*

The exchange of labor for pay is the defining feature of an employment relationship, and as such, compensation is one of the most important human resource management functions in an organization. Yet, a majority of compensation research neglects the core function of pay from a worker's perspective – to provide sufficient resources to live, or put differently, to confer financial security. This may be explained by the extreme fragmentation of existing research on the subject. In this comprehensive and comparative review, I seek to accomplish five objectives: 1) define the construct space of financial security and distinguish it from other evaluations of pay; 2) identify the proliferation of constructs that are, in essence, financial security by another name (e.g., financial strain, economic scarcity); 3) synthesize the existing research into a single nomological network and identifying key mechanisms; 4) comparing this nomological network to the closely related but distinct constructs of financial need and pay satisfaction to gain a more robust understanding of how pay influences worker outcomes; and 5) articulating directions for future research.

HR: **How and For Whom do Incentives Foster Workplace Presence? Adding the Role of Personal Indebtedness**

Author: **Pavel Kral**, *Prague U. of Economics and Business*
Author: **Adam Trcka**, *Prague U. of Economics and Business*

Financial incentives present a prevalent practice to influence employee behavior. Using financial incentives to promote presence at work is generally perceived as effective, but the real evidence is not convincing. In addition, employee personal financial conditions have been neglected in human resource literature despite their presumable effect on work behavior. The aim of this study is twofold. First, we test the short-term and long-term effects of monetary incentives on work presence. Second, we draw from the theory of indebtedness to reveal a moderating effect of employee indebtedness on incentivizing work presence. We test our hypotheses using longitudinal pay-related data from the automotive manufacturing industry. The results show that financial incentives increase employee work presence only in the short term, but they backfire in the long term. Personal indebtedness influence employee sensitivity to incentives, so employees in personal insolvency are more sensitive to incentives, while employees in personal bankruptcy lose the sensitivity to incentives. The theoretical insights bring further arguments into the debate about the incentive effect of financial rewards, and also integrate economic- and psychology-based explanations to understand how employees respond to monetary incentives. The research provides practical implications for human resources management and social implications for personal bankruptcy law.

HR: **Human Resource Management and Financial Problems in the Workplace: Systematic and Conceptual Review**

Author: **Vagner Fantinel De Rosso**, *U. de Salamanca*
Author: **Lucía Muñoz-Pascual**, *IME, U. de Salamanca*
Author: **Jesús Galende**, *IME, U. de Salamanca*

Personal financial problems are a growing concern for individuals and organizations. However, there is no consensus on the main constructs or measurement scales suitable to assess and measure these problems, nor a clear view of their consequences on workers' performance. This review aims to summarize the findings over the last 20 years of research on the organizational outcomes of financial problems of salaried workers and identify the main constructs and scales used. We reviewed 135 full-text articles published since 2002 in JCR- or SJR-ranked journals which used 16 selected constructs to study salaried workers' financial problems. The results show evidence that financial problems are related to individual outcomes, such as health and family relations, and organizational outcomes, such as job performance, motivation, commitment, workplace behaviours, and professional relationships. The results also show that academic research is concentrated on a few constructs, and there are misalignments in their definition and measurement. In conclusion, this review points out that personal financial problems are a potential source of workers' underperformance that could be dealt with through human resource management policies, but the development of interventions should be carefully designed to correctly assess the desired construct and avoid wasting resources.

HR: **Money on My Mind: The Fortnightly Dynamics between Financial Worries and Personal Well-being**

Author: **Imke Dirkx**, *Vrije U. Brussel*
Author: **Ruud Gerards**, *Maastricht U., School of Business & Economics*
Author: **Riccardo Welters**, *James Cook U.*

Financial uncertainty is becoming an increasingly important source of stress for a significant amount of people. In this study, a within-person design was adopted to examine the negative relationship between financial uncertainty and personal well-being and the buffering role of personality traits (i.e., self-esteem and risk aversion). Bi-weekly diary data gathered over the course of six months (14 wave times) from 123 employees, analyzed using multi-level analyses, showed that changes in financial uncertainty negatively predicted personal well-being. As predicted, self-esteem and risk aversion moderated the intra-individual relationship between financial uncertainty and personal well-being, in that employees with high levels of self-esteem and low levels of risk aversion suffered less from changes in financial uncertainty. This study contributes to the literature on financial uncertainty by using a within-person design, while the literature had so far only focused on between-person studies. Contributions to the literature and practical implications for Human Resource Management are discussed.

HR: **Payday as a Temporal Landmark**

Author: **Laurens Bujold Steed**, *U. of Cincinnati*
Author: **Brian W. Swider**, *U. of Florida*

Disciplines outside of the organizational literature have long established the concept of a "payday effect." Yet, the workplace effects of payday remain largely unknown. To remedy this, we utilize theory on temporal landmarks and the psychology of money to propose potential payday effects both in and outside of work. We also examine the moderating conditions under which the workplace event of payday might be most salient. In Study 1, we examine whether payday meaningfully stands out to individuals by using Google search data in Sweden. In Study 2, we investigate paydays in a six-week within-person study of 85 academic staff spanning three paydays and three non-paydays. Study 1 results indicate that payday functions as a temporal landmark for individuals. Study 2 results suggest that the temporal landmark of payday does not directly affect employee personal control, work-specific self-efficacy, or recovery. Yet, in our examination of moderators, employees who view money as symbolic of freedom do indeed experience fluctuations in personal control, work-specific self-efficacy, and recovery that co-occur with the arrival of their payday. We did not find evidence that employee pay satisfaction moderated payday's effects. Our findings offer insights for theory and practice as to payday's role as an important event in employees' lives, especially for those who view money as representative of freedom.

KEY TO SYMBOLS

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Leader Characteristics and Leadership Emergence

Session Moderator: **Anoop A. Javalagi**, *Northwestern U.*

HR: **Fueling Individual Leadership Emergence via Distributed Leadership: A Sequential Mediation Mechanism**

Author: **Shunhong Ji**, *Shanghai U. of Finance and Economics*
Author: **Ledi Lyu**, *School of Management, Shanghai U.*
Author: **Jiawen Chen**, *Shanghai U.*

Departing from past research on managers' influence on employees' informal leadership emergence, we explore the mechanism of how distributed leadership enhances individual leadership emergence from a cognitive perspective. Drawing upon the leadership identity construction theory and role identity theory, we theoretically developed and empirically tested a serial mediation model that how distributed leadership promotes employees' leadership emergence via individual empowerment role identity and enacted leader identity. Using a three-wave field survey from 496 subordinate-supervisor dyads (82 supervisors and 496 employees), we found that empowerment role identity and enacted leader identity serially mediate the association between distributed leadership and employees' leadership emergence. The results demonstrate the leadership identity construction process of employees' leadership emergence under distributed leadership. The theoretical and practical implications of our findings are then discussed.

HR: **Leaders Appear Agreeable, Extraverted, and Honest-Humble: Meta-Analysis and Reputational Trait Model**

Author: **Anoop A. Javalagi**, *Northwestern U.*
Author: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*
Author: **Mengtong Li**, *U. of Illinois at Urbana-Champaign*

Extending Judge et al.'s (2002a) classic meta-analysis on personality and leadership, we emphasize interpersonal traits of Extraversion, Agreeableness, and Honesty-Humility. Leveraging Interpersonal Trait Theory and a much larger database than previously available, we propose and test a novel theoretical model in which the effects of leader personality identity (self-rated Honesty-Humility, Extraversion, and Agreeableness) on leader behavior and leader effectiveness are mediated by leader personality reputation (other-ratings of the same traits). Implications of person perception/reputational mediators of the trait approach to leadership are discussed.

HR: **Middle Managers' Competencies and Job Performance: A Configurational Approach**

Author: **Sateesh Shet**, *Northumbria U.*
Author: **Thomas Garavan**, *Garavan*
Author: **Dinesh Panchal**, *Nirma U., Institute of Management*
Author: **Colette Darcy**, *School of Business, National College of Ireland, Dublin, Republic of Ireland*
Author: **Fergal O'Brien**, *Kemmy Business School, U. of Limerick*

Investigations of the relationship between managerial competencies (MC) and job performance have typically utilized a variable-centered approach. However, this approach does not tell us whether job performance is the result of a single competency or multiple competencies, the different pathways to job performance or whether the competencies that explain high job performance also explain low job performance. In this study we adopt a people-centered approach to investigate configurations of MC that are sufficient to produce high performance, identify the different competency recipes that lead to high job performance and those that explain high and low performance. Using fuzzy-set qualitative comparative analysis (FsQCA), with a sample of 206 managers, we identify seven equifinal configurations sufficient for high job performance. We find evidence for both conjunction and causal asymmetry in that the explanations of high job performance are multi-dimensional and the configurations leading to low performance were not the same as those leading to high performance. We therefore generate theoretical insights into the MC-job performance relationship beyond that revealed through a variable-centered approach. The findings highlight theoretical, empirical, and practical implications for the use of MC in organizations.

HR: **The Psychological Value of Leadership Development: Longitudinal Quasi-Experimental Evidence**

Author: **Ayse YEMISCIGIL**, *Fordham U.*
Author: **Dana H. Born**, *Harvard Kennedy School; Center for Public Leadership*

Organizations spend billions of dollars in leadership development, yet, our understanding of what is gained as a result of leadership development remain limited. In this research, we argue that leadership development can be more than professional learning and can serve a critical function to improve the psychological well-being of employees and leaders, especially when it targets the whole identity of professionals. Studying a large sample of 1,341 leaders which include eleven cohorts of participants from an identity-based leadership development program and a matched control group, we found leadership development to have a positive impact on sense of purpose in life and personal growth and to reduce levels of stress about two weeks after the programs. At a six-month follow-up these changes largely reverted to baseline levels pointing to a 'eudaimonic treadmill'. We did not find significant differences in online and in-person programs before, during, and after the pandemic. The findings suggest that psychological well-being should be considered in understanding effectiveness, return on value, and the driving factors for leadership development, and that learning and development could be an overlooked source of mental health at work which can potentially deliver mutual gains in both professional and personal outcomes.

KEY TO SYMBOLS
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Fitting Throughout the Employment Cycle: PE Fit Before, During & After Organizational Entry & Exit

Organizer: **Kristina Tirol-Carmody**, *U. of Kansas*
Discussant: **Ryan M. Vogel**, *Fox School of Business, Temple U.*
Presenter: **Kristina Tirol-Carmody**, *U. of Kansas*
Presenter: **Christina Li**, *U. of Oklahoma*
Presenter: **Horatio Traylor**, *U. of Houston*
Presenter: **Shuai Ren**, *McMaster U.*
Participant: **Christina Li**, *U. of Oklahoma*
Participant: **Daniel Goering**, *Missouri State U.*
Participant: **Qi Zhang**, *Oregon State U.*
Participant: **David W. Sullivan**, *U. of Houston*
Participant: **Aaron CH Schat**, *McMaster U.*
Participant: **Joel Andrus**, *U. of Missouri*
Participant: **Yair Berson**, *McMaster U.*

This symposium showcases a collection of research on the breadth of the employee fit experience. Research in this session considers the role of fit as workers enter into, build successful work experiences within, and move between organizations. Specifically, we explore how demographic and psychological individual differences impact the ways employees assess and increase fit during job search; identify the various strategies employees adopt to manage misfit at work; and investigate the unique ways that employees experience fit with various aspects of their work across subjective time. We provide multiple perspectives on the fit and misfit experience, demonstrating how these experiences impact important individual and organizational outcomes, such as attraction, job acceptance, retention, and withdrawal. This session will help researchers and practitioners alike better understand how to effectively manage employee fit as a strategy to tackle the novel challenges associated with the modern labor market.

From a Gendered Lens Perceptions of Fit during Recruitment

Author: **David W. Sullivan**, *U. of Houston*
Author: **Horatio Traylor**, *U. of Houston*
Author: **Joel Andrus**, *U. of Missouri*

How Calling Orientation Shapes Reemployment Crafting Behaviors During Furlough A Diary Study

Author: **Shuai Ren**, *McMaster U.*
Author: **Yair Berson**, *McMaster U.*
Author: **Aaron CH Schat**, *McMaster U.*

A Typology and Scale Development for Employee Misfit Navigation Strategies

Author: **Christina Li**, *U. of Oklahoma*
Author: **Qi Zhang**, *Oregon State U.*

All the Time, All at Once A Latent Profile Analysis of Subjective Temporal Fit Trajectories

Author: **Kristina Tirol-Carmody**, *U. of Kansas*
Author: **Christina Li**, *U. of Oklahoma*
Author: **Daniel Goering**, *Missouri State U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **963** | Submission: **20496** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

International Entrepreneurship

Session Moderator: **Tao Wang**, *U. of Bristol*

IM: **International VC Syndication Intensity and Diversity**

Author: **Tao Wang**, *U. of Bristol*

This study investigates how different dimensions of international syndication nurture portfolio companies' performance in the emerging market. I analyse a comprehensive data set of 4638 portfolio companies in China and find that the intensity, but not the diversity, of international VC syndication increases the performance of local VC-backed portfolio companies. In addition, the social hierarchy of local VC firms, namely status and reputation, moderates this relationship. More specifically, portfolio companies which are invested by high-status or highly reputable local VC firms are less likely to benefit from the high international syndication intensity of these VC firms. The underlying mechanism is explored, and I find that high-status VC firms are more likely to add value to portfolio companies, whereas highly reputable VC firms and VC firms with high international syndication intensity are more likely to select and add value to portfolio companies at the same time.

IM: **Do Displays of Entrepreneurial Traits Help Women Entrepreneurs? Evidence from Crowd-Financed Microle**

Author: **Jayaram Suryanarayana Uparna**, *IIM Udaipur*
Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

Prior research shows a strong association between entrepreneurship and agentic-masculine traits such as positivity, competence, and creativity, and practice focuses on sharpening pitches to emphasize these entrepreneurial traits, even in the context of small-scale entrepreneurship. But do such traits help women entrepreneurs? We rely on attribution, gender and role expectation, and expectancy violation theories to predict that women entrepreneurs, and especially women who display entrepreneurial traits in their pitches, fit the role expectations of entrepreneurs in the microlending context, and benefit from the fastest funding speeds. We find support for these predictions in a dataset involving 600,000 entrepreneurial pitches. Our research on gender and crowd-financed microlending shows how, unlike in the commercial entrepreneurship context, displays of entrepreneurial traits like positivity, provide women a funding advantage in microlending.

IM: **The Effect of Global City Founding Location on Crowdfunding Success and Internationalization.**

Author: **Dwarka Chakravarty**, *San Diego State U., Fowler College of Business*
Author: **Mujtaba Ahsan**, *San Diego State U.*

This study examines the effect of founder location on the success and internationalization of reward-based crowdfunding campaigns. We investigate whether campaigns based in global cities are more likely to attain their funding goals and attract backers from other countries and global cities. We analyze a large sample of reward-based crowdfunding campaigns from the Kickstarter platform. Our results show that campaigns founded in global cities are more likely to be successful than those based in other locations. We also find that global city campaigns have a higher number of backers from foreign countries and from other global cities. Additionally, these advantages of global city location are enhanced for technology-based campaigns, relative to other categories. Our theorizing draws upon international business and entrepreneurship literature, and our findings have theoretical and practical implications for these fields.

IM: **Walk the Talk: The Future-Time Reference of Users' Languages and Digital Product Innovation**

Author: **Pengxiang Zhang**, *Guanghua School of Management, Peking U.*
Author: **Chao Niu**, *Chinese U. of Hong Kong, Shenzhen*
Author: **Eric Y.-F. Zhao**, *U. of Oxford*

The role of language has become increasingly recognized in management research. While the extant literature has mostly focused on managers' language structures and their implications for firms' actions and outcomes, we take a framing perspective and propose that users' language can have an important influence on firms' decision making. Grounded in the context of the mobile game industry, we theorize that gamers speaking weak future-time reference languages employ proximate temporal framing and thus positively impact publishers' digital product innovation. We further argue that this baseline relationship depends on the effectiveness of the temporal framing, which is shaped by the negativity of gamers' feedback and publishers' linguistic incongruence with gamers. Based on a global sample of 1,183 mobile game publishers from 27 countries, we find strong evidence supporting our hypotheses, contributing to the integration of the organizational linguistics and user innovation literatures.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **964** | Submission: **20463** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

Emerging Market MNEs

Session Moderator: **Manish Popli**, *Indian Institute of Management, Indore*

IM: **Does Degree of Foreign Investments Spur-up the Market Reactions to Counter Responses by Incumbents?**

Author: **Manish Popli**, *Indian Institute of Management, Indore*
Author: **Sowmya Kannan**, *IIM Indore*
Author: **Mehul Raithatha**, *Indian Institute of Management, Indore*

In emerging economies, following the implementation of market-efficiency reforms, an influx of investments by resource-rich foreign firms prompts incumbent firms to engage in competitive response actions of cross-border acquisitions. In this study, we propose and find support for the idea that cross-border acquisition announcement returns will be greater for firms in industries that receive more foreign investments. Furthermore, we advance the impact of incumbent firms' vulnerability on the baseline relationship, as assessed through their domestic market dependence and performance attainment discrepancies. The empirical findings support our theoretical model and demonstrate the integrative role of the industry- and firm-level determinants in influencing market reactions to cross-border acquisitions by firms from emerging economies.

IM: **How Does Liability of Origin Impact the Performance of Post-merge Integration of EMNEs?**

Author: **Wenting Li**, *business school of Central South U.*
Author: **Ding Wang**, *Central South U.*

Recently, the emerging market multinational enterprises (EMNEs) adopt the cross-border M&A for technological catch-up and value creation. However, the EMNEs are faced the unique challenge of liability of origin, which challenges the cross-border M&A of EMNEs. We combine organizational identity and legitimacy perspective conceptualize the liability of origin as the institutional-related and product-related liability of origin and examined the impacts these two dimensions of liability of origin on the performance of post-merge integration of EMNEs respectively. Utilizing the sample of Chinese firms' cross-border M&A events, we found that the institutional-related and product-related liability of origin can negatively impact the performance of post-merge integration performance. Moreover, the organizational identity maintenance strategy positively moderates the relationship between product-related liability of origin and the organizational reconstruction strategy positively moderates the relationship between institutional-related and product-related liability of origin. Our findings extend the literatures on liability of origin and the literatures of post-merge integration of EMNEs.

IM: **Configuring Liability of Emergingness on Strategic Asset-Seeking Acquisitions**

Author: **Xinli Huang**, *WU Vienna U. of Economics and Business*
Author: **Yanze Liang**, *Faculty of Economics and Business, U. of Groningen*

We study the impact of liability of emeringness (LOE) on the innovation performance of emerging market multinationals' (EMNEs) strategic asset-seeking acquisitions. EMNEs adopt strategic asset-seeking acquisitions as a means of developing their competitive advantages and catching up. However, when EMNEs enter their target countries, they suffer from multiple liabilities (e.g., LOE), such that not all EMNEs are able to improve their innovation performance through acquisitions. In this study, we aim to disentangle the LOE into internal and external liabilities and test how these liabilities jointly affect EMNEs' post-acquisition innovation performance. Empirically, we utilize the fuzzy-set Qualitative Comparative Analysis (fsQCA) to analyze 162 acquisitions issued by Chinese multinationals between 2013 and 2017. The empirical results indicate four strategic scenarios with different innovation performance conditions for Chinese multinationals' strategic asset-seeking acquisitions. Our study contributes an extension of the concept of LOE and sheds light on the strategic configurations that allow for high innovation performance.

IM: **How do Latecomer Firms Upgrade their Activities in the Global Value Chain?**

Author: **Amir Chiti Zadeh**, *UNSW Sydney Business School, Australia*
Author: **Pradeep Kanta Ray**, -
Author: **Jimi Kim**, *U. of New South Wales*

Recently efforts have been made to understand latecomer firms' (LF) process of upgrading. To further our understanding of this process, this study investigates six Indian firms in the leather and skin industry using an interpretive research paradigm. The findings reveal that initially, firms face six difficulties: lack of skilled labor; lack of environmental and animal rights; lack of advanced technology; lack of brand reputation; low exposure to the international market; and slow production within their value chains. Drawing on the Global Value Chain (GVC) smiling curve model, we find that by industry support, government support and through partnerships, and joint ventures with other developed country firms (DCFs), LFs can reduce their initial deficiencies and upgrade themselves. And by drawing on smiling curve of GVC, LFs can be continually innovative, gain full control of their GVCs, flow of information within the company, provide in-house training, increase automation and making use of further industry and government supports, LFs can move up the smiling curve of GVC. The results suggest that LFs willing to step further onto the GVC by opening offices in developed countries.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **965** | Submission: **20473** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

Uncertainty, Disruptions and MNE Performance

Session Moderator: **Markus David Taussig**, *Rutgers Business School*

IM: **Corruption and Conglomerate Diversification in Acquisitions: Global Evidence**

Author: **Markus David Taussig**, *Rutgers Business School*
Author: **Man Dang**, *U. of Economics, Danang U.*
Author: **My Hanh Nguyen**, *U. of Economics, Danang U.*
Author: **Hoang Long Phan**, *U. of Economics, Danang U.*
Author: **Khue Huynh**, *U. of Economics, Danang U.*

This paper investigates how corruption influences acquirers' industrial diversification decision to engage in global acquisitions over the period 2000-2015. Controlling for firm-level, deal-specific and country-level characteristics, we find an inverted U-shaped relationship between the level of corruption in the host country and the acquirers' anti-conglomerate decision. Specifically, acquirers tend to prefer target firms within the same industry in host countries with weak institutional environments and less transparency, characterized by lower control of corruption and inferior corruption perceptions. Also, the bidders' industrial diversification strategy depends on corruption distance between target and bidder countries. The findings further show that the relationship between the level of corruption and anti-conglomerate choice is stronger for deals paid with cash. Our results provide better understanding of market imperfections and their effects on acquirers' takeover planning.

IM: **Geographic Diversification of Firms, Corporate Investment and Populism**

Author: **Alfonso Carballo-Perez**, *NEOMA Business School*
Author: **Margherita Corina**, *NEOMA Business School*

Abstract We investigate how multinational firms strategically respond to their corporate investments when faced with increased uncertainty in their home country. In particular, we investigate how multinationals react in their investment decisions when a populist ruler takes office. We show that the presence of a populist leader at the helm of the government undermines single-country firm's investment, given the uncertainty triggered by populist rhetoric. However, this negative effect is less detrimental for multinational firms that diversify geographically in a greater number of countries. Furthermore, we also find that at higher levels of geographic diversification, the reduction in the negative effect of populism on home investment is less pronounced: for each additional country that the multinational diversifies, the positive marginal effect of diversification will be smaller. We contribute to the literature on international business, by providing theory and empirically testing our hypotheses using a sample of multinational firms in 23 democratic countries from 1998 to 2020. Finally, we also contribute to the study of populism by proposing an empirical strategy based on instrumental variables, which addresses the problem of endogeneity that arises between populism and uncertainty.

IM: **How to Cope with the Unknown? A Dynamic Conceptualization Following the Covid-19 Outbreak**

Author: **Roman Barwinski**, *U. of Bristol*

Understanding and coping with the Unknown is becoming a challenge for many managers and the topic of an increasing number of discussions in board rooms. While an extensive body of literature in international business has addressed risk and uncertainty, research on the unknown is sparse and fragmented. Much of the work is focused on defining the phenomenon and coping mechanisms in a specific context. Based on the sociological idea that the unknown is dynamic and can transform into different types over time, we present a dynamic framework for coping with the unknown which we adapt to the challenges of international businesses during the covid-19 pandemic. We differentiate four basic processes for dealing with the different stages of the unknown and introduce concrete strategic tools managers can apply to identify unknowns and turn them into knowledge.

IM: **Surviving Pandemics: The Role of Spillovers**

Author: **Ariel Weinberger**, *George Washington U.*
Author: **Meghana Ayyagari**, -
Author: **Yuxi Cheng**, *U. of Liverpool Management School*

What role do spillover effects play in firm resilience during crises? Using high-frequency data on over 7 million import transactions, we ask this question in the context of the large trade disruption faced by US importers in the months immediately following the initial COVID-19 shock. While US firms saw a reduction in imports due to Covid-related trade disruptions to their suppliers, these effects were lower for importers in counties that received greater loans under the Paycheck Protection Program (PPP), a government stimulus program aimed at small businesses. While the importers are not direct recipients of PPP loans, a one standard deviation increase in indirect exposure to PPP reduces the effect of the supply shock faced by the firm by approximately one-fifth. The effects are largest in counties with larger number of small suppliers and higher input-output industry linkages, and those with greater share of small and medium enterprises (SMEs). We also see similar effects of PPP preserving job growth at the county level even as the trade shock takes a negative toll on local employment. Our results point to local spillovers between SMEs that were PPP recipients and large importers as being an important determinant of firm resiliency during the pandemic.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **966** | Submission: **20482** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Lincoln**

Foreignness and Location Choice of MNEs

Session Moderator: **Vladislav Maksimov**, *U. of North Carolina, Greensboro*

IM: **Liability of Emergingness in Exporting: Transactional and Relational Dimensions**

Author: **Vladislav Maksimov**, *U. of North Carolina, Greensboro*
Author: **Stephanie L. Wang**, *Indiana U., Bloomington*
Author: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Author: **Juan Bu**, *Indiana U., Bloomington*

We analyze the drivers of the liability of emergingness (LOE) in exporting, i.e., the additional disadvantages that emerging market firms suffer in their exports because they come from emerging markets. We propose that importer's negative perceptions of emerging market firms' home country institutions shape the type and degree of LOE. Specifically, we distinguish between formal and informal institutions to disaggregate the LOE into transactional and relational and propose that these dimensions constrain opportunities to engage in effective economic or relational exchange, stifling export performance. However, we also argue that information on the organizational capabilities or behavioral reliability of these firms helps counteract the negative effects. The analysis of a sample of 3,542 exporting firms from 25 emerging economies supports these arguments.

IM: **A Deep-Learning Analysis of Foreignness and Its Impacts on Cultural Goods' International Performance**

Author: **Qian Gu**, *Georgia State U.*
Author: **Yanqing Wabg**, *Georgia State U., J. Mack Robinson College of Business*
Author: **JiaMin Zhang**, *Fudan U. School of Management*

Globalization of cultural goods has gained substantive growth momentum in the past decade. Rooted in historical, social, legal, and political characteristics, cultural goods are inherently "foreign" when traded in a host country, presenting both opportunities and challenges for their international performance. Using the empirical context of 317 Hollywood movies in China from 2011 to 2018, we seek to understand whether and how foreignness affects the market performance of cultural goods in a host country. Given the sensory nature of Holly movies, we focus on semiotic foreignness — the differences in semiotic content of movie synopsis and posters between Hollywood and Chinese movies. Based on the deep learning and image processing approaches, we transformed textual data from movie synopsis and image data from movie posters into numerical representations of foreignness. We find an inverted-U shape relationship between semiotic foreignness and Hollywood movie's box office sales, such that optimal sales exist at the moderate levels of synopsis foreignness and poster foreignness. Our study has important theoretical and methodological implications for the research on foreignness and cultural goods.

IM: **Policy Support Schemes and MNE Investment Location Choice**

Author: **Pascal Simon Mayer**, *WWU Münster*
Author: **Christopher Albert Sabel**, *Rotterdam School of Management, Erasmus U.*

Studies confirm that policy support – operationalized as subsidies – drives foreign investment location choices (LC). However, prior work treats policy support as monolithic. This study investigates the effect of policy support on LC along two dimensions: Direct vs. indirect and firm-specific vs. non-firm-specific policy support. We argue that direct policy support (e.g., cash) has a greater positive effect on LC than indirect policy support (e.g., tax rebates). Further, we argue that non-firm-specific policy support (by application) has a greater positive impact on LC than firm-specific policy support (for single firm). We test our assertions on data of US firms and their LC in the EU and China. We find support for our hypotheses, contributing to the strategy literature by establishing a nuanced understanding of policy support.

IM: **The Price of Empire: Unrest Location and Sovereign Risk in Tsarist Russia**

Author: **Christopher Hartwell**, *ZHAW School of Management and Law*
Author: **Paul M. Vaaler**, *U. of Minnesota*

Research on politically motivated, often violent unrest (unrest) and sovereign risk (risk) overlooks how unrest location may matter for risk in geographically extensive states. We study Tsarist Russia to assess differences in risk effects when unrest occurs in Russian homeland versus more remote imperial territories. Analyses of 238 unrest events from 1820-1914 suggest that risk increases more for unrest in imperial territories. Echoing current events, we find that unrest in imperial Ukraine increases risk most. The price of empire included apparently higher costs in projecting force farther to repress unrest and retain the confidence of foreign investors financing that repression.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **967** | Submission: **20486** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

The Role of Managers on Global Business ✈💻

Session Moderator: **Vesa Peltokorpi**, *Hiroshima U.*

IM: **Foreign Language Proficiency, Language Discrimination, and Health Outcomes in Foreign Subsidiaries**

Author: **Vesa Peltokorpi**, *Hiroshima U.*

While language diversity is increasing in multinational corporations, relatively little is known about its aversive effects on employees. This paper draws on social identity theory to link low English proficiency to language discrimination and the accompanying stress and physical health-related outcomes. Data were collected from 330 local employees at four points in time over a 14-month period in a range of foreign subsidiaries in Japan. Findings suggest that foreign language anxiety moderates the positive relationship between local employees' low English proficiency and language discrimination, which in turn leads to increased emotional exhaustion and poor physical health symptoms.

IM: **A Laugh A Day Keeps The Failure Away: How Humor and Embeddedness Promote Expatriate Couples' Success**

Author: **Anh Ngoc Nguyen**, *U. of Bamberg*
Author: **Maike Andresen**, *U. of Bamberg*

Achieving career success is particularly challenging for expatriate couples as a result of the career transitions associated with relocation. Studies have addressed the obstacles to career success for dual-earner expatriate couples. What is missing, however, is an identification and empirical analysis of the resources that can contribute to the achievement of career goals. In this study, based on a sample of 109 dual-earner expatriate couples in Europe, we used the Actor-Partner Interdependence Model to identify the dyadic influences of self-enhancing humor and host community embeddedness on the subjective career success of partners in dual-earner expatriate couples. The data were collected at two points in time. Results reveal that a partner's community embeddedness mediated the positive relationship between self-enhancing humor and subjective career success. Moreover, the humor of men fostered the community embeddedness of their female partner, which in turn increased the women's subjective career success. At the same time, the humor of the partners was directly and positively related to subjective career success of both women and men. Based on the results, we provide recommendations for relevant stakeholders to facilitate the career of dual-earner expatriate couples.

IM: **Distributive Justice, Subsidiaries Executives' LMX with Headquarters, and Subsidiary Initiative**

Author: **Hsiang-Lin Cheng**, *National Chung Cheng U.*
Author: **Ching-fang Lee**, *Shih Chien U., Taiwan*
Author: **Hsien-Che Lai**, *National U. of Tainan*

This study examines how distributive justice perceived by subsidiary executives affects their tendencies to show initiative. Specifically, we suggest that when perceived distributive justice is at a low level, then an increase in distributive justice can help align an MNE's goals with those of subsidiaries. However, subsidiaries may emphasize in-role behaviors and consider initiative less imperative when perceived distributive justice continues to increase. Hence, we posit that distributive justice perceived by subsidiary executives will have an inverse U-shaped association with their tendencies to show initiative. Furthermore, we investigate how the subsidiary executives' leader-member-exchange (LMX) quality with headquarters managers may moderate this curvilinear effect of distributive justice on subsidiary initiative. Results based on a sample of MNEs based in Taiwan support our arguments.

IM: **Work Well-Being Profiles in Expatriates, Job Demands and Resources and Turnover Tendencies**

Author: **Tania Biswas**, *U. of Vaasa*
Author: **Liisa Mäkelä**, *U. of Vaasa*
Author: **Samu Kemppinen**, *U. of Vaasa*

Using three-wave longitudinal datasets from 416 Finnish expatriates, this study extends the work well-being research by examining whether discernable profiles can be identified based on development of vigor and exhaustion, and if so, whether such profiles differ in relation to meaning making (MM) through work and workplace ostracism. The study also explores if the vigor-exhaustion profiles differ in association with the different turnover tendencies of expatriates. Utilizing latent profile analysis, we identified the existence of three exhaustion-vigor profiles; profile 1, labeled "Stable" (n = 240, 58%), indicated stable low levels of exhaustion and stable high levels of vigor; profile 2, labeled "Unenergized" (n = 43, 10%), presented stable medium levels of exhaustion and vigor and finally, profile 3, labeled "Risky" (n = 133, 32%), indicated a stable high level of exhaustion and decreasing high level of vigor. Further we demonstrated that MM and workplace ostracism predicts the developmental profile membership in exhaustion-vigor continuum. Expatriates with higher levels of MM were more likely to belong to either stable or risky profile of exhaustion-vigor continua rather than the unenergized profile. Expatriates with higher levels of workplace ostracism are more likely to belong to risky or unenergized profile as compared to stable profile. The profiles are also seemed to be associated with turnover tendencies in expatriates, such that the expatriates belonging to unenergized group is likely to develop higher levels of both intention to quit the expatriation period and intention to leave the job. As for expatriates belonging to risky group, they might have higher intentions to leave their job but still show interest in working abroad. The findings from the study contributes to the expatriation literature by highlighting the existence of groups with different development patterns for exhaustion-vigor and identifying meaning making and workplace ostracism through work as an important predictor for the development profiles.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **968** | Submission: **13544** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Informal Institutions vs Informal Networks: Construct Variety & Dynamics of Institutional Evolution

Panelist: **Sven Horak**, *St. John's U.*
Moderator: **Sheila M. Puffer**, *Northeastern U.*
Panelist: **Dana B. Minbaeva**, *King's College London*
Panelist: **Peter Ping Li**, *U. of Nottingham, China*
Panelist: **Yongsun Paik**, *Loyola Marymount U.*
Panelist: **Ibrahim Abosag**, *Alfaisal U.*

Now what precisely are informal institutions? Informal institutions have become an important research area in international management studies over the last decades. However, there are remarkable research gaps in the understanding of the characteristics of informal institutions and related constructs, as well as how they interact with the environment. Since informal institutions are regarded as an important contextual factor in management, the lack of clarity is a significant conceptual weakness for crafting theory and understanding the context of managing and organizing business activities. Despite the popularity of research on informal institutions, debates remain controversial regarding the relationship between informal institutions and informal networks and whether they constrain business transactions or enable and facilitate them. The symposium will address and discuss fundamental questions, such as: What exactly are informal institutions? Will they persist or recede during institutional transitions? Can informal networks be regarded as an informal institution as often done in the literature, or is it a distinct category on its own? Where is the difference between both, how do they relate to each other? What implications have institutional dynamics for businesses and policymakers?

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **969** | Submission: **20455** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division HKUST Best Paper in Global Strategy Award Finalists

Session Moderator: **Klaus Meyer**, *Ivey Business School*

IM: **Selling on Digital Platforms Abroad: Modes of Control and Dual Liabilities**

Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*
Author: **Ziyi Chen**, *HKUST*
Author: **Ohchan Kwon**, *Hong Kong U. of Science and Technology*

Digital commerce platforms have created a new channel for multinational enterprises (MNEs) to sell in foreign markets. They can sell on such platforms as a third-party seller (also called a complementor) or as a supplier to the platform owner. The first approach gives better control of the marketing mix but it entails two challenges. The first is the liability of foreignness, and the second is the disadvantage of being a complementor on the platform, termed in this study as the liability of complementorship. The latter challenge arises from the competitive pressure from the platform owner who sets the rules of the platform and has data and algorithmic advantages. Data from Amazon are analyzed to show that maintaining control by selling as a third-party seller tends to predict lower sales compared to serving as a supplier to the platform owner. Yet the penalty associated with retaining control will be smaller for firms with more host-country experience and a stronger brand. In addition, an experimental study shows that consumers' brand loyalty and readiness for digital commerce influence the chances of success using the two modes of control. These findings provide new insight into how MNEs leverage digital platforms to expand global reach.

IM: **Can Multinational Enterprises Attain Competitive Advantages Through Hiring Offshore Experts?**

Author: **Yongjian Bao**, *U. of Lethbridge*
Author: **Wenlong Yuan**, *Asper School of business, U. of Manitoba*
Author: **Zhenyu Wu**, -

A popular argument about Huawei's human capital strategy is that offshore experts generate competitive advantage for telecommunication manufacturer Huawei by providing innovative output, but without integrating their knowledge with the activities of other key staff members at Huawei's home base (Schaefer, 2020). The contrast between Schaefer (2020) and mainstream international business theories led us to conduct further empirical analyses of Huawei. We find that there was extensive integration between offshore experts and Huawei's home base, and that dynamic matching led to catch-up and competitive advantage for Huawei. In analyzing the contributions of offshore experts, Schaefer (2020) overlooks the inherent uncertainty of R&D projects and the embedded nature of offshore experts' functioning.

IM: **Home Favors and Distant Troubles: The Impact of Home Bias on Global Litigation**

Author: **Byung Uk (Charlie) An**, *Washington U. in St. Louis, Olin Business School*
Author: **Shixiang Wang**, *Shanghai U. of Finance and Economics*
Author: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

For firms engaging in global IP disputes, taking advantage of favorable treatment in the home country is a double-edged sword. While the chance of winning may be higher on the home turf, the foreign opponents may attribute the result to home bias (instead of true merit of the case) and seek revenge elsewhere. Using a sample of global infringement cases from 2005 to 2017, we first construct a home bias index for each country, and then analyze its effect on the response of global litigants. The results show that home bias is associated with a lower likelihood of appeal in the same court but a higher likelihood of countersuits, especially in foreign countries. Moreover, the foreign countries chosen for the countersuits tend to have a larger administrative distance from the focal country.

IM: **Subsidiary Grouping and Performance: The Role of Upper-echelon Size and Firm Age under Uncertainty**

Author: **Afshin Hamrabadi**, *U. of Trento*
Author: **Fabio Zona**, *U. of Trento*

New research on MNC subsidiaries has recently begun to examine the performance-enhancing effects of subsidiary grouping, i.e., the co-location of multiple subsidiaries in the same nation. While previously-published studies have shown that subsidiary grouping fosters the performance of the focal firm, this study draws from the upper echelon and liability of newness perspectives to reveal the inner mechanisms by which such a phenomenon occurs. It thus suggests that subsidiary grouping is not equally beneficial for all the subsidiaries; rather, its effects are magnified in those subsidiaries that have smaller upper-echelon managerial architectures and younger ages. Moreover, this study further examines the inner functioning of these two mechanisms, explaining why their effect changes under uncertainty. An analysis of a large sample of foreign subsidiaries in Italy provides support for the hypotheses. This study extends the theory of subsidiary grouping in that it illuminates the mechanisms linking grouping to performance. New promising perspectives for scholars and practitioners are offered and discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **970** | Submission: **12722** | Sponsor(s): **(IM, STR, TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Integrating Different Perspectives on Microfoundations Across the Management Field

Organizer: **Anupama Phene**, *George Washington U.*
Organizer: **Grazia D. Santangelo**, *Copenhagen Business School*
Panelist: **Nicole Coviello**, *Wilfrid Laurier U.*
Panelist: **Teppo Felin**, *Utah State U.*
Panelist: **Rosalie L. Tung**, *Simon Fraser U.*

The microfoundations perspective in strategy has advocated bringing the individual to the forefront in order to better understand firm heterogeneity. Research on microfoundations is surprisingly more recent in other management fields that study multilevel phenomena and where the ultimate outcome relies on cross-level mechanisms. The symposium seeks to stimulate a conversation across different management fields to integrate different developments on microfoundations. Aligned with this goal, the symposium gathers scholars who have contributed to microfoundations research to advance the microfoundations agenda in different directions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **971** | Submission: **20937** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Factors Affecting Firm Performance: A Diverse Consulting Perspectives

Session Moderator: **Najoie Nasr**, *Haigazian U.*
Session Moderator: **Shola Ajiboye**, *Case Western Reserve U.*

MC: **What Motivates Participation in Corruption and How Does Such Participation Affect Firm Performance?**

Author: **Carl Greppin**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Kalle Lyytinen**, *Case Western Reserve U.*
Author: **Yunmei Wang**, *Case Western Reserve U.*
Author: **NNaoke Ufere**, *Case Western Reserve U.*

ABSTRACT What motivates local executives to participate in corrupt behaviors, to what extent do external factors such bureaucratic constraints affect bribing, and does bribing affect firm performance? To answer this question, we conduct a mixed methods study where we interview 21 executives in Kyrgyzstan and Georgia and quantitatively analyze World Bank Enterprise Surveys survey data for triangulation and complementary findings. Generally, the findings shed light on what motivates local executives in corrupt environments to decide to participate in bribing – it pays off and it is commonly viewed as acceptable. Interestingly, many qualitative findings differ from quantitative findings. Interviews suggest that informal competition has no effect on bribing or firm performance, whereas quantitative analysis indicates that informal competition has a small but statistically meaningful effect. Findings from the interviews complement the past research suggesting that bribing improves firm performance supporting a "grease the wheels" theory. Overall, the study adds insights into the nascent literature on corruption- especially in former Soviet Republics – and can inform policy makers and practitioners on means for reducing corruption.

MC: **Hidden Performance of Social Associations - Case of the Association 60000 Rebonds**

Author: **Thibaut .. Duboisy**, *CORHIS & U. Paul Valery, Montpellier*
Author: **Gérard Desmaison**, *ISEOR International Research Center, Écully, France*

Performance is a difficult concept to master and has been the subject of various interpretations in the academic field. Applied to the non-profit organizations, its common sense must be adapted to take in the social and societal matter. This paper's aim, based on the hidden costs and performance theory, is to propose a first evaluation of the hidden performance of an association. The data on which the evaluations are built comes from a survey put up by the Observatoire du Rebond, the scientific committee of the association 60000 Rebonds, an association which vocation is to accompany entrepreneurs who have experienced a judicial liquidation.

MC: **The Relationship Between Corporate Social Responsibility and the Social Impact: A Case Study**

Author: **Edmundo Lizarzaburu**, *U. ESAN*
Author: **Conrado Garcia**, *U. de Valladolid*

The purpose of this paper is to analyze the connection between corporate social responsibility (CSR) and social impact within the oil industry in an emerging market. Also, this paper introduces a comparative case study evaluation of three oil operations in Peru. This analysis is qualitative in nature and is complemented by secondary sources of information and the emerging literature on social impact, which gives high relevance to this study. The findings show that there are different stages of this relationship. Oil companies should focus on community responsibility, environmental responsibility and stakeholder engagement to get social impact, otherwise, if they fail in one or two conditions, Social Impact is partially accepted or withdrawn.

MC: **Implementing ESG in Organizations: Factors Affecting The Adoption**

Author: **Oluseyi Ajayi**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Timothy Fogarty**, *Weatherhead School of Management, Case Western Reserve U.*

There is emerging evidence in literature showing the importance of embracing the environment, social and governance (ESG) principles as resulting in positive accretive value to an enterprise. The increasing impact of stakeholder theory has driven many organizations around the globe towards embracing ESG principles and there has been increased attention paid to this phenomenon in recent years with many engaging consultants in policy work and providing advisory services at execution phase. This was not always so. ESG principles dates back many decades but few organizations embraced these principles. Few empirical studies have provided a link between embracing of ESG principles and organizational behaviors. There is limited available literature about empirical studies that investigated how decision making about adopting ESG principles is influenced by the organization behaviors and what these factors might be. In this study, we addressed this gap by conducting a qualitative inquiry using semi-structured interviews of thirty respondents consisting of board directors and corporate management in variety of settings in Nigeria, USA and the UK. The research focused on the personal lived experiences of this select thirty leaders - highlighting the roles they play, the difficulties they encounter and the contributions they make in decision making related to embracing ESG principles in their organization. Informed by the upper echelons theory and resource-based view of the firm, we found that leadership authority is the dominant factor driving the embrace and implementation of ESG principles as leaders are able to exert influence in the process of allocation of organizational resources to achieve desired outcome. Additionally, we identified other factors such as costs, regulation, reputation etc. that the consulting community could include as part of their toolkit as they seek to aid their clients desire to embed ESG related policy actions in their organizations. Lastly the study found ESG perceptions varies by country indicating that one hat may not fit all in the conduct of their engagement. ESG topic is too broad in general, so we focused mostly on the social aspect. Key Words: ESG, stakeholder theory, corporate governance, change, organizational behaviors, decision making, upper echelons theory, resource-based view .

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **972** | Submission: **20933** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Consultant Identity, Roles, Ethics, and Values in Management

Session Moderator: **Rida Elias**, *American U. of Beirut*
Session Moderator: **Shola Ajiboye**, *Case Western Reserve U.*

MC: **Professional Identity Formation: Exploring the Effects of Covid-19 on Management Consulting Firms**

Author: **Svjetlana Pantic Dragisic**, *Linkoping U.*
Author: **Frida Pemer**, *Stockholm School of Economics*

Since the outbreak of the Covid-19 pandemic, organizations have been facing a worldwide anomaly, in which taken-for-granted work practices, norms, and identities are challenged. Building on a literature review and qualitative interview study, the current paper explores how consultants in management consultancies form and reform their identities as they adjust to working remotely via digital tools. We find that working virtually negatively influences both socialization and belonging in the consulting project teams. This, in turn, leads to unintended consequences, such as cultural changes, a loss of uniqueness, and increased risk of commodification. Thus, the anomaly that Covid-19 has presented us with, seems to normalize the hitherto "unique" management consultancies, thereby decreasing their status and competitiveness.

MC: **The Concept of Ego-altruism: A Contribution to the Analysis of Organizational Behavior in SEAM**

Author: **Henri Savall**, *ISEOR, U. of Lyon*
Author: **Veronique Zardet**, *U. of Lyon, IAE Lyon , MAGELLAN, ISEOR, FRANCE*

The concept of ego altruism has emerged progressively from multiple intervention-researches carried out by ISEOR center according to the SEAM methodology. A dynamic temporal analysis is necessary to better account for the fluctuations in the behaviors of all actors around the two poles of egocentrism and altruism. The originality of the concept comes from its dialectic character: each actor adopts a behavior partly guided by his/her personal interest, partly guided by the interest shown to others: colleagues, managers and companies. This concept sheds light on individual and collective behavior. The major managerial implications of the concept concern the need for management actions to act in concert with the actors, on their ego-altruism cursor. Specific applications in human resources management are also presented: recruitment, integration, and competencies and skills development.

MC: **New Practices in Professional Public Bureaucracies through the Discourses of Management Consultants**

Author: **Alicia Buyse**, *Business administration faculty, Laval U. (Québec, Canada)*
Author: **Carole Lalonde**, *Vice-dean Faculty of graduate and postdoctoral studies*

This research presents discursive practices of external management consultants regarding managerial innovations in professional public bureaucracies. The objective is to describe and interpret what consultants say about new practices in the public sector, using critical discourse analysis. We conducted semi-structured interviews with 25 consultants from the province of Quebec who worked mainly with public managers. Participants perpetuated three rhetorics. First, the public sector does not innovate because the culture does not allow it as several actors (top management, union, etc.) control and influence actions. Second, some public sub-sectors innovate but imitate other sectors where innovations improve incrementally existing routines and services. Third, consultants highlighted their crucial role and influence in innovation, as they help their clients to adapt new practices to the context and be more reflexive. They considered themselves to be promotors/pathfinders. In terms of practical implications, it is necessary to take into account public values and ethos and try to overcome prejudices to preserve and valorize public characteristics. Therefore, we recommend tailoring managerial interventions to the public sector culture. Theoretically, this paper contributes to management consulting and public sector fields by offering new critical insights on consultants' discursive practices of public innovation.

MC: **Using AI for Drug Development: Role of Management Consulting in Addressing the Question of Ethics**

Author: **Magdalena Schoeneich**, *Cambridge Judge Business School*

This paper explores the puzzle of the ethical adoption of AI in the context of drug development and the opportunities for management consulting professionals (often already participating in the process) to address some of the limiting dynamics impacting the successful execution of digital strategies. The mixed-methods design used in the study includes a scenario-based experiment (in which participants decide 'for' or 'against' the adoption of a fictional AI) and a multimedia intervention exposure (to assess its impact on the way 'ethics' are included in decision-making). The study findings set the ground for new approaches toward engaging with multilayered organizations (facing the strategy vs. execution discord). The study findings also challenge the consequential construct of the I-EDM models (Schwartz, 2015) by introducing the concept of a pre-mortem feedback loop (also positioned as a potential tool for management consulting practice).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **973** | Submission: **10528** | Sponsor(s): **(MC, ODC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Empowering the Worker in Law Enforcement: Efforts in Leadership and Change Consulting

Session Chair: **Therese F. Yaeger**, *Benedictine U.*
Panelist: **David Anderson**, *Benedictine U.*
Panelist: **Peter Sorensen**, *Benedictine U.*
Panelist: **David Jamieson**, *Jamieson Consulting Group, Inc*
Panelist: **Eric Sanders**, *Elmhurst U.*

Policing in the USA is currently at a crossroads and facing intense community and political pressure to reform. The social unrest from the murder of George Floyd and Breonna Taylor, among others, and the proposed legislative changes at the state and federal level to de-fund the police, has caused additional scrutiny for police departments. Today, police reform is a major social issue of national importance. Furthermore, intentional planned change in policing is widely viewed by scholars as difficult, if not impossible. This symposium will present on one such police department undergoing leadership and cultural changes. A newly hired Police Chief, initially acting as an internal consultant, will present the multiple change efforts undertaken at the police department. But through collaboration and empowerment, the Chief intentionally put the workers front and center during and after the leadership transition. Early results indicate that because workers felt empowered, critical changes were realized resulting in needed cultural changes which provided further momentum. After the Chief's presentation, four panelists will analyze the success (or lack) of the leader's change efforts through his multiple, contemporary change approaches; namely, a) appreciative inquiry; b) measurement of culture change; c) action research; and d) the leader's use of self. Management consulting issues, organization change struggles, and social issues (at both public sector and community stakeholder levels) are at the crux of this symposium. Participation by audience will provide further discussion, integrating participants' questions and comments.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **974** | Submission: **13547** | Sponsor(s): **(MED, SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Realigning Teaching To Cultivate Emotional Intelligence in Students

Panelist: **Payal Kumar**, *Indian school of hospitality*
Discussant: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Discussant: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Discussant: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*

Building on research that focused on the 'what' and 'why' of emotional intelligence, this symposium presents four papers from authors representing five countries, that provide empirical evidence on the 'how' of enhancing emotional intelligence amongst students. Only then will students be able to successfully navigate geo-political shifts in workers' identity including unrest at the workplace, mass resignations and intensified labor activism. Through this symposium we hope to encourage teachers to draw on constructivist strategies to create experiential, multi-disciplinary and transformational pedagogies, in which the teacher is both co-learner and role model, while the student is an active and fairly autonomous learner.

Teaching to Cultivate Emotional Intelligence in Students

Author: **Payal Kumar**, *Indian school of hospitality*
Author: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Author: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Author: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Author: **Chulguen Yang**, *Southern Connecticut State U.*
Author: **Maria Ivanova**, *U. of Applied Arts Vienna*
Author: **Ekaterina A. Ivanova**, *HSE U.*
Author: **Dunia Harajli**, *Lebanese American U.*
Author: **Bart Norre**, *U. of Applied Sciences and Arts of Western Switzerland*
Author: **James M Hunt**, *organisations and the Natural environment*
Author: **Scott N. Taylor**, *Babson College*
Author: **Lucy Turner**, *Babson College*
Author: **Danna Greenberg**, *Babson College*
Author: **Krystal Rawls**, *California State U., Dominguez Hills*
Author: **Craig Richard Seal**, *California State U. San Bernardino*
Author: **Sharonda Nicole Bishop**, *doctoral student at DePaul U. Kellstadt Graduate School of Management*
Author: **Marquis Gardner-N**, *U. of La Verne*
Author: **Selina Sanchez**, *California State U. San Bernardino*
Author: **Shammi Gandhi**, *New Mexico State U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **975** | Submission: **20527** | Sponsor(s): **(MH)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

An International Perspective on the History of Management

Session Moderator: **Leslie A. DeChurch**, *Northwestern U.*

One of the criticisms of management history is that too much focus has been on the United States thinkers and corporations. This set of articles addresses this criticism and points out that management is the product of various places across time.

MH: **Courcelle-Seneuil: An Unknown Pioneer of Scientific Management**

Author: **Fabio Barbieri**, *U. of São Paulo (FEA-RP/USP)*
Author: **Joao Fernando Rossi Mazzoni**, *Baylor U.*

This paper discusses the pioneering work of the 19th-century French author Jean-Gustave Courcelle-Seneuil, in developing a scientific perspective on management, whose origin is commonly associated with the contributions of Frederick Taylor and Henri Fayol. Through a historical analytical approach and doing a parallel analysis with the origins of the economic theory, fragments of two works by Jean-Gustave Courcelle-Seneuil (1813-1892) are analyzed: The Theoretical and Practical Treatise on Industrial, Commercial and Agricultural Enterprises: A Business Manual (1855) and Ergonomics, the second part of the book Theoretical and Practical Treatise on Political Economy (1858), in which the author devotes a chapter to relevant aspects of management, such as entrepreneurship, production, human resources, finance, and accounting. In addition to noting the recurring and pioneering character of these contributions, Seneuil´s argument is in favor of a management science standing out, contradicting the belief of businesspeople of the time, according to whom management was something practical, impossible to be studied analytically. The paper seeks to contribute to the analysis of the origin of the division of the fields of administrative science, its origins, and its intersection with the economic science practiced in the nineteenth century.

MH: **Leadership and the Italian Renaissance (1360-1503)**

Author: **Leslie A. DeChurch**, *Northwestern U.*
Author: **Anoop A. Javalagi**, *Northwestern U.*
Author: **Kim Nguyen**, *Northwestern U.*
Author: **Karly Murphy**, *Northwestern U.*

The Italian Renaissance was a transformative period marked by extraordinary advances in art, architecture, literature, and science. Using historiometric methods, we explore the question: Which aspects of leadership may have fueled the Italian Renaissance, and in what ways do the unique theoretical lenses through which leadership scholars have peered best enable an appreciation of the leadership outcomes of the Italian Renaissance? We analyze the early Medici leaders in Florence through the lens of 16 modern areas of leadership theory, and classify their outcomes in terms of leader effectiveness, attitudes, behaviors, and cognition. Giovanni's leadership effectiveness is best explained by an information processing lens, and Cosimo's by social exchange theories. Piero di Cosimo and Lorenzo the Magnificent's leadership effectiveness is best explained through power theories, while Piero di Lorenzo's is best viewed through ethical theories. Comparing the Medici shows the amount of effective leadership incidents and outcomes declined with each successive generation, yet Lorenzo followed by Cosimo, fare best in exhibiting the lowest leadership ineffectiveness. This work provides a portrait of the leadership behind the Italian Renaissance, and it underscores the value of taking a multi-theoretical and equifinal view of leadership.

MH: **The Road Not Taken: Can Samsung become Wallenberg?**

Author: **Ji-Won Song**, *U. of Edinburgh business school*

Samsung Group's corporate governance has been controversial, despite its leading role in the international market. As the group faces an ownership succession issue, Samsung's corporate governance has become as important as their new products and services. While Samsung has been criticized by the public and shareholders for its corporate governance structure, the largest Swedish business group, the Wallenberg group, has earned praise for its transparent corporate governance system. Samsung has been investigating the Wallenberg group's corporate governance structure and corporate social responsibility practices since 2003. And since then, media and academics have been interested in looking at similarities and differences of both groups' corporate governance systems. However, Samsung made no observable change to its corporate governance until a recent announcement of corporate governance reform. This announcement, which hinted at a potential change of Samsung's no-union policy and family control structure, appears to echo Wallenberg's corporate governance system; a system that cares about labor participation and socially responsible corporate citizenship. Hence, this paper compares both groups' corporate governance systems and analyses how Sweden and Korea's national institutional environments have engaged with both groups' corporate governance systems. Borrowing from actor-centered comparative institutionalism, we highlight the important role of actors embedded in national institutional environments in shaping the groups' corporate governance and argue that Samsung will not follow in Wallenberg group's footsteps due to institutional constraints and management inertia.

MH: **The Past as a Symbolic Resource. The Case of Christian Dior**

Author: **María Fernández-Moya**, *CUNEF U.*
Author: **Caterina Moschieri**, *IE Business School*

This study examines how an "old" craft constructs its professional identity; and how later a formal organizational archive can help develop and preserve the legitimation of this professional identity. We analyze the designer Christian Dior and his fashion house, Maison Dior, over the 20th century, and the historical, organizational and societal factors in the process of transforming the craft of "couturier" into a new profession. We uncover the mechanisms through which Monsieur Dior received the endorsement that allowed him to become a "cultural creator" and developed a new identity for the profession, and how Maison Dior used the historical organizational archive as a source of symbolic resources to legitimize the profession. We propose a theoretical model of how the social and cultural historical context influences the legitimation of a profession and the institutionalization of organizational memory. Thus, the study reveals the recursive relationship and mutual constitution between the study of professions and organizational memory.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **976** | Submission: **20147** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Managing Crisis and Vulnerability

Session Moderator: **Sargam Garg**, *California State U. Sacramento*

MOC: **Opening the Black Box of Employee Vulnerability to Cyberattacks**

Author: **Sargam Garg**, *California State U. Sacramento*

Organizations implement human resource management (HRM) practices to meet strategic goals by means of influencing employee behavior. In today's digital age, employee cybersecurity behaviors have become critical. Cybercrimes are on the rise, creating organizational liabilities, eroding credibility, and tarnishing the corporate image. Organizational insiders or employees are vulnerable to malicious actors such as hackers (or actors who are not authorized yet desire to access an organization's information system). How employees become vulnerable is a burgeoning area of scholarship across multiple disciplines. In cybersecurity research, there have been calls to study how best to manage employee cybersecurity behaviors. Despite research on employee deviance, currently little research exists on how employee (unintentional) deviations from organization expected cybersecurity behaviors arise or what makes employees vulnerable to novel cyberattacks. To address this issue, this inter-disciplinary and conceptual work draws from research in cybersecurity, strategic Human Resource Management (HRM), and social cognition. I develop a theoretical model that unravels the role of HRM practices in impacting employee vulnerability to cyberattacks. The model proposes different mechanisms (depleting attentional resources and incentivizing attention allocation) through which the content and process of HRM practices impact employee cognitive load and employee vigilance. The theorizing also disentangles how employee vigilance relates to employee vulnerability to cyberattacks. The theory developed in this paper has implications for research on cybersecurity and strategic HRM. This work also generates insights for managers.

MOC: **An Attention-Based View of Crisis**

Author: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*
Author: **Tingting Lang**, *School of Business, Renmin U. of China*

The present study develops the attention-based view of crises. Drawing on extensive case studies of crises and developing novel theory on the distributed nature of attention, it provides a unifying framework. This framework spans across the many activities and actors involved in generating and responding to crises. The attention-based view of crises identifies how structural mechanisms—such as those related to frames, identities, emotions, routines, rules, roles, and resources—shape the quality of attention in ways that affect the likelihood of crisis. It then shows how when crises occur, they assemble actors throughout the system—including frontline, media, industry, and government actors—who engage in activities that may transform those structural mechanisms. In so doing, this study provides a comprehensive map of the literature and suggests how further insight into the quality of distributed attention might advance our capacity to face the crises of tomorrow.

MOC: **No Worker is an Island: The Importance of Community Support in Mitigating the Effects of COVID-19**

Author: **Marilla Kingsley**, *U. of Arkansas*
Author: **Kathryn Ostermeier**, *Bryant U.*
Author: **Danielle Cooper**, *U. of North Texas*
Author: **Miguel Caldas**, *U. of Texas at Tyler*
Author: **Adam C. Stoverink**, *U. of Arkansas*

In this study (n = 194), we sought to (a) extend previous work on healthcare workers on the frontlines of the COVID-19 pandemic to explore how critical incidents might be linked to negative work outcomes through affective identification and (b) investigate the potential moderating effects of empathic concern and perceived community support on these relationships. Using data collected from doctors and nurses during the COVID-19 pandemic and drawing from both trait empathy theory and social identity theory, we examine the relationship between intensity of involvement in the COVID-19 pandemic response, affective identification, and job outcomes such as psychological withdrawal and job engagement, as well as the moderating effects of empathic concern and perceived community support. Data was collected at two time points, with independent variables and moderators collected at T1 and the mediator and dependent variables collected at T2. We find that intensity of involvement is negatively associated with affective identification but only for those high in empathic concern. This reduced affective identification is then related to both increased psychological withdrawal and reduced job engagement. We also find support for the mitigating effect of community support indicating that while there is a cost to caring, support from others can reduce this negative effect.

MOC: **Cognitive Responses to a Shock-induced Organizational Crisis: Exploring Inertia and Changes**

Author: **Ian Combe**, *Aston Business School*
Author: **David John Carrington**, *Aston Business School*

We explore persistent and malleable beliefs within the mental models of decision makers when responding to a shock-induced organizational crisis. The empirical research was conducted with individuals at multiple levels within a single health service organization over a four-year period. The contested nature of defining customers in terms of either clients/patients or fundholders in the hybrid organization linked to normative-utilitarian dimensions of identity was found to be important to both persistent and malleable beliefs. The findings highlight considerable persistence in beliefs over time linked to normative factors associated with organizational identity or helping clients/patients with health recovery. This dimension of identity is part of the core driving philosophy of this health service organization. However, the findings also report malleable beliefs linked to factors associated with utilitarian (financial) dimensions of identity, as well as changes to objectives based on strategic options considered to resolve the crisis. The findings contribute to resolving prior contradictory empirical findings, within the domain of managerial and organizational cognition, when responding to external change. The findings also highlight fluctuations in consensus within decision makers when resolving an organizational crisis over time. Thus, the findings provide a counter-intuitive contrast to prior longitudinal studies which report unidirectional moves to consensus.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **977** | Submission: **13867** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

On the Same Wavelength: The Effects of Shared Reality in the Workplace

Presenter: **Maya Rossignac-Milon**, *IESE Business School*
Presenter: **Federica Pinelli**, *Columbia Business School*
Presenter: **Sandra Matz**, *Columbia Business School*
Discussant: **Anneloes M. L. Raes**, *IESE Business School*
Presenter: **Sanaz Talaifar**, *Imperial College Business School*
Organizer: **Maya Rossignac-Milon**, *IESE Business School*
Organizer: **Federica Pinelli**, *Columbia Business School*

Understanding the effects of experiencing a shared reality—or lack thereof—is more pressing than ever in an increasingly remote and fragmented workplace. From teammates laughing at an inside joke to coworkers sharing the same reaction to a new company policy, everyday organizational life is replete with instances of shared reality—i.e., the perception of sharing thoughts, feelings, and beliefs in common with other people about the world (Hardin & Higgins, 1996; Higgins, Rossignac-Milon, & Echterhoff, 2021). Yet, shared reality as a construct has not been directly examined in organizational contexts. We assemble leading shared reality scholars to examine questions like: What are the benefits of experiencing a shared reality in one's workplace relationships? What are the effects of being surrounded by coworkers who do not share one's opinions, and how can workers reconcile a lack of shared reality? Finally, how can diverse teams leverage shared reality to unlock their potential? Four empirical papers provide converging evidence that experiencing a sense of shared reality with one's coworkers plays a key role in social connection, prosocial behavior, trust, work meaningfulness, and the performance of individuals and teams.

Shared Reality Predicts Prosocial Behavior, Work Meaningfulness, and Job Performance

Author: **Maya Rossignac-Milon**, *IESE Business School*
Author: **Sandra Matz**, *Columbia Business School*

Consequences of Self-Censoring Unpopular Opinions

Author: **Sanaz Talaifar**, *Imperial College Business School*
Author: **Ashwini Ashokkumar**, *New York U.*

Sharing Relevance to Build Common Ground

Author: **Federica Pinelli**, *Columbia Business School*
Author: **E. Tory Higgins**, *Columbia Business School*

Diverse, but on the Same Page: Shared Reality Moderates the Effect of Team Diversity on Performance

Author: **Sandra Matz**, *Columbia Business School*
Author: **Maya Rossignac-Milon**, *IESE Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **978** | Submission: **10125** | Sponsor(s): **(MOC, OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence AB**

Intuition in Organizations: Empirical Research with Training Implications

Organizer: **Marta Sinclair**, *Griffith U.*
Participant: **Alina Bas**, *U. of Strathclyde Business School*
Participant: **Viktor Dorfler**, *U. of Strathclyde Business School*
Participant: **Nicole Yeung**, *Griffith Business School, Griffith U.*
Participant: **Marta Sinclair**, *Griffith U.*
Participant: **Sagrie (Chantelle) Govender**, *U. of South Africa*
Participant: **Charmaine Williamson**, *U. of South Africa*
Participant: **Annemarie DAvis**, *U. of South Africa*
Participant: **Katharina Fellnhofer**, *ETH Zurich, Harvard U.*
Participant: **Vinod U. Vincent**, *Clayton State U.*
Participant: **Nishani Edirisinghe Vincent**, *U. of Tennessee, Chattanooga*

This stream of the 14th annual intuition symposium at AoM showcases new empirical research into the use of intuition in decision making and problem solving. All five contributions are based on findings from recent studies and draw conclusions relevant for intuition training. Bas and Dörfler explore whether knowledge workers in a crisis situation resort to intuition, how it is manifested when they do, and what kind of support they need to improve their performance in this respect. Yeung and Sinclair report a piloted training program for entrepreneurs, applying the body-based focusing method to help them surface intuitive insights and boost their confidence in intuition when making difficult decisions. Govender et al. outline how the reflective practice of pausing can influence strategy making through generation of intuitive metaphors and stimulation of other intuition-related processes. Fellnhofer examines in a study of risky decision making whether intuition can be triggered and measured by visual means, through the use of hidden images. Finally, Vincent and Vincent investigate conditions under which decision makers have the tendency to rely on their intuition or be swayed by data provided by artificial intelligence when dealing with an ill-structured problem.

Knowing by Intuiting

Author: **Alina Bas**, *U. of Strathclyde Business School*
Author: **Viktor Dorfler**, *U. of Strathclyde Business School*

Training Entrepreneurial Intuition - An Action Research Intervention

Author: **Nicole Yeung**, *Griffith Business School, Griffith U.*
Author: **Marta Sinclair**, *Griffith U.*

Can Pausing Enhance Intuition?

Author: **Sagrie (Chantelle) Govender**, *U. of South Africa*
Author: **Charmaine Williamson**, *U. of South Africa*
Author: **Annemarie DAvis**, *U. of South Africa*

How Can Intuition Measurement Inform Training?

Author: **Katharina Fellnhofer**, *ETH Zurich, Harvard U.*

When Do Individuals Rely on Intuition vs. AI when Dealing with Ill-Structured Problems?

Author: **Vinod U. Vincent**, *Clayton State U.*
Author: **Nishani Edirisinghe Vincent**, *U. of Tennessee, Chattanooga*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **979** | Submission: **20440** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Exploring Paradigms, Ethics and Leadership in Research

Session Moderator: **Ganapati Sinnoor**, *Central U. of Karnataka, India*

This session will cover various research papers related to the intersection of ethics, spirituality, and leadership. It will include a multilevel investigation of the dark side of leaders' ethics and spirituality, a study on reigniting leadership through VACHANA philosophy, an analysis of the link between spiritual capital and ethical leadership in family businesses, and a systematic review of research paradigms in the Journal of Management Spirituality and Religion. Attendees will gain insight into the complexities of ethical and spiritual leadership in various contexts and the different approaches taken in research on this topic.

MSR: **Work is Worship and Worker is the Leader: Reigniting Leadership through VACHANA Philosophy**

Author: **Ganapati Sinnoor**, *Central U. of Karnataka, India*
Author: **RANJITHA GP**, *Assistant Professor, Indian Institute of management Nagpur*

Pandemic 2019 has taught the world to prioritize humanity over capitalism. Ancient Indian philosophies and scriptures have pioneered the essence of management centuries ago. In this study we attempt to explore one of many such philosophies called "Vachana Philosophy" by Basavanna of the 12th century. Employee wellbeing and engagement is a competitive advantage in the VUCA world. Leadership theories have time and again reinforced the thought in organizations. In this paper we attempt to explore the vachana philosophy and its leadership theories. Through hermeneutics, grounded theory approach and case based analysis we empirically study selective Indian organizations and employees who follow vachana philosophy. The findings reflect and reiterate the "Employee first" philosophy and provide a parallel and contrasting view of the vachana philosophy and the dominant leadership theories.

MSR: **A Systematic Review of Research Paradigms in the Journal of Management Spirituality and Religion**

Author: **Tianyuan Yu**, *Mount Saint Vincent U.*
Author: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Author: **Raysa Geaquinto Rocha**, *NECE - Research Center in Business Sciences, U. of Beira Interior*

This study provides a systematic review of methodologies and research paradigms in the Journal of Management Spirituality and Religion (JMSR) in order to stimulate further development in spiritual research paradigms. To this end, we carry out a bibliometric analysis followed by a methodological analysis of JMSR articles over an 18-year period (2004-2021). Our bibliometric analysis finds that the main networks of JMSR authors form around editors and that international collaborations are predominated by Anglophone countries. Moreover, the most cited articles are either conceptual or quantitative studies restricted to positivist paradigms. Our methodological analysis discovers an "empirical turn" and a "qualitative gain" that reflect significant development of MSR research. Yet we find persistent dominance of positivism in the MSR domain and a lack of variety of non-positivist paradigms. We stress the need to create non-positivist evaluation criteria to support the quality of spiritual research paradigms. Lastly, we identify two promising spiritual research paradigms with philosophical and methodological implications.

MSR: **A Multilevel Investigation of the Dark Side of Leaders' Ethics and Spirituality**

Author: **Seerat Fatima**, *institute of management sciences bahauddin zakariya U.*
Author: **Muhammad Abbas**, *National U. of Computer and Emerging Sciences*
Author: **Muhammad Mubbashar Hassan**, *Capital U. of Science and Technology*

This study examined the relationship of servant leadership with followers' work meaningfulness. The study also examined the moderating roles of leaders' ethical sensitivity and spiritual wisdom in this relationship. A time-lagged design was used to collect data from employees (N = 397) and their direct supervisors (N = 110) across many organizations. A multilevel structural equation modeling was used to test the study's hypotheses. The findings revealed that servant leadership was positively related to work meaningfulness. Moreover, leaders' spiritual wisdom antagonistically moderated the relationship between servant leadership and meaningfulness such that servant leadership had inverse effect on the followers' meaningfulness when spiritual wisdom was high. However, servant leadership was positively related to meaningfulness in case of low spiritual wisdom. Further, leaders' ethical sensitivity did not moderate the relationship between servant leadership and meaningfulness. Finally, theoretical implications, practical implications and future research directions are discussed.

MSR: **Deciphering the Link Between Spiritual Capital and Ethical Leadership in Family Businesses**

Author: **Luciana Lucena De Lima**, *U. Ramon Llull, ESADE Business School*
Author: **Maria Jose Parada**, *U. Ramon Llull, ESADE Business School*
Author: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*

Research indicates that spiritual values are related to ethical behavior; yet, what makes this association occur is still poorly understood. Family firms are known to strive for ethical behavior. It is also known that families play an important role in transmitting values across successive generations, including the family's spiritual belief system. Our study engages in an interpretative, qualitative analysis of the experience of Magazine Luiza S.A., a publicly traded multigenerational family business in Brazil that has integrated spiritual values in its organization. Drawing upon spiritual capital and ethical leadership literature, our findings suggest that an owning family's spiritual capital influences a leader's expressions of ethical orientations, which, in turn, lead to more favorable business practices towards employees, such as equal working opportunities, inclusion of less privileged groups in the workplace, and an enhanced welfare scheme to employees. Our findings highlight antecedents that facilitate the occurrence of spiritual capital in the context of family firms and offer insights into the role of spiritual values in ethical leadership.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **980** | Submission: **20438** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Spiritual Care, Ethics, and Well-being in Diverse Organizational Contexts

Session Moderator: **Sharda Nandram**, *Vrije U. Amsterdam*

This session brings together papers that explore the intersection of spirituality, ethics, and well-being in diverse organizational contexts. The session will cover topics such as spiritual care from a Hindu perspective in the Dutch context, the ethics of Adab and Islamic welfare organizations through dialogue with food, a preliminary and comparative assessment of archdiocesan codes of conduct for working with youth, the ties that bind Benedictines and the effectiveness of ethics codes for family businesses, and the impact of organizations' faith dispositions on employee health and well-being during COVID-19. Attendees will gain insights into the role of spirituality and ethics in organizational contexts, as well as how they can support employee well-being during crises. Overall, this session aims to provide a thought-provoking discussion on the importance of spiritual care, ethics, and well-being in diverse organizational contexts.

MSR: **Defining Spiritual Care From A Hindu Perspective: Lessons From The Dutch Context**

Author: **Sharda Nandram**, *Vrije U. Amsterdam*
Author: **Puneet Bindlish**, *Vrije U. Amsterdam*
Author: **Gunjan Joshi**, *Nyenrode Business U.*

Spiritual care holds a special promise towards the "worker at the center" vision for "future of work". However, it lacks a workable ontological foundation in management context due to high heterogeneity. We attempt to define spiritual care from a perspective that emphasizes the interconnectedness of mind, body, and spirit. The definition of spiritual care is derived through a novel integrative approach adapted from the Tarka method of the Hindu philosophical system. Past spiritual care definitions were systematically reviewed to identify the gaps in current literature and a consensus on the proposed definition was reached after extensive validation with spiritual care providers in the field. The study also highlights the role of spiritual care at workplaces which is considered an effective intervention to improve workers health. However, a limited number of studies in this regard limits the development of the ontological foundation. Increasing the scope of spiritual care to domains like business will help in recognising the positive outcomes of spiritual based interventions. The proposed definition is flexible and allows scholars to develop their own thick definitions for practice and contribution to the field, while maintaining interoperability among diverse traditions within Hindu spiritual care.

MSR: **Organizations' Faith Dispositions and Support for Employees' Health and Well-being during COVID-19**

Author: **Stuart A. Allen**, *Robert Morris U.*
Author: **Erin Whitney G. Moore**, *Wayne State U.*

Organizations' actions and attitudes toward workplace spirituality and religion (faith dispositions), captured in Miller and Ewest's (2015) Faith and Work Organizational Framework, have been noted to correlate with employees' perceptions of organizational support. The COVID-19 pandemic provided an opportunity to examine how employees felt supported, not only in terms of broader perceived organizational support (POS), but more specifically in terms of how they felt their organizations supported or cared for their health and well-being. We proposed a narrower subtype of POS called POS for health and wellness (POSHW). Miller and Ewest's framework, which measures four organizational faith dispositions (faith-avoiding, faith-based, faith-safe, faith-friendly) has also only been applied in research within qualitative or subjective coding-based studies. We, therefore, developed a new quantitative measure of this framework, POSHW, and POS during COVID-19 (POSCOVID) to support this study. Using two pilots and a final U.S. sample, we demonstrated that POS, POSHW, and POSCOVID were – as expected – correlated, but that the new constructs measured additional unique variance. Additional validity checks, including use of multigroup confirmatory factor analysis, confirmed the measures' validity. Significant positive correlations were found between the faith-friendly disposition and the three support constructs for organizations with and without health and wellness programs. In addition, significant negative correlations were found for faith-based organizations without health and wellness programs. This study's contributions include the new constructs and validated measures, and evidence of faith dispositions impacting employees' POS, POSHW, and POSCOVID. Practical and theoretical implications for research and organizational policy are discussed.

MSR: **Dialogue through Food: The Ethics of Adab and Islamic Welfare Organization**

Author: **Gregory Jackson**, *Freie U. Berlin*
Author: **Sumrin Kalia**, *U. College London*

Previous literature suggests that faith-based organizations (FBOs) use religious ideas to strengthen civic engagement, but these strong religious ideas may sometimes prevent FBOs from building bridges across existing social divides. We present a case study of an Islamic charity in Pakistan, the Saylani Welfare Trust, which orientates its civic engagement around the ideas of 'Adab': a central code of behaviour within Sufism that stresses correct attitude and courtesy toward others. Using the concept of dialogic organizing and insights from practice theory, we explore the question: how do FBOs use religious ideas to increase dialogic forms of civic engagement? The empirical material draws on ethnographic research of Saylani's food spreads [Dastarkhwan], as well as interviews with staff, patrons, and other donors. Our findings show how Saylani's organizational practices based on Adab ethics of self-restraint and civility are embodied in the use of food as a socio-material boundary object. Our study highlights the ethical pre-conditions for dialogic organizing, which are visible in extremely divided contexts such as Pakistan.

MSR: **A Preliminary and Comparative Assessment of Archdiocesan Codes of Conduct for Working with Youth**

Author: **Cathy Driscoll**, *Saint Mary's U., Canada*
Author: **Chiedza Chigumba**, *Saint Mary's U., Canada*
Author: **Robert Murray**, *St. Francis Xavier U.*

Codes of conduct for working with youth, like corporate codes of conduct, have increasingly become institutionalized organizational structures that extend some degree of legitimacy in response to organizational misconduct and crises. We focus on codes of conduct in the Canadian Roman Catholic Church developed in response to the clergy sexual abuse crisis and other misconduct in the institutional church. We carried out content analysis of safeguarding codes of conduct in archdioceses across Canada. This analysis was then used to compare the Canadian archdiocesan codes of conduct with the findings of Dallam and colleague's 2020 study of US archdiocesan safeguarding practices (Dallam, Hamilton, & Glocker, 2021). We provide evidence of gaps and inconsistencies with regards to codes within the Canadian Catholic church, as well as evidence of some notable differences between archdiocesan codes of conduct in the two countries. We also review the literature on organizational legitimacy and do a preliminary exploration of the basis of legitimacy behind these archdiocesan codes of conduct. We discuss some implications for future research and practice.

MSR: **The Ties that Bind Benedictines: Are Ethics Codes Good for Family Businesses?**

Author: **Sheila Hanson**, *U. of North Dakota*
Author: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*

Values are fundamental to family business. In this conceptual paper, we draw upon the context of Benedictine organizations to consider how both organizational commitment and family functioning may influence family businesses. The monastic family, established by a transactional view of family, demonstrates nearly 1,500 years of shared organizational and family business history. Specifically, we propose that the communication of virtues and values in ethical guidelines first presented in an ancient ethics code that is still followed today, worldwide, in economically self-sustaining Benedictine organizations results in value-driven guidelines that contributes to individual organizational commitment and family functioning. The bonds of individuals within organizations are strengthened via individual lifetime organizational commitment, while family business longevity is fostered by communication of values-driven guidelines that nurture healthy family functioning. Together, these antecedents lead to overall family business resilience, which contributes to the health and longevity of family businesses.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **981** | Submission: **11923** | Sponsor(s): **(MSR, SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Management and World Peace

Session Chair: **Anil K. Maheshwari**, *Maharishi International U.*
Session Chair: **Satinder Dhiman**, *Woodbury U.*
Presenter: **Judith A. Neal**, *Edgewalkers International*
Presenter: **Yochanan H. Altman**, *WirtschaftsU. Wien*
Presenter: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Presenter: **Nisha Pandey**, *Vivekanand Education Society's Business School, Mumbai, India*
Presenter: **Kathryn Goldman Schuyler**, *Alliant Intl U. / Coherent Change*

In a world increasingly threatened by conflict, the majority of workers cannot be expected to do their jobs let alone flourish. World peace is both a lofty principle and a frontline concern for employees living and working in conditions of war. It is incumbent on management scholars to address such a reality. Can business management be a source of world peace? If yes, how may it help the workers become agents for world peace and flourishing? Businesses can use their corporate social responsibility as well as philanthropic resources, in addition to sustainable business practices, to bring flourishing to the community and the world. Traditionally, the focus of business is on communication, culture, conflict resolution, education, diversity, inclusion, sustainability, work-life-balance, stress management, active listening, etc. However, there is little emphasis on more holistic concepts such as development of consciousness, spirituality, wisdom, inner peace, mental health, well-being, etc. This is the question that this symposium seeks to address. We bring to bear a wide range of wisdom traditions and perspectives to help the workforce become more attuned with their own purpose and experience peace and flourishing. Individual workers can also utilize many spiritual practices to bring their whole selves into a healthy workplace and experience a more fulfilling life. Seven seasoned management researchers who have honed the art of asking big questions and thinking differently. will present their top ideas, whereafter there will be a debate and discussion to bring out at least one or two big takeaway action ideas to get us all started towards a more direct and faster path to peace and prosperity for all the workers of the world.

Management and World Peace

Author: **Anil K. Maheshwari**, *Maharishi International U.*
Author: **Satinder Dhiman**, *Woodbury U.*
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Author: **Kathryn Goldman Schuyler**, *Alliant Intl U. / Coherent Change*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **982** | Submission: **20120** | Sponsor(s): **(NEU)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Work Engagement and Performance

Session Moderator: **Joohyung Kim**, *City U. of Hong Kong*

NEU: **Chronotype And Work Engagement: The Influence Of Work Fatigue And Time Management Planning**

Author: **Yan Pan**, *Xi'an Jiaotong U. School of Management*
Author: **Stefan Volk**, *U. Of Sydney*
Author: **Herman Tse**, *Monash U.*

The present study examined the relationship between individual differences in chronotypes along the morningness-eveningness continuum and work engagement. Building on the job demands-resources model we hypothesized that work fatigue mediates the relationship between eveningness and work engagement. Furthermore, we hypothesized that time management planning buffers the negative indirect effect of eveningness on work engagement via work fatigue. Our moderated-mediation model was tested in a field study of 252 employees working normal day shifts. Findings demonstrated an indirect negative relationship between eveningness and work engagement via work fatigue which was weaker at higher levels of TMP and stronger at lower levels. We discuss implications of our findings for work fatigue and work engagement of younger employees in which eveningness is most prevalent.

NEU: **Exploring Trait-like Neurophysiological Predictors of Shared Mental Model and Task Performance**

Author: **Imogen Weigall**, *U. of South Australia*
Author: **Ruchi Sinha**, *U. of South Australia*
Author: **Zachariah Cross**, *Dynamic Brain Lab, Northwestern Feinberg School of Medicine*
Author: **Ina Bornkessel-Schlesewsky**, *U. of South Australia*
Author: **Matthias Schlesewsky**, *U. of South Australia*

In the field of management research, the endeavour to understand team cognition has primarily relied upon self-reported or observed proxies of cognitive capabilities, with limited work on the effects of more nuanced measures of cognition. Recent research from the field of cognitive neuroscience demonstrates that individual differences in electrophysiological (brain) activity recorded while at rest (‘resting-state’ brain activity) can predict cognitive and task performance. In this study, we integrate cognitive neuroscience work with the management literature on team cognition to explore how the composition of dyads’ resting-state neural metrics, alongside standard psychometric measures of personality and cognitive ability, predicts shared mental model (SMM) and dyadic task performance. Resting-state brain activity was recorded from sixty-two participants (31 dyads) using electroencephalography (EEG). Participants engaged in a cooperative, online kitchen management task requiring them to play the role of chefs in a simulated restaurant. Preliminary analyses reveal resting-state EEG aggregated to a dyadic level predicts SMM and task performance. A number of Big Five personality traits also indirectly predicted performance through SMM. The neurophysiological measures of cognition provide significantly more incremental predictive value for SMM and dyadic task performance. This study highlights the importance of exploring the simultaneous predictive validity of neurophysiological and psychological antecedents of SMM among dyads. Such work has practical implications for the selection and recruitment of working dyads/teams.

NEU: **How can Organisations Support and Maximise the Contributions of Neurodiverse Employees?**

Author: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*
Author: **Mark Loon**, *Griffith U., Australia*
Author: **James Stewart**, *Liverpool John Moores U.*
Author: **Stefanos Nachmias**, *NTU*

Neurodiversity is envisaged to benefit organizations by contributing to outcomes such as quality and innovation. However, existing organisational efforts to manage diversity, otherwise successful, may not be fungible within the context of neurodiversity. Drawing on climate theory for inclusion, this conceptual paper aims to develop a dynamic, multilevel model that enables organizations to effectively manage and optimize the performance of both neurodiverse and neurotypical employees using more discerning practices. In doing so, we unpack and finesse the implications of neurodiversity at micro, dyadic, meso and macro levels. We further provide new insights and create a new trajectory of research in organisational justice literature by exploring and integrating the perception of fairness by neurodiverse and neurotypical employees, and how these have affective and cognitive consequences. Our conceptual model serves as an initial framework to inform and guide future research.

NEU: **Physiological Measures of Emotional Arousal and Regulation Predict Positive Reciprocity**

Author: **Nir Milstein**, *HEC Lausanne - UNIL*
Author: **Marina Marina Rosenblatt**, *Bar Ilan U.*
Author: **Maayan Katzir**, *Bar Ilan U.*
Author: **Eliran Halali**, *Bar Ilan U., Department of Psychology, Israel*

Previous research has shown that emotional arousal predicts negative reciprocity, whereas emotion regulation is related to self-interested behavior. However, research on positive reciprocity is scarce. To overcome biases related to self-reports, we took a biological approach to study relationships between emotional arousal, emotion regulation, and positive reciprocity. We employed the trust game, a well-known paradigm to study the often-existing tension between self-interested behavior and positive reciprocity. Fifty-nine participants played the role of receivers and chose how much money (if any) to send back to an anonymous investor who trusted them. Before and during the game, we measured participants' electrodermal activity – a marker of emotional arousal, and heart-rate variability – a marker of emotion regulation. Findings showed that electrodermal activity during the game positively predicted reciprocity, whereas heart-rate variability before the game predicted a preference for self-interest. These findings suggest that situational emotional arousal and dispositional individual differences in emotion regulation are also involved in positive reciprocity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **983** | Submission: **20868** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Mindfulness Leadership and Organizational Interventions

Session Moderator: **Qurat Ul Ain Talpur**, *ESSCA School of Management*

OB: **The Curvilinear Linkage between Workplace Interruptions and Task Performance: The Role of Mindfulness**

Author: **Qurat Ul Ain Talpur**, *ESSCA School of Management*
Author: **Ghulam Murtaza**, *Kedge Business School*
Author: **Rahman Khan**, *NEOMA Business School*
Author: **Stevan Hobfoll**, *STAR Consultants-STress, Anxiety-Resilience*

This study tests the interactive model of workplace interruptions such as intrusions, distractions, discrepancy detections, and breaks with task performance. Specifically, we suggest the curvilinear role of workplace interruptions in predicting task performance. In addition, we explore how mindfulness moderates these nonlinear relationships. Using time-lagged multi-sourced survey data from 323 supervisor-subordinates working in manufacturing, retail, and service industries, our results show significant inverted U-shaped relationships of intrusions and breaks with employee task performance. Furthermore, these relationships are significantly moderated by employees' mindfulness. We confirmed that workplace interruptions might not necessarily be wrong, but the level of occurrence coupled with an individual's psychological resource, i.e., mindfulness, predicts employees' task performance. Based on these findings, we discuss the importance of workplace interruptions and mindfulness resources for effective performance. Keywords. Workplace interruptions, task performance, mindfulness, nonlinearity

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OB: **How Leaders and Their Teams Jointly Shape Leadership Behaviors When Being Congruent in Mindfulness**

Author: **Julia Katharina de Groote**, *WHU Otto Beisheim School of Management*
Author: **Stefan Razinskas**, *Freie U. Berlin*
Author: **Andreas Hack**, *U. of Bern*
Author: **Jessica Niedermair**, *U. of Bern*

Leading transformational by attuning to individuals' needs is crucial to help teams collectively perform. Being mindful matters in this regard because it allows both leaders and their teams to be more receptive to each other and better change perspectives to come up with non-intuitive solutions. Although the bright side of regularly pausing and making sense of current experiences is well-established, recent findings call into question whether a more in mindfulness available to leaders and their teams really benefits their performance. Knowledge about the true value of mindfulness in teams is yet critical because today's tasks are seldom solved individually. Based on supplementary fit logic, we theorize that whether the mindfulness of leaders and their teams becomes an asset is by no means guaranteed but depends on how well both fit together to co-create leaders' individualized consideration and intellectual stimulation. We suggest that mindful leaders require mindful teams for leveraging better collective performances through leadership behaviors. We test this theory based on multi-respondent data from 98 work teams and find that teams ultimately perform more effectively and innovatively the more congruent leader and team mindfulness are. We discuss the implications of this co-creation of leadership due to leader–team mindfulness congruence.

OB: **Follower Creativity and the Mixed Blessing of Mindful Leadership**

Author: **Beini Liu**, *Beijing Technology and Business U.*
Author: **Scott Dust**, *U. of Cincinnati*
Author: **Minya Xu**, *Guanghua School of Management, Peking U.*

Workplace mindfulness research recognizes that although mindfulness can be of benefit in organizational settings, it also has its drawbacks. Interestingly, social scientists and practitioners alike, so far, assume that mindful leadership is inherently beneficial. We portend that although mindful leadership helps with socio-emotional relations (i.e., affect conflict), it might hurt with respect to socio-cognitive relations (i.e., cognitive conflict). Along those lines, drawing on social information processing theory, we propose that mindful leadership is a mixed blessing as it relates to follower creativity. Using a multi-wave, multi-source field study, our results revealed that mindful leader was negatively associated with affective conflict, which in turn increased follower creativity. However, mindful leadership was negatively associated with cognitive conflict, which in turn decreased follower creativity. Further, leader's organizational embodiment strengthened the positive indirect effect of leader mindfulness on follower creativity through affective conflict whereas leader's organizational embodiment did not moderate the indirect effect through cognitive conflict. Theoretical and practical implication specific to mindful leadership, mindfulness, and creativity are discussed.

OB: **An RCT Evaluation of the Effectiveness of a Mindfulness and Positive Psychology Intervention**

Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Felicia Huppert**, *U. of Cambridge*
Author: **Shanta Dey**, *U. Of Sydney*
Author: **Greg Fairbrother**, *U. Of Sydney*
Author: **Nickolas Yu**, *Sydney Local Health District*

Nurses are the engine room of our hospitals, providing continuity of care for patients often putting the patients' needs above their own. Yet the nursing workforce is in crisis, with significant burnout and exhaustion and record numbers leaving the profession. As a result, there is an urgent need to identify evidence-based ways of supporting nurse wellbeing. In this research, we use a randomised-controlled trial (RCT) design to evaluate the effectiveness of a mindfulness-based and a positive psychology-based wellbeing intervention with nurses in a hospital context, compared to a waitlist control. We used a multi-source, multi-method approach with repeated measures to provide a comprehensive evaluation of both interventions. Our research found statistically significant sustained improvements in hedonic wellbeing for both interventions. In addition, both interventions demonstrated sustained improvements in self-compassion with the Mindfulness intervention reducing avoidance of uncomfortable experiences. We also found some evidence for practice effects, with significant associations between practice of the techniques and ideas during the intervention and outcomes. Importantly we also found significant improvements in patients' experience of care with patients of nurses who participated in the mindfulness and positive psychology interventions reporting significantly greater compassionate care and confidence in the care they received, respectively. Finally interviews with participants also revealed how nurses reflected on their experiences in the interventions. In conclusion, there is evidence to support both interventions, and integrating the two may be an effective way forward.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **984** | Submission: **20853** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Leadership and Follower Deviance and Undermining

Session Moderator: **Benjamin Korman**, *U. of Konstanz*

OB: **Biting the Hand that Feeds You: When Better Leader Treatment Motivates Supervisor-Directed Deviance**

Author: **Benjamin Korman**, *U. of Konstanz*

Recent work has shown that perceiving oneself as being treated better by a leader compared to one's coworkers' treatment by the same leader (i.e., leader-member exchange social comparison or LMXSC; Vidyarthi et al., 2010) motivates aggressive behavior towards one's colleagues (i.e., social undermining) (Korman et al., 2020). Extending these findings by incorporating prior research on parental overindulgence into the LMXSC literature, I propose that favorable downward social comparisons of LMX (high LMXSC) can also motivate aggressive behavior towards one's leader (i.e., supervisor-directed deviance). Specifically, I contend that LMXSC elicits hubristic pride which, in turn, motivates supervisor-directed deviance in employees who were overindulged by their parents/guardians as children. A vignette experiment and a time-lagged field study provide support for my theory. This work reveals when and why employees who perceive themselves as receiving better leader-treatment than their coworkers can demonstrate aggressive behavior towards their supervisors.

OB: **The Ache of Being a Leader: Followers' Deviance and Leader Identity Threat**

Author: **Yuyan Zheng**, *Surrey Business School*
Author: **Olga Epitropaki**, *Durham U.*
Author: **Long Zhang**, *Hunan U.*

Drawing from leader identity construction theory, we explore the role of follower deviant behaviors as triggers of leader identity threat and implications for follower task performance. We further examined the role of GLMX as a boundary condition in the relationship between follower deviance and leader identity threat and abusive leadership as a mediating mechanism in the relation between leader identity threat and follower task performance. Results from three studies (a cross-sectional pilot study, a multilevel, multi-sourced and time-lagged study, and a daily within-person study) show that follower deviance positively relates to leader identity threat, which consequently leads to higher levels of abusive supervision and lower levels of task performance. In addition, we show that the harmful effects of follower deviance on leader identity threat are stronger when GLMX is high. Our results provide novel insights on the relational nature of leader identity threat experiences and their important implications for the enactment of leadership and follower performance.

OB: **Shedding Light on Why Leaders Might Desire Dark Personality Employees**

Author: **Eric Mercadante**, *NYU Stern School of Business*
Author: **Steve Heine**, *U. of British Columbia*
Author: **Karl Aquino**, *U. of British Columbia*
Author: **Daniel Skarlicki**, *U. of British Columbia*

Although individuals with dark personality traits (e.g., Machiavellianism, psychopathy, narcissism) have been shown to impact organizations and their members negatively, they are routinely found across levels of organizations and are often considered effective in their roles (Pfeffer, 2021). In the present paper, we explore how leaders' motivation to achieve agentic goals might lead them to favor employees high in dark personality traits, whereas the motivation to achieve communal goals might lead to the opposite preference. We test our predictions in the context of two leadership strategies, dominance and prestige, because these strategies are associated with different prioritization of agentic and communal goals. We test our hypotheses across six studies (including two supplemental studies; N = 1564 managers), and find evidence that dominance-oriented leaders show an elevated desire to hire and favor dark personality employees, whereas prestige-oriented leaders show the opposite pattern. We further find that these attitudes emerge, in part, from leaders' motivation for agentic or communal goals. The findings provide insight into why leaders can deliberately favor employees with dark personality traits and which leaders are most likely to do this.

OB: **When and Why the Use of Electronic Performance Monitoring Leads to Supervisor Undermining?**

Author: **Qi Zhang**, *Nanjing U.*
Author: **Peipei Shu**, *Zhongnan U. of Economics and Law*
Author: **Dongmei Zhao**, *Zhongnan U. of Economics and Law*
Author: **Siyuan Chen**, *Zhongnan U. of Economics and Law*

Drawing from approach/inhibition theory of power and self-identity orientation theory, we develop a conceptual model that examines the influence of supervisor electronic performance monitoring (EPM) use on supervisor undermining through the mediating role of sense of power. We collected multi-wave data from 225 supervisors to test the conceptual model. The results showed that supervisor EPM use has a positive relationship with the sense of power, which in turn positively relates to supervisor undermining. Furthermore, individual identity orientation was found to moderate the relationship between supervisor EPM use and sense of power, and the indirect relationship between supervisor EPM use and supervisor undermining via the sense of power. Specifically, supervisors with high levels of individual identity orientation are more likely to generate a sense of power and exhibit undermining behaviors toward subordinates associated with EPM use. We discuss the theoretical and practical implications of these findings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

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Program Session: **985** | Submission: **20583** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

Artificial Intelligence: Using Robots and Voice Assistants in Organizations

Session Moderator: **Qi Fang**, *Zhejiang U.*

OB: **The Robot with the Lamp? The Disruption and Reconstruction of Service Workers' Meaning of Work**

Author: **Qi Fang**, *Zhejiang U.*
Author: **Yukun Liu**, *Zhejiang U., China*
Author: **Huafang Zhang**, *The Fourth Affiliated Hospital Zhejiang U. School of Medicine*
Author: **Li Yang**, *The Fourth Affiliated Hospital Zhejiang U. School of Medicine*

With the rapid development of digital technologies, more and more service robots are entering the workplace, freeing service workers from undertaking routine tasks and improving work efficiency. Meanwhile, the adoption of service robots at work may also bring about unintended consequences to service workers, with a crucial one being that the replacement of human tasks by service robots is changing the nature and content of service work and disrupting how human service workers derive meanings from the work they do. Using data from an ethnographic study, which enables us to immersively observe and conceptualize service workers' meaning–related reactions and actions after using service robots, we develop a process model for meaning disruption and reconstruction based on the job impact framework. Our analysis suggests that the use of service robots disrupts service workers' meaning of work by affecting their contact with beneficiaries, including the depth, duration, frequency, breadth, and physical proximity of contact. In addition, we also identify the coping strategies of service workers who reconstruct their meaning of work through job crafting, including behavioral approach crafting, cognitive approach crafting, behavioral avoidance crafting and cognitive avoidance crafting. This model adds fresh and valuable insights to the emerging literature on service robots at work and provides new knowledge regarding the impact of service robots on service workers' meaning of work.

OB: **Robots as Leaders And Followers: A Systematic Review**

Author: **Christoph Daldrop**, *Christian-Albrechts-U. of Kiel*
Author: **Annabelle Ludwig**, *Christian-Albrechts-U. of Kiel*

Robots increasingly permeate workplaces in the roles of coworkers, subordinates, and increasingly also of leaders. Being perceived as warm and competent are important evaluative outcomes based on which organizational members determine their willingness to collaborate. Hence, the question arises of how robots are evaluated regarding warmth and competence and what role their appearance plays in these evaluations. To systematize so far scattered research findings, we conducted a systematic literature review to provide a comprehensive overview of the current state of research on human's perception of warmth and competence of various types of robots as leaders, followers, and peers and account for the role of appearance. Results show that people perceive robots as less warm but equally competent than human coworkers. Anthropomorphism, the tendency for robots to imbue human-like characteristics, positively affected perceived warmth and competence, yet only under certain circumstances. Finally, people perceived robots differently according to the robot's status (coworker, subordinate, leader). The results highlight the importance of understanding the impact of anthropomorphism and hierarchical status on the perceptions and evaluations of robots and point to various aspects that need to be considered for successful human-robot collaboration.

OB: **Social Responses to Help from AI-enabled Voice Assistants and Their Effects on Job Satisfaction**

Author: **Jonas Ossadnik**, *U. of Trier*
Author: **Katrin Susanne Muehlfeld**, *U. of Trier*
Author: **Laszlo Goerke**, *U. of Trier*

Increasing adoption of AI-enabled technology, such as digital voice assistants (VA), in the workplace raises questions about the consequences for employees of collaborating with such new technology. This study thus theorizes about employees' perceptions of autonomy, organizational support, and psychological costs when receiving help from VA, a co-worker, or a conventional computer (technology); and analyzes the implications of these perceptions on job satisfaction. In a between-subject online vignette experiment, 225 participants assessed a workplace situation where they received help from one of the three sources. Participants collaborating with the VA or the co-worker perceived less autonomy and more psychological costs than those who collaborated with conventional technology. In contrast, regarding perceived organizational support, receiving help from the VA or the computer led to less perceived organizational support than receiving help from a co-worker. Further, autonomy and organizational support were significantly related to job satisfaction. Results show that the indirect effect on job satisfaction of receiving help from a VA differs from the indirect effects of receiving help from a human co-worker or conventional technology. These findings have important implications for organizations' understanding of how the introduction of new technologies may influence the perceived job satisfaction of employees.

OB: **On Respectful Inquiry and Seeing Human: The Case of Technology-mediated Developmental Conversation**

Author: **Irina Cojuharenco**, *Surrey Business School*
Author: **Natalia Karelaia**, *INSEAD*
Author: **Olivier Malafronte**, -
Author: **Delphine Potdevin**, -

As a uniquely human manifestation of curiosity and engagement, the asking of questions for which the asker does not know the answers (definitional of respectful inquiry as opposed to testing or, speaking in the affirmative) has the potential to humanize conversation partners. Respectful inquiry on the part of non-human agents in developmental conversations can thus lead to more favorable perceptions of the interaction, including trust in technology, as well as a higher need for further problem-focused self-reflection, learning, and readiness to act on self-development. We theorize about the role of psychological needs satisfaction in this process and test the theoretical predictions empirically using two experiments with embodied conversational agents. The implications of our findings are discussed with reference to organizational science, technology use in leadership and human resource development, as well as fundamental psychological processes of humanizing and de-humanizing.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **986** | Submission: **20616** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

Fake It Until You Make It: New Directions of Emotional Labor Research

Session Moderator: **Chen Ding**, *Nanjing U.*

OB: **How do Employees Perform Emotional Labor on Coworkers? Emotional Labor from a Harmonious Perspective**

Author: **Ziteng Zhang**, *Nanjing U.*
Author: **Chen Ding**, *Nanjing U.*
Author: **Shuming Zhao**, *Nanjing U.*

Despite the fact that the importance of emotional labor in coworker exchanges has been acknowledged, current research has focused on emotional labor strategies (i.e., surface acting and deep acting) while ignoring their emotional rules. Going back to Hochschild's original concept of emotional labor, we take "harmony" as the core interpersonal norm in the Chinese context, develop "harmony feeling rules", and explore employees' strategic emotion regulation toward coworkers. Using a variable-centered approach, Study 1 confirms that harmony feeling rules promote emotional labor toward coworkers via harmony motives. Through latent profile analysis, Study 2 (a) constructs a dualistic model of emotional labor based on harmonious perspective, namely, sincerity, circle, stability, and ego; and (b) verifies that harmony feeling rules are more likely to encourage employees to adopt two approaches (i.e., sincerity and, to a lesser extent, the circle) to regulate coworker exchanges. Therefore, we (a) refine the core structure of emotional labor toward coworkers; (b) explore the motivational mechanism between emotional rules and emotional labor strategies; and (c) widen the application of Chinese indigenous theory.

OB: **An Empirical Test of an Integrative Model of Emotional Labor Process**

Author: **Jaeyun Jeong**, *Hanyang U.*
Author: **Kyunguk Yang**, *Soonchunhyang U.*
Author: **Yeon Joo Chae**, *Chonbuk National U.*
Author: **Kyoung Won Park**, *Hanyang U.*

Emotional dissonance has been conceptualized as two separate constructs, emotion-rule dissonance (ERD) and emotion-display dissonance (EDD). The purpose of this paper is to examine an integrative model of emotional labor process with ERD as an antecedent of surface and deep acting and EDD as a consequence of surface and deep acting. In Study 1, analyzing a cross-sectional dataset with a sample of 949 employees in the service industry, we assessed construct validity of ERD and EDD. The results from a series of analyses evidenced construct validity of ERD and EDD against surface and deep acting, showing acceptable or good fits of the model over the cutoff criteria. In addition to confirming nomological validity in the multivariate analyses, the results from the path analysis showed that the significant indirect effect of surface acting on employees' wellbeing was through EDD. In Study 2, using a daily diary approach to a sample of 92 employees (1,288 daily observations over a two-week period) in the public service organizations, we assessed a causal relationship of the integrative model with negative affect (NA) and ego-depletion as dependent variables. The results from a multilevel path analysis modeling show that ERD had a positive effect on surface acting and negative affect (NA), and surface acting on EDD, and finally, EDD on NA and ego-depletion. Also, the three-path mediation is supported in that ERD had a positive effect on both NA and ego-depletion via surface acting and EDD. In short, this paper presents evidence that as the integrated model suggests, ERD and EDD are two separate constructs, and causally related via emotional labor.

OB: **Work-related Trauma: Ordinary Work, Extraordinary Stress, and Emotional Labor Climate** ☯

Author: **Andrea Fischbach**, *German Police U.*

Work-related trauma is part of many jobs, including firefighters, ambulance workers, police officers, psychotherapists, social workers, to name a few. Despite considerable knowledge that posttraumatic stress disorders (PTSD) and other mental health problems following work-related trauma are common in such "high-risk" occupations, a complete understanding of the processes underlying work-related trauma on workers' health and well-being is still lacking. Our goal here is to develop a process model of work-related trauma exposure that explains when, how, and why PTSD and other trauma sequelae follow from work-related trauma confrontation, and what must be done to protect, recover, and enhance workers' health and well-being in work that confronts. We argue that work-related trauma impairs workers' health and well-being via three interrelated mechanisms: a) autonomous processes, b) controlled processes, and c) depletion processes. We differentiate task-related trauma confrontation in ordinary work from other forms of work-related trauma and extraordinary stress, and propose outcomes following work-related trauma depend on personal resources, trauma doses, and interpersonal relationships at work. We extend emotional labor theory and research to trauma work and argue the climate for emotional labor is all-important about whether trauma work is tolerable. We review empirical evidence for these assertions and discuss implications to alleviate trauma threat at work. We argue occupational health and safety policies and practices must have top priority in this effort.

OB: **Acting Professional with Coworkers: An Exploration of Naturally Felt Emotions among Coworkers**

Author: **Faiza Asif**, *Macquarie Business School, Macquarie U.*
Author: **Senia Kalfa**, *Macquarie U.*
Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*

Emotional labour (EL), the display of appropriate emotions following an organisation's display rules, has extensively focused on the interactions between employees and customers. While recent evidence indicates that EL takes place in coworkers' interactions, only a few studies have investigated EL between coworkers focusing only on surface and deep acting. In doing so, scholars have so far overlooked the third EL strategy, namely the expression of naturally felt emotions (ENFE). Although research indicates that performing EL through ENFE yields predominantly positive outcomes (e.g., performance and well-being), scholars are yet to investigate this strategy in intra-organisational relationships. Through 40 in-depth, semi-structured interviews with service workers and drawing on EL scholarship, this study investigates how employees come to know what constitutes the appropriate expression of emotions in the workplace and the consequences of ENFE in coworkers' exchanges. The findings indicate that service employees draw on boundary conditions to determine what constitutes appropriate emotional expression in coworkers' interactions. Furthermore, this study finds the tensions influencing employees to engage in ENFE towards their colleagues. Finally, the study findings reveal the perceived consequences of ENFE towards coworkers.

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Program Session: **987** | Submission: **20639** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

Organizational Behavior in Healthcare Contexts

Session Moderator: **MUHAMMAD ALI**, *a: SEM, Dongguan U. of Tech., Dongguan; b: School of Mgt, USTC, Hefei, China*

OB: **Understanding the Healthcare Context: A Review of Management and Organization Studies in Healthcare**

Author: **Barbara Schmidt**, *U. of St. Gallen*

Healthcare as a management practice has received increased scholarly attention over the past three decades but remains fragmented as a field and not adequately contextualized in management and organization studies (MOS). The failure to embed the literature in its contextual setting risks limiting the potential for advances in MOS. Drawing on 166 articles published in high-impact journals between 1990 and 2022, the review at hand addresses this fragmentation by providing a structured and up-to-date overview of MOS conducted in healthcare, specifying its unique characteristics and underlying dynamics. This will increase the cumulative potential of MOS literature in healthcare to cross disciplinary boundaries between scholars and provide a basis for the appropriate contextualization of theoretical contributions.

OB: **Under Controlled: Perceived Social Undermining and Knowledge-sharing Behavior of Nursing Community**

Author: **MUHAMMAD ALI**, *a: SEM, Dongguan U. of Tech., Dongguan; b: School of Mgt, USTC, Hefei, China*
Author: **Mubbsher Munawar Khan**, *Hailey College of Commerce, U. of the Punjab. Lahore. Pakistan*
Author: **Kamran Sultan**, *U. of Bradford, England*
Author: **Kashif Imran**, *Lahore Development Authority, Pakistan*

Nurses work in a high-risk and uncertain environment, which may lead to harmful social interactions resulting in self-regulation impairment. The aim of this study was to examine the effects of perceived social undermining and how and when this perception affects nurses' knowledge-sharing behavior. We developed a conceptual framework of self-regulation impairment in which nurses' perceived social undermining (from supervisors and coworkers) depletes self-control resources, dampening their knowledge-sharing behavior. We hypothesized social adaptability and resource management ability as self-regulating capacities that mitigate the impairment process. The results from a moderated mediation framework, three waves, and multisource supervisor-subordinate dyad studies in public hospitals support our proposed hypothesis. This study yielded significant findings and practical and management implications that provide leads for future investigations in the field of healthcare research.

OB: **It’s Not Only About the Self. Healthcare Workers’ Motivation for Feedback-seeking Behavior**

Author: **Oleksandr Tkachenko**, *U. of New Mexico*
Author: **Abigail Ortiz**, *U. of New Mexico*
Author: **Yan Chen**, *U. of Nevada Las Vegas*

Answering a growing call from scholars to explore and conceptualize the employees’ motives for feedback-seeking behavior, we conducted a qualitative study and interviewed 26 healthcare workers who provided both direct patient care and non-medical services to patients. We find that, in addition to self-directed motives recognized in the literature, other-directed motivation is integral to our understanding of why healthcare workers seek feedback from their co-workers and supervisors. Regarding the “other” component (the who?), three sub-themes were evident: the patient, the co-worker, and the supervisor. We explain the observed phenomenon – the influence of other-directed motivation in feedback-seeking behavior – through the lenses of self-determination theory and prosocial motivation By adding other-oriented forms of motivation to the discourse on feedback-seeking behavior, we advance the previous conceptualization of feedback-seeking motives and underscore the less recognized yet important area of research that is promising to help managers and educators to foster employees’ feedback-seeking behavior in the workplace.

OB: **Managing Workplace Emotions of Self and Others in Service Relationships: Evidence from Aged Care**

Author: **Bichen Guan**, *U. of Queensland*
Author: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*

Managing emotions at work can be challenging for employees in service roles. Most emotional labor research has been conducted in brief service interactions with strangers. Yet, many traditional family roles such as aged and child care are now outsourced to personal service roles that have ongoing relationships with clients. The continuing nature of those relationships may result in employees using previously unknown strategies to regulate emotions. To develop an understanding of intrinsic and extrinsic emotion regulation (ER) strategies in service relationships, we interviewed 42 aged care employees in China. Using template analysis, we found three new employee-client relationship-based intrinsic ER strategies (i.e., family appreciation, filial reappraisal, and deliberate distancing), a self-based strategy (i.e., self deterioration anticipation), and three client-based strategies (i.e., client deterioration anticipation, vulnerability justification, and meaning identification) in managing one’s own emotions in service relationships. When managing others’ emotions in ongoing service settings, a new relationship-based extrinsic ER strategy (i.e., communal bonding) along with situation-based and client-based extrinsic ER strategies were identified. Employees can regulate their own and others’ emotions by crafting their relationships with clients. This study suggests that service relationship is a critical dimension of client interactions and should be considered in workplace ER research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **988** | Submission: **20837** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

The Role of Emotions in Leadership Processes

Session Moderator: **SinHui Chong**, *Nanyang Technological U.*

OB: **Leader Emotional Complexity and Employee Creativity: An Emotions-as-Social-Information Perspective**

Author: **SinHui Chong**, *Nanyang Technological U.*
Author: **Tong Wu**, *Nanyang Business School, NTU Singapore*
Author: **Shamira Banu**, *Nanyang Technological U.*
Author: **Riguang Gao**, *Jiangxi U. of Finance and Economics*

Much research has examined how one's emotions shapes one's creative work behavior, but we propose the equal importance of studying how leaders' emotions relates to one's creative work behavior because interactive contemporary workplaces pervasively expose employees to others' emotions. The emotions-as-social-information theory posits that others' emotions serve as social information that primes one to adopt certain cognitive processing styles. We contend that leaders' expression of emotional complexity (a mix of positive and negative emotions) exposes followers to contradictions and positively predicts followers' dialectical thinking, especially in followers who have higher other emotional awareness that enhances their adeptness at processing others' emotions. We also expect dialectical thinking to predict creative work behavior, more positively when followers perceive a stronger error management climate that offers them greater psychological safety to experiment with creative ideas. Data from a lab experiment (n = 109) and a lagged-wave multisource field study (n = 392 followers; 132 leaders) supported most of the hypotheses, except error management climate was a substitution instead of an intensification moderator, such that follower dialectical thinking positively predicted their creative work behavior only when error management climate was weaker. We discuss the implications, alternative explanations, limitations, and future directions.

OB: **Coping Employee Workplace Anxiety: The Role of Leader Interpersonal Emotion Management**

Author: **Diwan LI**, *Hong Kong Polytechnic U.*

Less is known about how the alternative mechanism, except cognitive interference, links employee workplace anxiety and their job-related outcomes, and what strategies leaders may enact to regulate employees' anxiety from the interpersonal perspective. Drawing on the social functional view of emotion theory, this research investigates that attentiveness serves as the underlying mechanism that can translate the effects of workplace anxiety into employee job performance and job satisfaction. Besides, it unveils how four different leader interpersonal emotion management strategies can play moderating roles in this process. Results from an experience sampling methodology study of 2777 responses from 285 employee-leader dyads support the theoretical model—attentiveness mediates the effect of workplace anxiety on employee job performance and job satisfaction; most leader interpersonal emotion management strategies can mitigate the detrimental implications of workplace anxiety. The findings contribute to both theory and practice.

OB: **The Differential Temporal Effects of Leader Emotion Display on Follower Engagement**

Author: **Anthony Silard**, *LUISS Business School*
Author: **Yih-teen Lee**, *IESE Business School*

We present a theoretical analysis of the differential effects of leader emotion expression on follower short-term and long-term engagement. Specifically, we present general propositions of leader emotion management across the emotion dimensions of valence and arousal. We propose a process model explaining how leaders can strategically express their emotions characterized by distinct valence/arousal combinations to produce either short-term or long-term follower engagement. We conclude by sharing theoretical and practical implications of our propositions and suggesting opportunities for future research.

OB: **Emotional Tone Embedded in Leadership Items and Memory Processing**

Author: **Mengying Li**, *Binghamton U.-State U. of New York*
Author: **Bryan Acton**, *Binghamton U.-State U. of New York*

Leadership research has predominantly relied on recollective self-report questionnaires to collect leadership ratings. Understanding respondents' memory processing plays an important role in enhancing response process validity and facilitating better alignment between theory and measurement in leadership research. However, we have limited understanding in terms of leadership item-level factors that may influence respondents' memory processing. Moreover, extant research has largely focused on the impact of the cognitive (vs. affective) aspect of memory processing on leadership measurement. This study fills the void by elucidating the effect of emotional tone embedded in leadership items on memory processing as well as how the permutation of leadership items and their response scale format (i.e., Likert versus binary) may moderate this relationship. The episodic versus semantic memory paradigm and the parallel remember versus know judgment are employed to capture memory processing. The counterintuitive findings from the mixed-effects model shed light on alternative mechanisms that may be at play in memory processing and bear important implications for future research.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **989** | Submission: **20656** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

Understanding Employee Job Stress and Exhaustion

Session Moderator: **Yi Su**, *Zhejiang U.*

OB: **Does Monitoring Promote or Impair Employee Job Performance and Wellbeing: A Motivational Perspective**

Author: **Yi Su**, *Zhejiang U.*
Author: **Yanran Fang**, *Zhejiang U.*
Author: **Shenjiang Mo**, *Zhejiang U.*
Author: **Wenqing Yu**, *Zhejiang U.*

Using monitoring to improve employees' job performance is increasingly common in current management practices. Yet, whether monitoring can play an effective role in enhancing employees' performance is inconclusive in the literature. Meanwhile, researchers are increasingly discovering that monitoring has detrimental impacts on employees' well-being, such as increasing their emotional exhaustion. To help reconcile mixed findings about monitoring's influences on employees' job performance (i.e., task performance and OCB) and well-being (i.e., emotional exhaustion), we adopt self-determination theory to elucidate the motivational mechanism linking monitoring to task performance, OCB and emotional exhaustion. Specifically, this study suggests that monitoring activates employees' impression motivation and constrains their intrinsic motivation. Both motivations subsequently promote employees' task performance and OCB. Meanwhile, impression motivation also increases employees' emotional exhaustion, whereas intrinsic motivation reduces employees' emotional exhaustion. Additionally, employees' prior task performance moderates the relationship between monitoring and two motivations, such that the positive relationship between monitoring and impression motivation becomes weaker, and the negative relationship between monitoring and intrinsic motivation becomes stronger when employees' prior task performance is high. We collected three-wave data from 504 participants and their direct supervisors at a large retail company, and the results confirmed our hypothesized relationships. Theoretical and practical implications of these findings were discussed.

OB: **Linking Work-related Rumination to Employee Performance: A Resource-based Perspective**

Author: **Xiaoyu Li**, *Renmin U. of China*
Author: **Lifeng Zhong**, *School of Business, Renmin U. of China*

In today's stressful and demanding working environment, work-related rumination has become a common phenomenon and is increasingly receiving attention from academic research. Although much research has focused on the effects of the two types of work-related rumination (i.e., affective rumination and problem-solving pondering), there has been very little examination of the mechanisms and boundary conditions of the effects. Drawing on the conservation of resources theory, we developed an integrated theoretical model. We assume that (1) emotional exhaustion mediates the negative relationship between affective rumination and employee performance; (2) psychological availability mediates the positive relationship between problem-solving pondering and employee performance; (3) employee resilience plays a moderating role in the effects. Most hypotheses were supported by collecting and analyzing data from 305 employees working in China.

OB: **The Lonely Work: Linking Workplace Loneliness, Work Frustration, Engagement, and Task Performance**

Author: **Guoyang Zheng**, *Peking U.*
Author: **Guiquan Li**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Li Guo**, *U. of International Business and Economics*
Author: **Min Cui**, *U. of International Business and Economics*

Although recent empirical evidence has witnessed the interpersonal consequences of employee workplace loneliness, the extant literature is silent on how it may impact employees' work outcomes such as task performance. Drawing from the cognitive-affective processing system framework, we develop an integrative model to capture the mechanisms through which workplace loneliness exerts influence on employee daily task performance. Employing an experience sampling method involving 84 full-time employees, we find that daily workplace loneliness negatively impacts daily task performance through an affective path (i.e., work frustration) and a cognitive path (i.e., work engagement). Moreover, employees' individual identity moderates the indirect effect of daily workplace loneliness with task performance via work engagement. We discuss the implications for both theory and practice.

OB: **Effects of Ad-hoc After-action Reviews on Emotional Exhaustion and Performance**

Author: **Jan B. Schmutz**, *U. of Zurich*
Author: **Mirko Antino**, *Instituto U. de Lisboa (ISCTE-IUL)*
Author: **Zhike Lei**, *IMD Business School*
Author: **Walter Eppich**, *Northwestern U.*

After-Action Reviews (AAR) have gained scholarly attention in recent years across many disciplines. Researchers argue that AAR is one of the most effective training methods to increase performance in organizations. However, the literature primarily focuses on performance and overlooks three important aspects. First, the impact of AARs on individual well-being is not well understood. Second, the mechanisms and factors that affect the relationship between AARs and outcomes are largely unknown. Third, the current research mainly examines highly structured AARs in simulated and laboratory environments. Using a sample of 203 healthcare workers, we conducted a longitudinal survey study. Our results indicate that AAR frequency is beneficial for both performance and reducing emotional exhaustion. Additionally, our data suggest that voice behavior plays a crucial role in mediating these relationships. Further, we investigated AAR valence, defined as the degree the AAR focuses on failure vs. success, and job stressors as moderators. AAR valence did not moderate the relationship, but job stressors seem to be an important moderator with voice behavior being more effective in high-stress environments. Additional analysis revealed further interesting insight into the interplay of AAR frequency, AAR valence, and event performance. Our study shifts focus from traditional team-level perspectives about AARs to an individual-level perspective, revealing that AARs can be seen as a social space where individuals can exchange and increase performance and well-being. AAR effects go beyond team performance boundaries and can be seen as a source of cognitive and emotional resources that help increase well-being.

OB: **Equifinality of Workplace Stressors: A Broaden-and-Build Model**

Author: **Chia-Jung Chang**, *National Ilan U.*
Author: **Yuan-Ling Chen**, *National Ilan U., Taiwan*
Author: **Pei-Hsuan Wu**, *National Ilan U., Taiwan*

Drawing on broaden-and-build theory, this study examines how and why workplace stressors (challenge stressors and hindrance stressors) foster employees' overall performance through task interdependence and innovative behavior. To be specific, the broadening stage elucidates how two stressors drive task interdependence and further open up innovative behavior. The building stage illustrates how task interdependence energies innovative behavior and furthers builds up overall performance. Altogether, the broaden-and-build stages explain the reason why overall performance can be reached. This study incorporates self-concepts to portray the equifinality of challenge and hindrance stressors in achieving overall performance with broadening and building paths. A time-lagged, two-source data from 233 employees and 76 supervisors used to test proposed hypotheses by adopting Mplus 7.4. Our findings show that stressors predict employees' overall performance through task interdependence and innovative behavior: (1) task interdependence mediates the relationship between stressors (challenge stressors and hindrance stressors); and (2) innovative behavior mediates the relationship between task interdependence and overall performance. Last, theoretical and practical implications as well as research limitation and future research directions and discussed

Session Type: **Paper Session**
Program Session: **990** | Submission: **20726** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

Unethical Pro-Organizational Behavior

Session Moderator: **Haiping Liu**, *Business School of Hunan U., China*

OB: **How the Praise of Creativity Acting as a Sweet Burden Induces Unethical Pro-organizational Behavior**

Author: **Haiping Liu**, *Business School of Hunan U., China*
Author: **Chuang Zhang**, -
Author: **Ting Liu**, *Kyoto U.*
Author: **Ya Xi Shen**, *Hunan U.*
Author: **Wenqian Xiang**, -
Author: **Long Zhang**, *Hunan U.*

The dark consequences of employee creativity have been vigorously discussed to correct its positive cognitive biases. Research deems creativity as objective behaviors or employees' evaluation of themselves to explore behavior outcomes. However, creativity in the eyes of others is valuable for employees as well, especially when it is difficult to make accurate judgments. Grounded in social information processing theory, we clarify whether, when, and how being labeled as "creative stars" leads employees to behave paradoxically unethical from the recipient's perspective. We suppose that the interactive effect of Machiavellianism and felt obligation for constructive change arising from being perceived as creative is a potential antecedence of unethical pro-organizational behavior. We found support for our hypotheses across a three-wave survey study of 206 employees with paired coworkers. Overall, this study enriches the morally paradoxical consequence of being perceived as creative, which is influenced by the interactive effect of Machiavellianism and felt obligation for constructive change. Theoretical contributions, managerial implications, and future directions are discussed.

OB: **How Job-insecure Employees Engage in Unethical Pro-Organizational Behavior?**

Author: **Dan Wang**, *Xihua U.*
Author: **Ataullah Kiani**, *Tsinghua U.*
Author: **Ahmed Ali**, *IRC for Finance and Digital Economy, KFUPM Business School, King Fahd U.*

Although prior research has indicated employees' involvement in unethical pro-organizational behaviors (UPB) as a response to job insecurity, there still exists a lesser understanding of the intermediate processes. On the basis of self-regulation theory, this study helps address this need by examining the mediating effect of ego-depletion and moral disengagement and the moderating effect of moral identity on the relationship between job insecurity and UPB. By using two-wave data from employees in various industries (N = 452), our results suggest that ego-depletion and moral disengagement partially mediated the relationship between job insecurity and UPB. Moreover, direct and indirect effects of job insecurity on UPB were moderated by moral identity, with the indirect effects being weaker for individuals with high moral identity. The indirect effect of job insecurity on UPB via ego-depletion was significantly greater than that via moral disengagement at high moral identity. These results indicate that moral disengagement and ego-depletion play important roles in the self-regulation process of translating job insecurity into UPB, with the individual differences in these processes contingent on moral identity. Our findings provide meaningful insights into preventing UPB by job-insecure employees.

OB: **Linking Leader Pro-organizational Unethical Behavior with Employee Ethical Behavior**

Author: **Jingjing Ma**, *Hong Kong U. of Science and Technology*
Author: **Baihe Song**, *Hong Kong U. of Science and Technology*

The majority of research on leadership to date has focused on followers' learning and imitation of leader behaviors, suggesting that observing certain behaviors exhibited by the leader will motivate followers to engage in similar behaviors themselves. The current paper departs from this predominant consensus and presents a model describing that followers may behave ethically following leader unethical behavior. Based on the overarching framework of moral cleansing, we investigate the indirect effect that leader unethical pro-organizational behavior (UPB) has on followers' subsequent ethical behavior. Using an online panel of 490 working adults, we found a positive relationship between leader UPB and followers' perceived immorality of leader behavior, which was further related to followers' feelings of guilt. The experiences of guilt, in turn, had a positive relation with followers' subsequent engagement in both compensatory ethical behavior at work and non-compensatory ethical behavior in the non-work domain. This indirect effect was moderated by followers' identification with the organization and identification with the leader. Theoretical and practical implications are also discussed.

OB: **Ramifications of Leaders' UPB on Employees: Dual-stage Moderation of Moral Thinking Orientation**

Author: **Yahua Cai**, *Shanghai U. of Finance and Economics*
Author: **Weili Zheng**, *Shanghai U. of Finance and Economics*
Author: **Sebastian C. Schuh**, *China Europe International Business School (CEIBS)*
Author: **Xiaowan Lin**, *U. of Macau*

Although leaders' unethical pro-organizational behaviors (UPB) have been identified as one of the key drivers of employees' unethical actions in organizations, our understanding of when and why leader UPB unfolds these adverse effects is still at an early stage. By integrating social cognitive theory with the literature on moral thinking orientation, the present research sheds light on the cognitive processes and boundary conditions that underpin the effects of leader UPB on followers. We argue that leader UPB may undermine followers' moral efficacy, which in turn translates into heightened follower UPB and general unethical behaviors (UB). More importantly, we propose that moral thinking orientation moderates the two stages of the processes, such that followers' rule-based moral thinking orientation strengthens the effects of leader UPB on follower moral efficacy but weakens the link between follower moral efficacy and their UPB and UB. The results of two field studies and one experiment provide consistent support for the hypothesized model. Theoretical and practical implications as well as avenues for future research are discussed.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **991** | Submission: **20717** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Power and Status Effects in Teams

Session Moderator: **Roberta Laurita**, *Catholic U. of Rome*

OB: **Team Performance and Team Members' Status: The Motives Underlying Boundary-Spanning Search Processes**

Author: **Roberta Laurita**, *Catholic U. of Rome*
Author: **Federica Angeli**, *U. of York, School for Business and Society*
Author: **Tina Kowalski**, *U. of York Management School*

Organizations are widely using teams as a way to successfully solve urgent and complex problems maximizing the value of their human capital. Teams engage in boundary-spanning strategies to seek information from outside experts to improve their performance, epitomizing a process of search. Scholars have linked search processes to two motives: problemistic search and slack search which are both dependent on team goals and performance-aspiration levels. Reaching beyond previous studies, this article focuses on team members' social status – as related to their embeddedness in a social network of external ties - and on their perception of team performance. We also argue that the two factors interact at individual level to determine search strategies, so that social status moderates the relationship between individual perception of team performance and boundary-spanning search. Our research relies on a sample of 174 professionals working within 23 multidisciplinary teams in the healthcare context. The study provides novel insights to team and performance feedback literature contributing to this stream of research in three ways: firstly, we found that when performance is below the aspirational level of team members, they engage in boundary spanning ties as a strategy to search for knowledge to meet team objectives; secondly, based on the social exchange theory we theorized and we found evidence on the impact that status has on boundary spanning activities. Finally, we reveal that the status moderates the relationship between performance and boundary spanning activities.

OB: **Sizing Up Social Harmony: How Height is Valued for Power-Equal Teams**

Author: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Author: **John Doris**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

The positive association between height and power has been well-studied with respect to individuals, but height's implications for groups has been understudied. In a set of three preregistered studies replicated in two cultural contexts, we examine how power-equal social units might be preferred when they are height-equal. Focusing on start-up co-founders as a model domain for power-equal social units, Study 1 shows that people exhibit more investment interest in height-equal pairings of startup co-founders when compared with height-unequal pairings. Study 2 focuses on triads and replicates the finding that people prefer height-equal co-founder teams. Study 3 considers pairs of co-founders that are both tall, both short, or mixed-height and finds a preference for overall height, suggesting that a preference for height equality may be overridden by a preference for greater aggregate group height. These findings contribute to research on group dynamics and the relevance of body morphology in contemporary settings.

OB: **Does Power Imbalance Lead to Competition or Cooperation? A Middle Power Imbalance Perspective**

Author: **Qin Su**, *Xi'an Jiaotong-Liverpool U.*
Author: **Erzhuo Wang**, *U. at Buffalo School of Management*
Author: **Dora C. LAU**, *Chinese U. of Hong Kong*
Author: **Julie Zhu**, *Fuzhou U.*

Team power structure has significant impacts on team processes and outcomes. However, most studies assume members with different levels of power will act similarly under the same team power structure. In this study, we draw on power dependence theory to propose that dyadic power imbalance between team members will motivate their strategic power use, including cooperative and competitive behaviors, which work through two mechanisms—perceived opportunity to increase power and perceived threat to power. Furthermore, we propose the middle power imbalance theory to explain the relationship between power imbalance and perceived power opportunity and threat, which states that a middle level of power imbalance is more likely to activate instrumental perceptions of opportunity to increase power or threat to power, and evoke cooperative or competitive behaviors, respectively. We tested the hypothesized relationships with 415 employees from 56 teams using the social relations model and received support for most of the hypotheses. We discuss the theoretical and practical implications of our findings to team power structure and dynamic management.

OB: **Banding Together to Avoid Exploitation**

Author: **Richard Ronay**, *Amsterdam Business School, U. of Amsterdam*
Author: **Janneke Oostrom**, *Vrije U. Amsterdam*
Author: **Minnie She**, *U. of Amsterdam*
Author: **Jon Maner**, *Florida State U.*

Although dominance is a common strategy for attaining high social rank, it often entails exploitative behavior, bringing leaders into conflict with followers. Anthropological work suggests that a long evolutionary history of such conflict has set the stage for moral systems designed to reduce exploitation from powerful people. Here we establish links between dominance (and prestige) and moral leadership, reporting three studies (total N = 1246) demonstrating that, in response to dominant leaders, followers band together in collective opposition aimed at resisting, and even toppling incumbent leaders. These studies also identify specific social psychological pathways through which dominant leaders elicit moral opposition – low levels of trust and gossip both mediated effects of leader dominance on collective opposition by followers. While dominance may allow people to rise through the ranks of a social hierarchy, the long-term durability of dominance as a leadership strategy may be undermined by collective moral opposition from followers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **992** | Submission: **20791** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Personality Effects in Organizations

Session Moderator: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*

OB: **From Proactive Personality to Ambidexterity and Creativity**

Author: **Jie Wang**, *U. of Nottingham Ningbo China*
Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Author: **Thomas S Bateman**, *U. of Virginia*
Author: **Yuan Jiang**, *China Europe International Business School (CEIBS)*
Author: **Guiyao Tang**, *Shandong U.*

Employee ambidexterity—simultaneous engagement in both exploration and exploitation activities—is critical to the success of employees and organizations. However, we know little about how personal dispositions affect independently, or interact with situational factors to influence employee ambidexterity. Based on a time-lagged survey of 364 employee–supervisor pairs from 74 R&D teams, we found that proactive personality was positively related to employee creativity through employee ambidexterity. Guided by trait activation theory, we further found that both paradoxical supervision and job autonomy enhanced the relationship between proactive personality and employee ambidexterity, and the indirect effect of proactive personality on employee creativity via employee ambidexterity. We discuss the theoretical and practical implications of these findings to extend the literature on proactive personality and ambidexterity.

OB: **Why We Think Introverts Can't Lead: A Review of Extravert Idealism and a Call for Reconsideration**

Author: **Kathleen Isleib**, *UNCG*

Extraversion is often considered to be an essential trait for leadership emergence and leadership effectiveness. However, the universality of the "extravert ideal" in leadership may be flawed for a number of reasons which gives rise to research on how individuals who are introverted can be successful as leaders. This systematic review not only seeks to summarize the theoretical rationale and empirical findings regarding the importance of extraversion for leadership, it also explores research which poses a counter-argument, in which introverts, or individuals with low levels of extraversion, are able to successfully lead organizations. This counter-argument is reinforced by a number of apparent problems with the measurement of extraversion, introversion, and leadership outcomes. In conclusion, this paper will propose future considerations and research directions related to when and how introverts can be successful in leadership.

OB: **Differential Impacts of Behavioral Pathways Linking Personality to Leadership Outcomes**

Author: **Tobias Marc Härtel**, *Osnabrück U.*
Author: **Felix Hoch**, *U. of Münster*
Author: **Mitja D. Back**, *Westfälische Wilhelms-U. Münster*

This study uses process models of personality to examine the behavioral pathways that explain personality traits' divergent relation to leadership outcomes in social groups. We applied data from an online group interaction study (N = 364) alternately assigning participants as leaders conducting brief group tasks. We used four types of variables to build the behavioral pathways in multiple mediator models: (a) Self-reported personality traits (extraversion, agreeableness, emotional stability), (b) video and audio recordings of expressed behaviors coded by 6 trained raters (task-focus, member-focus, resilient), (c) mutual interpersonal impressions (assertive, trustworthy, calm), and (d) mutual evaluations of leadership emergence and leadership effectiveness. We find that the examined personality traits differently relate to the two leadership outcomes via the behavioral pathways: Extraversion was more important to leadership emergence due to impressions of assertiveness evoked by task-focused behavior being stronger valued. Agreeableness/emotional stability were more important to leadership effectiveness due to impressions of trustworthiness/calmness evoked by member-focused/resilient behavior being stronger valued. The findings highlight the benefits of a behavioral pathway approach to comprehend the effects of personality traits on distinct leadership outcomes so that leaders are not selected based on who takes the lead, but who leads effectively.

OB: **Cognitive Empathy Predicts Individuals' Conflict Resolution Behavior and Success**

Author: **Valentina Sara Schneider**, *London Business School*
Author: **Randall S Peterson**, *London Business School*

Empathy is the ability to understand others. Cognitive empathy is understanding the emotions of others through ways of perspective-taking and more intuitive processes. This is distinct from affective empathy that is about feeling what others feel. We hypothesize that cognitive empathy encourages individuals to attempt to resolve conflict in their work environment earlier and more often, reducing conflict around them, resulting in more favorable performance evaluations by their supervisors, while affective empathy reduces such outcomes. We test and find broad support for our hypotheses regarding cognitive empathy's positive effects on conflict resolution attempts on 624 managers enrolled in a graduate business school with a multi-national and multi-rater dataset. These effects go beyond the effects of perspective-taking, which is shown to support success, but not attempts of conflict resolution.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **993** | Submission: **20801** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

Perspectives on Putting the Worker Front and Center

Session Moderator: **Derrick P. Bransby**, *Harvard Business School*

OB: **Psychological Safety: Lost and Regained Over Time**

Author: **Derrick P. Bransby**, *Harvard Business School*
Author: **Michaela Kerrissey**, *Harvard U.*
Author: **Amy C. Edmondson**, *Harvard U.*

For employees to contribute to interdependent work in today's organizations, they must be able to speak up, share knowledge, and ask questions. Creating an environment where candor is possible and expected—one characterized by psychological safety—is thus vital for effective collaboration. Yet little is known about how psychological safety emerges, evolves, or erodes over time. In this study, we explore the dynamics of psychological safety in longitudinal data on more than 45,000 health care workers. We discover that recently hired employees experience significantly higher psychological safety than their veteran colleagues and that these perceptions decline sharply before being slowly restored. This decline is partially mitigated by joining a department with a strong psychological safety climate. Our findings suggest an underlying interaction among individual factors (e.g., competence, experience, and expectations that influence the assessment of interpersonal risk) and climate factors (e.g., situational assessment of group norms) that together shape psychological safety. For scholars, our findings inform the still nascent understanding of how psychological safety evolves over time and motivate future inquiry about these dynamics. For practitioners, our findings suggest there may be a protracted period in which new employees are vulnerable to losing psychological safety, such that investments in reinforcing psychological safety for newcomers might generate substantial benefits.

OB: **Role of Work Ethic in the Work-life Satisfaction Relationship: A Longitudinal Moderation Model**

Author: **Emma (Lei) Jing**, *NEOMA Business School*
Author: **NANXI Yan**, *U. of Groningen*

We examine the longitudinal relationship between work satisfaction and life satisfaction, and the moderating role of work ethic. Using a nationally representative sample of Dutch working adults (N = 1020; three waves over five years) and taking a model comparison approach, we find more evidence as to the nature and direction of the work-life relationship—they are positively and reciprocally linked, but the reciprocal effect is not as long-lasting as previously thought. Additionally, work ethic strengthens the positive effect of work satisfaction on life satisfaction, but no such moderating role is observed as to the effect of life satisfaction on work satisfaction. Our findings regarding the role of work ethic show that the conservation of resources theory (COR; Hobfoll, 1989) can be an informative lens to understand the work-life satisfaction relationship. For individuals with strong work ethic, work satisfaction constitutes a more salient form of psychological resources benefiting their overall life satisfaction. Overall, the findings in this study also speak to the theme of "Putting the worker front and center."

OB: **Is Enough Actually Enough? An Inductive Study of Strategic Underperformance at Work**

Author: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Author: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Author: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Author: **Kristie Rogers**, *Marquette U.*

Individual strategic underperformance (i.e., individual performance actions that intentionally contribute to a strategy of performing below an individual's own standards during a task) occurs in myriad daily contexts and has important implications for the strategic underperformers and their work organizations. Yet, we know little about this phenomenon. Through an inductive set of qualitative studies, we develop a model of motives, implications, and boundary conditions of strategic underperformance. Specifically, across four groups of individuals within two phases, we gained insights from 411 self- and observer-accounts of strategic underperformance and 36 semi-structured interviews to identify (1) why and when individuals strategically underperform, and (2) what consequences result for these individuals. We identify two primary motives and strategies of strategic underperformance: conserving resources due to feeling depleted/burnt out and correcting injustices due to feeling violation of justice. Importantly, one's performance standards (e.g., being a high performer) and status characteristics (e.g., seniority, gender, race) shape the latitude with which one can strategically underperform. Our analysis further surfaces how strategic underperformance can operate as a double-edged sword—yielding both positive and negative implications for strategic underperformers. Themes further highlight how implications can hinge on task interdependence and task visibility. These findings sharpen our understanding of strategic underperformance, expand our understanding of performance inequities, and illuminate the complexities at play.

OB: **Putting the Worker's Safety Front and Center: Employee-Organization Exchange and Safety Performance**

Author: **Huixia Kuang**, *Zhuhai City Polytechnic, Zhuhai, Guangdong, China*
Author: **Wen Pan**, *Macau U. of Science and Technology*
Author: **Li-Yun Sun**, *Macau U. of Science and Technology*

ABSTRACT The global occupational safety situation remains severe. As enhancing employee safety performance constitutes a crucial part of safety management, the purpose of the study is to examine, from a social exchange theory perspective, the cognitive, motivational and behavioral mechanisms through which employee-organizational exchange (EOX) influences employee safety performance. Data were collected from 672 subordinates and their immediate 100 supervisors in three large manufacturing firms in Guangdong province, China. We find that (1) EOX has positive effect on safety risk perception, psychological ownership of safety promotion, and safety communication, (2) safety risk perception, psychological ownership of safety promotion and safety communication (as cognitive, motivational and behavioral mechanisms) mediate the relationship between EOX and safety performance (both safety compliance and safety participation), and (3) management commitment to safety moderates the direct effect of EOX on safety risk perception, psychological ownership of safety promotion, and safety communication, and its indirect effect on two forms of safety performance via the three mediating mechanisms. The moderating effect and moderated indirect effect are stronger when management commits more to safety. The study contributes to employee safety performance literature.

Session Type: **Paper Session**
Program Session: **994** | Submission: **20599** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Breaking Bad: Understanding Workplace Deviance and Cheating

Session Moderator: **Pengcheng Zhang**, *Huazhong U. of Science and Technology*

OB: **A Covert-overt Approach-avoidance Model of Deviant Innovation**

Author: **Pengcheng Zhang**, *Huazhong U. of Science and Technology*
Author: **Xuhong Zhao**, *Huazhong U. of Science and Technology*
Author: **Mingwei Liu**, *School of Management, Huazhong U. of Science and Technology*

Deviant innovation is becoming a common phenomenon in organizations. It may include covert and overt (i.e., bootlegging and creative deviance) forms, but the impact on innovation performance is controversial. Thus, in this paper, we create an expanded view of deviant innovation that extends beyond existing research framework, identifying the unique effects of deviant innovation on innovation performance across different dimensions. First, we construct a framework based on overt-covert and approach-avoidance. The four types of deviant innovations contain six dimensions, namely building alliance, integrating resource, secret elaboration, breaking system, deviating plans, and ignoring leadership. Study 2 uses survey data to support the dimensional structure and develop a 27-item measurement scale of deviant innovation based on qualitative research. Study 3 verifies that specific types of deviant innovation had unique patterns of relationships with innovation performance. Specifically, approach-covert deviant innovation, approach-overt deviant innovation and avoidance-covert deviant innovation positively impact on innovation performance through increasing innovation job engagement and weakening innovation job withdrawal. Avoidance-overt deviant innovation negatively impact on innovation performance through weakening innovation job engagement and increasing innovation job withdrawal. Implications of our findings are discussed.

OB: **Investigating When and Why Customer-expressed Gratitude Leads to Employees' Deviance**

Author: **LIMEI CAO**, *School of Business, Sun Yat-sen U.*
Author: **Hansen Zhou**, *School of Business, Sun Yat-sen U.*
Author: **Chen Chen**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Kaidi Bi**, *School of Business, Sun Yat-sen U.*
Author: **Yujing Lei**, *School of Business, Sun Yat-sen U.*
Author: **Xin Qin**, *Sun Yat-sen Business School, Sun Yat-sen U.*

Although extant literature has primarily concluded that gratitude expression has positive effects on the recipient for attitudes and outcomes in the workplace, knowledge on whether this assumption remains valid when considering the impact of gratitude expression on employees during the customer-employee interaction is limited. Drawing upon social information processing theory, we challenge the above prevailing assumption by developing a theoretical model of when and how customer-expressed gratitude promotes employees' workplace deviance. Through a field survey and an experimental study, we found empirical evidence supporting that when customer status is high, customer-express gratitude is positively related to employee psychological entitlement, which induces workplace deviance. By uncovering the hidden cost of customer-expressed gratitude, our findings can revolutionize the consensus of scholars and practitioners on the understanding of gratitude expression.

OB: **When and Why Does Workplace Deviance Lead to Reparative Behaviors? A Moral Cleansing Perspective**

Author: **Yanfei Wang**, *South China U. of Technology*
Author: **Yu Zhu**, *Jinan U.*
Author: **Fan Luo**, *Jinan U.*

Research has mainly illustrated that workplace deviance leads to deleterious outcomes for the organization and its members. However, it is not clear what drives employees to engage in workplace deviance and if this drive lets workplace deviance have the same negative effects as an ordinary one. In this research, we draw upon the moral cleansing theory to posit that employees may engage in workplace deviance due to the critical contextual factor of deviant peer pressure and reveal the results of such a case. We propose that when deviant peer pressure is low, employees will experience a sense of guilt after perpetrating workplace deviance, thereby inducing their helping behaviors. Simultaneously, employees who conduct workplace deviance would also perceive the loss of moral credits, motivating them to decrease their prior workplace deviance. The results of an experiment and a multi-source field study support our hypotheses. Our research findings provide a novel insight into why employees conduct workplace deviance and uncover the critical role of deviant peer pressure plays in the employees' responses to their workplace deviance. Finally, we discuss the implications for theory and practice.

OB: **Competitive Climate to Workplace Cheating Behaviors: A Moderated Dual-path Model**

Author: **Arpana Rai**, *Indian Institute of Management, Udaipur*
Author: **Minseo Kim**, *Hankyong National U.*

The present study aims to examine why employees engage in cheating behaviors at work. It is well known that organizations with a high emphasis on competition (i.e., competitive climate) may promote cheating behaviors among employees. However, we have limited knowledge of why competitive environments lead to cheating behaviors and what factors can amplify and mitigate these effects. Drawing on social comparison theory and ego-depletion theory, we propose that a competitive climate can foster feelings of envy and ego depletion, which in turn, predicts cheating behaviors. We further propose that the strength of indirect effects of competitive climate on cheating behaviors is contingent upon employees' work-contingent self-esteem (WCSE) and job-based self-efficacy (JBSE). Specifically, we propose the amplifying effects of WCSE and weakening effects of JBSE in the competitive climate-cheating relationship. Across two studies based on three-wave data collected at a two-week lag from Indian managerial employees (Study 1: n = 196; Study 2: n = 246), we found support for our moderated mediation model. Theoretical and practical implications are discussed.

OB: **Can Perfectionists Be Cheaters? The Roles of Fear and Supervisor Bottom-line Mentality**

Author: **Li Guo**, *U. of International Business and Economics*
Author: **Jih-Yu Mao**, *U. of Nottingham Ningbo China*
Author: **Xinyan Mu**, *NingboTech U.*
Author: **Yamei Cai**, *Macquarie Business School, Macquarie U.*

The relentless pursuit of perfection is increasingly prevalent in modern workplaces. By integrating literature on fear and supervisor bottom-line mentality, this research investigates an overlooked question–Why and when employees high on perfectionism engage in cheating behavior in the workplace. Across two multi-wave field studies, our results consistently show that the relationship between employees' perfectionism and workplace cheating depends on the type of perfectionism. In particular, employees high on perfectionistic concerns rather than perfectionistic strivings are related to cheating. Fear of performance failure serves as an underlying mechanism, which is especially likely to arise when employees' supervisors have a high bottom-line mentality. We discuss the theoretical and practical implications of our findings and directions for future research.

Session Type: **Symposium**
Program Session: **995** | Submission: **12262** | Sponsor(s): **(OB, CM, MOC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

Taken by Surprise: Exploring the Impact of Misaligned Expectations

Organizer: **Sangah Bae**, *Cornell U.*
Organizer: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Presenter: **Sangah Bae**, *Cornell U.*
Participant: **Vanessa Bohns**, *Cornell U.*
Presenter: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Participant: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Participant: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*
Presenter: **Claire Sandman Malcomb**, *ILR, Cornell U.*
Participant: **Emily Zitek**, *Cornell U.*
Presenter: **Jennifer Ho**, *DeGroote School of Business, McMaster U.*
Discussant: **Vanessa Bohns**, *Cornell U.*
Participant: **Catherine Connelly**, *McMaster U.*

Research has long been suggesting that people's perceptions of others are influenced by their expectations. This symposium adds on to this line of work by deepening our understanding of the role-incongruity effect. A curated collection of four interrelated papers examines the impact of misaligned expectations on observers' evaluations of targets, encompassing perspectives of both employees and management, utilizing both quantitative and qualitative data, and embracing a variety of methodological approaches. Two presenters address managers' perceptions of employees, exploring how winthin-role incongruence on motivation and moral courage can lead to important organizational outcomes (task assignment, career prospects and rewards). The other two presenters address employees' perceptions of management (i.e., behavioral integrity) and managerial policies (i.e., gender inclusive pronoun policy) impacting consequential downstream attitudes and behaviors. The discussion at the end of the symposium highlights opportunities for future research and stimulates conversations among the presenters and the audience. This symposium will illustrate how we can focus on workers by showcasing cases where incongruity between employees and management brings unforeseen consequences to workers.

Intrinsic Motivation as a Compliance Cue

Author: **Sangah Bae**, *Cornell U.*
Author: **Vanessa Bohns**, *Cornell U.*

Career Boost or Destruction? The Impact of Workplace Moral Courage on Career Prospects and Rewards

Author: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Author: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*

Allyship in Organizations- Higher Policy Engagement Doesn't Always Mean Higher Feelings of Inclusion

Author: **Claire Sandman Malcomb**, *ILR, Cornell U.*
Author: **Emily Zitek**, *Cornell U.*

My Leader, My Leader's Leader, and the Organization – Behavioral Integrity and Employee Outcomes

Author: **Jennifer Ho**, *DeGroote School of Business, McMaster U.*
Author: **Catherine Connelly**, *McMaster U.*

Discussion - Taken by Surprise - Exploring the Impact of Misaligned Expectations

Author: **Vanessa Bohns**, *Cornell U.*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **996** | Submission: **10575** | Sponsor(s): **(OB, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Employee Mental Health, Interpersonal Discrimination at Work, and How Human Resources Can Help

Discussant: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*
Presenter: **Daniel James Quintal-Curcic**, *Telfer School of Management, U. of Ottawa*
Presenter: **Ekonkar Kaur**, *U. of Washington, Seattle*
Presenter: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Presenter: **Amanda J. Hancock**, *U. of Regina*
Participant: **Ryan Fehr**, *U. of Washington, Seattle*
Participant: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Participant: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
Participant: **Julian Barling**, *Queen's U.*
Participant: **Kara Anne Arnold**, *Memorial U. of Newfoundland*
Participant: **Ivy Bourgeault**, *U. of Ottawa*

Poor mental health, such as depression, anxiety disorder, and substance abuse disorder, is a common health impairment across the world. For example, since 2019, 50 million adults in the U.S. have experienced poor mental health, and in Canada, approximately 500,000 working adults are unfit to work each week due to poor mental health. Given the prevalence and costs associated with mental health conditions, there is an increasing need to better understand the work experiences of employees experiencing poor mental health. The papers in our symposium join the bourgeoning body of research studying mental health, with an emphasis on the interpersonal dynamics that surround mental health at work. Each considers various forms of interpersonal or subtle discrimination employees might encounter at work as a result of stigma towards mental health. Together the papers represent different lens, including how leaders respond to their employees' disclosure of a mental health identity, how employees respond to their leaders' poor mental health, and how employees' respond to coworkers' mental health accommodations. The symposium will conclude on a more positive note with a discussion around what organizations can do to help alleviate some of these detrimental interpersonal dynamics.

Under Pressure: Exploring Mental Health Disclosures and Supervisor Reactions

Author: **Ekonkar Kaur**, *U. of Washington, Seattle*
Author: **Ryan Fehr**, *U. of Washington, Seattle*

Employees' Perceptions of Fairness towards Coworkers' Accommodations for Mental Health Conditions

Author: **Daniel James Quintal-Curcic**, *Telfer School of Management, U. of Ottawa*
Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*
Author: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Author: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*

Mental Illness Stigma Towards Leaders: Consequences for Followers' Motivation and Performance

Author: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Author: **Julian Barling**, *Queen's U.*

Senior Leaders' Perceptions of the National Standard for Psychological Health and Safety at Work

Author: **Amanda J. Hancock**, *U. of Regina*
Author: **Kara Anne Arnold**, *Memorial U. of Newfoundland*
Author: **Ivy Bourgeault**, *U. of Ottawa*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **997** | Submission: **14183** | Sponsor(s): **(OB, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

Creativity Across Levels: Taking Stock of Current Trends and Exploring Emerging Literature Streams

Organizer: **Joel B. Carnevale**, *Syracuse U.*
Organizer: **Lei Huang**, *Auburn U.*
Presenter: **Lynne Catherine Vincent**, *Syracuse U.*
Presenter: **Inseong Jeong**, *Lingnan U.*
Participant: **Wookje Sung**, *Hong Kong Baptist U.*
Participant: **Shungjae Shin**, *Portland State U.*
Participant: **Wen Wu**, *Beijing Jiaotong U.*
Participant: **Eric (Shaoxue) Wu**, *Beijing Jiaotong U.*
Participant: **Xiaolu Li**, *Nanjing U.*
Presenter: **Egan Lua**, *Georgia Institute of Technology*
Participant: **Christina Shalley**, *Georgia Institute of Technology*
Discussant: **Dong Liu**, *Georgia Institute of Technology*
Participant: **Sejin Keem**, *Portland State U.*

Over the years, the topic of creativity – the development of novel and useful ideas (Amabile, 1988; Shalley, 1991) – has generated considerable interest from management scholars. This work has produced important insights into the antecedents and consequences of creativity, both at the individual and team levels. For example, scholars have identified factors such as positive emotional experiences (Amabile et al., 2005), perspective-taking (Hoever et al., 2012), a willingness to share and exchange ideas (Perry-Smith & Shalley, 2003), team composition (Somech & Drach-Zahavy, 2013), team diversity (Perry-Smith & Shalley, 2014), role identity (Farmer & Tierney, 2003), prior experience (Miron-Spektor & Beenen, 2015), and leadership (Carnevale et al., 2017; Shin et al., 2012; Zhang & Bartol, 2010) as important predictors of creativity. In addition, recent work has turned to understanding the potential outcomes of creativity (Carnevale et al., 2021; Kaufman, 2017; Meyer et al., 2019), including its potential to produce harmful consequences for organizations and its members (Gino & Ariely, 2012; Harrison & Wagner, 2016; Mai et al., 2015; Ng & Yam, 2019; Vincent & Kouchaki, 2016). Despite these important discussions, there are still notable gaps in our understanding of creativity, particularly across levels of analysis. For example, at the individual level, beyond creative role-identity (Farmer & Tierney, 2003; Vincent & Kouchaki, 2016), little is known about how creatives express aspects of their identity at work and whether such identity expressions influence work-related outcomes. Moreover, at the team-level, there are new and interesting pathways for research that, to date, are almost exclusively considered at the individual level. For instance, understanding the impressions of creative individuals is an emerging area in the creativity literature (Carnevale et al., 2021; Katz et al., 2022; Ng & Yam, 2019), one that could open exciting avenues for research on creative teams. Another important limitation in creativity research is scholars' tendency to focus on the antecedents and outcomes of creativity at either the individual (e.g., Liu et al., 2016) or team level (e.g., Farh et al., 2020; Hoever et al., 2012 Jia et al., 2014). Comparatively fewer studies have taken a cross-level approach to understanding creativity, such as how lone employees can impact group creative processes. In addition to these specific areas of inquiry, there are more general ways to broaden our sights and open new opportunities for creativity research, such as shifting focus from the causes of creativity across levels to its consequences, an area of research that has received far less attention from creativity scholars (Khessina et al., 2018). Thus, it appears we have neither a complete understanding of the forest or the trees, and that more work is needed to fully understand creativity across levels. To address this issue, our symposium aims to simultaneously sharpen and broaden our sights by honing in on specific areas of inquiry that can generate new avenues of research as well as providing a "bird's eye view" of creativity across levels. Utilizing various methodologies and contexts, the papers included in this symposium will explore new and exciting avenues on the antecedents of creativity at the individual, team, and cross-levels of analysis, while also offering a review of the consequences of creativity across levels.

Session Type: **Symposium**
Program Session: **998** | Submission: **10072** | Sponsor(s): **(OB, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

AI and Algorithms at Work: How and Why Humans Trust and React to AI and Algorithms in the Workplace

Organizer: **Roman Briker**, *Maastricht U.*
Organizer: **Jack McGuire**, *National U. of Singapore*
Presenter: **Sarah Bankins**, *Macquarie U.*
Participant: **Mauricio Marrone**, *Macquarie Business School, Macquarie U.*
Participant: **Anna Carmella Ocampo**, *ESADE Business School*
Participant: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Participant: **Sang Eun Woo**, *Purdue U.*
Presenter: **Jack McGuire**, *National U. of Singapore*
Participant: **David De Cremer**, *NUS Business School*
Participant: **Pok Man Tang**, *U. of Georgia*
Presenter: **Türkü Erengin**, *Maastricht U.*
Participant: **Roman Briker**, *Maastricht U.*
Participant: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*
Presenter: **Markus Langer**, *Philipps-U. of Marburg*
Participant: **Cornelius J. König**, *Saarland U.*
Participant: **Michelle Kramp**, *Saarland U.*
Presenter: **Yochanan Bigman**, *Hebrew U. of Jerusalem*
Participant: **Nicholas Surdel**, *Yale U.*
Participant: **Kurt Gray**, *U. of North Carolina, Chapel Hill*
Participant: **Melissa Ferguson**, *Cornell U.*

Organizations increasingly rely on artificial intelligence (AI) in their business decisions or processes. Despite commonly observed performance advantages, humans often treat such devices and recommendation systems in an irrational manner. For example, humans may overly trust or distrust an AI even in situations when they should not. Moreover, AI used in settings such as personnel selection is often viewed with skepticism – and past research on why, how, and when such perceptions towards AI in personnel selection emerge is ill-developed. This symposium will showcase several contexts in which humans show different types of reactions and (dis)trust towards algorithms to shed light on the fragmented and heterogeneous literature on human-AI interaction in personnel selection and workplaces in general. We will introduce new and critical theoretical lenses to better understand how humans treat and react towards AI in workplaces with main focus on (dis)trust towards AI and reactions towards AI in personnel selection. The studies and papers included in this symposium will focus on different types of AI and algorithms, including machine- or deep-learning-based algorithms and AI as well as AI-powered chatbots and humanoid robots. In sum, we will provide a broader, theory-driven and more holistic understanding of human-AI interaction at work that puts both parties of this equation front and center.

A Multilevel Review of AI in Organizations: Implications for OB Research and Practice

Author: **Sarah Bankins**, *Macquarie U.*
Author: **Anna Carmella Ocampo**, *ESADE Business School*
Author: **Mauricio Marrone**, *Macquarie Business School, Macquarie U.*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Author: **Sang Eun Woo**, *Purdue U.*

A Trust Transfer Model of AI: Examining Why and When Trustworthy Organizations Promote Trust in AI

Author: **Jack McGuire**, *National U. of Singapore*
Author: **David De Cremer**, *NUS Business School*
Author: **Pok Man Tang**, *U. of Georgia*

Do You Trust Me Enough to Trust the AI? Third-Party Influence on Trust Toward an AI Team Member

Author: **Türkü Erengin**, *Maastricht U.*
Author: **Roman Briker**, *Maastricht U.*
Author: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*

Be More Flexible! Applicant Suitability and Reactions to Algorithm-Based Personnel Selection

Author: **Markus Langer**, *Philipps-U. of Marburg*
Author: **Cornelius J. König**, *Saarland U.*
Author: **Michelle Kramp**, *Saarland U.*

Discrimination in Personnel Decisions by Algorithms (vs. Humans) Strengthens Stereotypes

Author: **Yochanan Bigman**, *Hebrew U. of Jerusalem*
Author: **Nicholas Surdel**, *Yale U.*
Author: **Kurt Gray**, *U. of North Carolina, Chapel Hill*
Author: **Melissa Ferguson**, *Cornell U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **999** | Submission: **11357** | Sponsor(s): **(OB, IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Facilitating and Enhancing the Experience of Migrant Employees in Organizations

Organizer: **Mary E Zellmer-Bruhn**, *U. of Minnesota*
Discussant: **Mary E Zellmer-Bruhn**, *U. of Minnesota*
Organizer: **Youjeong Song**, *U. of Minnesota Carlson School of Management*
Presenter: **Youjeong Song**, *U. of Minnesota Carlson School of Management*
Presenter: **Vesa Peltokorpi**, *Hiroshima U.*
Presenter: **Guenter Stahl**, *WU Vienna*
Presenter: **Fabrizio Dell'Acqua**, *Harvard Business School*
Presenter: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Participant: **Sebastian Reiche**, *IESE Business School*
Participant: **Eren Akkan**, *Kedge Business School*
Participant: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Participant: **Arati Maleku**, *Ohio State U.*
Participant: **Sehun Oh**, *Ohio State U.*
Participant: **Milda Zilinskaite**, *WU Vienna U. of Economics and Business*
Participant: **Aida Hajro**, *U. of Leeds*
Participant: **Paul Baldassari**, *WU Vienna U. of Economics and Business*
Participant: **William R. Kerr**, *Harvard Business School*

This symposium presents recent research that advances our understanding of migration and migrant employees. The five studies included in the symposium will offer many insights migrant employees, including their experience, the role of organizations and institutions, and a new approach to capture the complicated nature of migrant studies. Importantly, the symposium covers multiple perspectives and levels of theory ranging from individual characteristics and processes such as identity threats and identity work of high-skilled migrants and the intersectionality of language and nationality on low-skilled migrant employees' workplace experience, to rethinking the contextual effects of cultural and institutional distances, and finally to interventions such as reducing institutional barriers that global migrants encounter in the labor market through entrepreneurship training, and role firms play in leveraging migrants' skills and talents. Together, the presentations address critical issues in migration and migrant worker research, advancing our theoretical understanding of migrant research in management and providing practical implications for institutions and organizations. Importantly, the research offers new insights to existing theories and literatures by examining migrant employees and highlights the benefits and perspectives migrant employees can offer.

Cultural identity threats and identity work of skilled migrants in multinational corporations

Author: **Vesa Peltokorpi**, *Hiroshima U.*

Intersection effects of nationality and language on Low-skilled Migrants' integration and well-being

Author: **Youjeong Song**, *U. of Minnesota Carlson School of Management*

Addressing the Illusions of Symmetry and Discordance in Research on Migrant Acculturation

Author: **Guenter Stahl**, *WU Vienna*
Author: **Eren Akkan**, *Kedge Business School*
Author: **Sebastian Reiche**, *IESE Business School*

Forced Migration and Entrepreneurship: Evidence from Ohio

Author: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Author: **Fabrizio Dell'Acqua**, *Harvard Business School*
Author: **Arati Maleku**, *Ohio State U.*
Author: **Sehun Oh**, *Ohio State U.*

In the Global Race for Labor, Retaining Migrant employees is a Competitive Advantage

Author: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Author: **Milda Zilinskaite**, *WU Vienna U. of Economics and Business*
Author: **Aida Hajro**, *U. of Leeds*
Author: **Paul Baldassari**, *WU Vienna U. of Economics and Business*
Author: **William R. Kerr**, *Harvard Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1000** | Submission: **13059** | Sponsor(s): **(OB, MOC, HR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

Mindsets in the Management of Uncertainty at Work

Organizer: **Federico Magni**, *ETH Zürich*
Organizer: **Eva Hsin-Lian Lin**, *London Business School*
Discussant: **Amy Wrzesniewski**, *The Wharton School, U. of Pennsylvania*
Presenter: **Sean Barrett Fath**, *ILR at Cornell*
Presenter: **Benjamin Alan Rogers**, *Boston College*
Participant: **Alia Joy Crum**, *Columbia Business School*
Facilitator: **Alina Gerlach**, *ETH-Zurich, Work & Organizational Psy*
Participant: **Julian Pfrombeck**, *Columbia Business School*
Participant: **Sara Zaniboni**, *U. of Bologna*
Participant: **Laura Elaine Strittmatter**, *ETH Zürich, D-MTEC*
Participant: **Gudela Grote**, *ETH Zürich*
Participant: **Aneeta Rattan**, *London Business School*
Participant: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Jessica Siegel Christian**, *U. of North Carolina, Chapel Hill*

Research on mindsets (a.k.a. implicit theories, or lay beliefs) about the fixedness or malleability of human attributes has proliferated in various fields of applied psychology—e.g., educational, social, organizational. Particularly in organizations, mindsets have increasingly been identified as a critical topic of research because not only of the possibility of shifting mindsets through experimental manipulation, but also the long-term and impactful consequences that mindsets can shape. Indeed, mindset manipulations and interventions have been developed, tested, and implemented—albeit mostly in non-organizational contexts—with successful outcomes in terms of reducing stress and conflict, enhancing self-efficacy and employee happiness—among others. The purpose of this symposium is to present new research that builds on and extends the mindsets literature by examining the effects of both established and previously unresearched mindsets in the modern workplace. Inspired by the Academy of Management 2023 theme, "Putting the Worker Front and Center," these projects extend research and theory on how mindsets help individuals to manage and overcome challenges in times of uncertainty. Specifically, the research featured in the symposium highlights how mindsets can support individuals to yield more positive attitudinal and behavioral outcomes during stressful situations at work, shape more positive job search outlook and better mental health during employment uncertainty, as well as managers to support employees' work efforts and performance in the workplace. In an era of unprecedented uncertainty and changing nature of work, we believe that researchers in organizational behavior must seize upon this moment of opportunity to accelerate the development of a substantial body of rigorous research on mindsets in organizational contexts. By elucidating the processes through which mindsets shape core aspects of outcomes in people's careers and in the workplace (e.g., job search, well-being, performance), we contribute to a fascinating new area of mindsets research that promotes human flourishing in organizations.

The Role of Stress Mindset in Shaping Responses to Challenging and Threatening Stress

Author: **Sean Barrett Fath**, *ILR at Cornell*
Author: **Alia Joy Crum**, *Columbia Business School*

Mind the Unknown: Development and Validation of the Uncertainty Mindset

Author: **Federico Magni**, *ETH Zürich*
Author: **Alina Gerlach**, *ETH-Zurich, Work & Organizational Psy*
Author: **Julian Pfrombeck**, *Columbia Business School*
Author: **Sara Zaniboni**, *U. of Bologna*
Author: **Laura Elaine Strittmatter**, *ETH Zürich, D-MTEC*
Author: **Gudela Grote**, *ETH Zürich*

Mindsets Shape Well-Being and Job Search Outlook during Employment Uncertainty

Author: **Eva Hsin-Lian Lin**, *London Business School*
Author: **Aneeta Rattan**, *London Business School*

Managerial Growth Mindsets and Employee Efforts Towards Self-Improvement

Author: **Benjamin Alan Rogers**, *Boston College*
Author: **Jessica Siegel Christian**, *U. of North Carolina, Chapel Hill*
Author: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1001** | Submission: **21020** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Workers Front and Center: Voice, Agency, and Resistance in Contemporary Workplaces

Session Moderator: **Lokesh Malviya**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

ODC: **The Clash of Titans: Work Play as Covert Resistance to Bureaucratization in a Rapidly Growing Firm**

Author: **Ivana Milosevic**, *College of Charleston*
Author: **Djordje Milosevic**, *Southern Illinois U. Carbondale*

Play – a collective activity engaged in for the pursuit of amusement and fun – has recently sparked interest from organizational scholars. Traditionally considered a distraction from work, play has been studied as a conduit to creativity and job enrichment. Despite novel insights, the dynamics of play at work and its role in organizationally relevant outcomes remain underexplored. To contribute to this line of research, we conducted an ethnography of a rapidly growing firm that has nourished a culture of play from its origins. Our findings suggest that organizational members engage play as a cultural toolkit to covertly resist growing bureaucratization, thereby creating spaces for novelty. We contribute to culturally informed organizational research by illustrating how organizational members introduce play as a central element of their cultural repertoires and leverage those repertoires to engage opposing pulls of novelty and bureaucratization necessary for growth.

ODC: **Organizational Culture and Employee Voice in Different Types of Organizations**

Author: **Lokesh Malviya**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Employee voice has been a topic of extensive research since it was conceptualized as an alternative to exit by A.O.Hirschman in 1970, especially if one observes the trend between 2010 and 2022. However, the focus has been, mainly, on a generic type of organization. Using the lens of the theory of planned behaviour, this paper tries to review the literature around employee voice keeping in mind the different organizational cultures prevalent in different types of organizations (here, startups, public sector organizations, multinational organizations, and domestic organizations). Subsequently, I propose a set of motivators and inhibitors of employee voice which are contingent upon the organizational culture prevalent in these types of organizations. The study provides a more nuanced view of the construct of employee voice and may have several theoretical and practical implications.

ODC: **I Speak Up Because You Care: A Meta-Analytic Review of Safety Voice as a Social Exchange**

Author: **Archana Manapragada Tedone**, *U. of Baltimore*
Author: **Jessica R. Mesmer-Magnus**, *U. of North Carolina, Wilmington*
Author: **Erin Newkirk**, *Florida Int'l U.*
Author: **Chockalingam Viswesvaran**, *Florida International U.*
Author: **Leonel Horta**, *Florida International U.*

Safety voice is a proactive social exchange in which an employee speaks up about workplace safety-related issues with constructive intentions. Proactive safety models rely upon the “voice” of workers at all levels to convey safety-related ideas, opinions, and concerns in order to prevent incidents, reduce hazards, and improve overall safety in the work environment. Through the lens of social exchange theory, this study reports the results of a meta-analytic compilation of 50 independent studies consisting of 50,956 participants across the safety voice literature. Utilizing meta-analyses, meta-regressions, and meta-analytic path analyses, we test a series of hypotheses exploring the safety and non-safety factors associated with safety voice, and investigate how safety voice relates to workplace safety behaviors and outcomes. Most notably, findings suggest that safety voice 1) is significantly more prevalent when work environments, organizational leaders, and workers at all levels are safety- supportive, 2) is positively associated with safety compliance behavior, and 3) can help to explain employees’ engagement in safety compliance behavior, beyond safety knowledge and safety motivation alone. These findings make an important contribution to our knowledge about workplace safety by identifying the nature of relationships among commonly studied correlates of safety voice and laying a foundation for future investigation into the role of safety voice in workplace safety processes. Specifically targeting the promotion of safety voice among the workforce enables organizations to take proactive and preventative measures to ensure that hazards and issues are addressed before they result in adverse safety outcomes such as accidents and injuries, making safety voice the cornerstone of sustainable safe workplaces.

ODC: **Should I Help the Colleague Who Has a Side Hustle? The Moderated Mediation Mechanism of Dual Envy**

Author: **Li Lin**, *Nanjing Agricultural U.*
Author: **Mengyu He**, *Nanjing Agricultural U.*

With an increasing amount of part-time working opportunities in the gig economy, more employees are performing extra work alongside full-time jobs. They are known as side-hustlers. As noted in the recent Special Issue Call by Journal of Organizational Behavior in 2022, recent studies start examining how participation in this new form of employment relationship affect side-hustlers’ attitudes, perceptions, and behavior. Our study approaches this phenomenon from a coworker point of view. Drawing from attribution theory and social comparison theory, we propose a moderated mediation model where (1) envious emotions (malicious envy and benign envy) function as a pathway between employees’ perceived side hustle motives and helping behavior, and (2) the mediation paths are moderated by two type of relationship, i.e., workplace friendship and task interdependence. Data from two studies provide supports to our hypotheses. Specifically, Study 1 used vignette approach and found that employees categorize coworkers’ side-hustle behavior into altruistically or egoistically motivated. Employees experienced envious emotions from observing coworkers’ side hustle behavior. While malicious envy mediates the relationship between perceived side-hustle motives and helping behavior, benign envy was not empirically significant as a mediator for the relationship. Similar results were found in Study 2 which used critical incident technique. Study 2 further found that workplace friendship moderated the mediation process of malicious envy while task interdependence did not play a moderating role for the mediation of both envious emotions. This study advances understanding of the phenomenon of side-hustles and provides implications for managerial practice.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1002** | Submission: **13442** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Research in Organizational Change and Development: Reflexive Conversations of ROCD 30 Authors

Organizer: **Debra A. Noumair**, *Teachers College, Columbia U.*
Organizer: **A.B. Rami Shani**, *California Polytechnic State U.*
Organizer: **Danielle Zandee**, *Nyenrode Business U.*
Organizer: **David Coghlan**, *U. of Dublin, Trinity College*

For the past 36 years, ROCD has provided the organization development and change community with a platform to share new empirical research, insights about change and organization development, and learnings relevant to scholar-practitioners. Most of the contributors to ROCD 30 (six out of seven chapters) have been in the field for 30 years or longer. As a component of celebrating the publication of ROCD Volume 30, we invited the authors to reflect on their contributions and participate in a facilitated reflexive conversation about the development of their individual and shared scholarship, on the state of the field, and on "Putting the Worker Front and Center". Following the success in previous years, the interactive design of the session will maximize continuous conversations in small groups and in the larger community.

Reflections: Individually and Jointly Reconceiving OD to Foster a Hospitable Future

Author: **Susan A. Mohrman**, *U. of Southern California, retired*
Author: **Jean M. Bartunek**, *Boston College*

Research in OD&C: A Personal Journey through Methods and, Finally, Pragmatism

Author: **Philip H. Mirvis**, *Babson Social Innovation Lab*

Creating and Building Shared Scholarship in Organization Development and Change: A Metalogue

Author: **David Coghlan**, *U. of Dublin, Trinity College*
Author: **A.B. Rami Shani**, *California Polytechnic State U.*

Applying Management and Organization Theory to Org Change & Development: More than Meets the Eye

Author: **Thomas G. Cummings**, *U. of Southern California*
Author: **Chris Worley**, *Pepperdine Graziadio Business School*

Developing a Sustainable High Commitment, High Performance System of Organizing, Managing, & Leading

Author: **Michael Beer**, *Harvard Business School*

The Role and Relevance of Discourse and Discursive Perspectives in Org Change & Development

Author: **Clifford Oswick**, *City U. London*
Author: **Yuan Li**, *Saint Mary's College of California*

Exploring the Richness of Action Learning Research to Exploit Action Learning in Networks

Author: **David Coghlan**, *U. of Dublin, Trinity College*
Author: **Paul Coughlan**, *U. of Dublin*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1003** | Submission: **21019** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Digitalization and AI: Possibilities and Challenges for Leaders, Professionals, and Change Agents

Session Moderator: **Jim Hazy**, *Adelphi U.*

ODC: **How Technology-Augmented Leadership Can Enable Workers to Increase the Value of Their Social Capital**

Author: **Jim Hazy**, *Adelphi U.*

Recent research has made considerable progress toward understanding the dynamics of work-related human interactions in teams, multi-team systems, and organizations when predicting organizational outcomes. Until recently, however, it has been difficult for individual contributors, managers, leaders, and consultants to use this knowledge in real-time to become more valued individual contributors. This is because detailed data about the dynamics of interpersonal interactions and information flows across an organization remain hidden from observers. Complex network theory researchers call this, "missing information". This paper contributes by introducing the APPRECIATOR Algorithm as a mechanism that, supported by secure AI digital information and communications technology, enables individuals to build their own human and social capital. It does this by enabling them to observe, gather, and use information about cooperative interactions, including those with AI and robotic systems as well as other humans. Such a system places each worker, as an individual contributor, at the center of their own personal value creation process. Importantly, each individual's personal privacy is also secure and protected because each user's data can only be accessed by that precise user to support that individual's purposeful professional development.

ODC: **When Virtual Spaces Permeate Adaptive Spaces: The Impacts of Virtuality on Leadership Roles**

Author: **Alice Erthal**, *FDC - Fundação Dom Cabral*
Author: **Flavia Neves**, *FDC - Fundacao Dom Cabral*
Author: **Professor Paulo Almeida**, *FDC - Fundacao Dom Cabral*

Long before the global striking of COVID-19, virtual spaces have been used as spaces for interaction, for both social and work purposes. Organizational leaders face numerous challenges in dealing with unexpected outcomes of enabling work to be developed through interactions mediated by information and communication technology tools. To manage these challenges, this study investigates the impacts of virtuality within adaptive spaces used to foster innovation and organizational adaptability. The findings of this qualitative research, developed in three organizations settled in Brazil, suggest positive impacts on tasks developed within virtual adaptive spaces, and provide a model to help implement remote work through adequate leaders' actions. This study shows significant contributions to different areas of research and literature, such as leadership and leadership development, and remote working teams.

ODC: **Ethical Responsibility and Professional Judgment in the Use of Artificial Intelligence**

Author: **Regina F. Bento**, *U. of Baltimore*
Author: **Lourdes White**, *The U. of Baltimore*

This paper presents two studies that explore how the emerging adoption of artificial intelligence (AI) by small CPA firms may impact professionalism and ethical decision-making in auditing. Study 1 involved a qualitative investigation of a small CPA firm's adoption of the world's first off-the-self, affordable AI-powered auditing platform. Insights from this case were then used to develop a two-part scenario in Study 2, a broader quantitative investigation which surveyed 244 business professionals and students to examine possible AI impacts on the commitment to professional responsibility during the risk assessment and audit planning phases. The two studies revealed that off-the-shelf AI is a disruptive innovation which may help small CPA firms address tensions and ethical issues that had been described in the pre-AI literature as the professionalism/ commercialism shift in auditing.

ODC: **Digitally Enabled Change Management – An Exploratory Investigation by Human and Artificial Agents**

Author: **Saskia Hasreiter**, *LMU Munich School of Management*

Digitally enabled change management (DCM) describes the targeted use of digital technologies to facilitate and optimize change management processes. Even though many organizations have started to experiment with DCM, we still know relatively little about how digital technologies shape change management in practice. To address this limitation, we performed a two-stage research approach. First, we conducted an interdisciplinary Delphi study with 70 experts in four consecutive online survey rounds. Second, we used the chatbot OpenAI ChatGPT-3—an autoregressive language model building on 175 billion parameters to per-form new tasks—to compare and enrich our results of the Delphi study. Our integrated results from both sources reveal (1) use cases of digital technologies in change management which are perceived to provide medium to high realizability and value by experts, (2) a rank list of potential benefits and risks of different DCM applications, and (3) unique insights into the imagined future of change management in the year 2040. Our study advances research on the digital future of managing change in organizations and aims to accelerate research in this nascent field.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1004** | Submission: **10614** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Studying the Unusual in Organizations

Organizer: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Panelist: **Mark de Rond**, *U. of Cambridge*
Panelist: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Panelist: **Katina Sawyer**, *U. of Arizona*
Organizer: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Kisha Lashley**, *U. of Virginia*
Facilitator: **Felipe Massa**, *U. of Vermont, Grossman School of Business, US*
Facilitator: **Kristie Rogers**, *Marquette U.*
Facilitator: **Trish Ruebottom**, *DeGroote School of Business, McMaster U.*
Facilitator: **Jonas Spengler**, *U. of Cambridge*

There has been ongoing dialogue in our field regarding the value of examining extreme, unconventional, or unsettling contexts in management research. To further add to, and extend, such discussions, we have put together a panel of scholars who have conducted studies examining the unusual in organizations, succeeded in publishing it in top journals, and crafted their research identities in different ways. In doing so, we aim to provide a forum for scholars to reflect on the 'dos and do nots' for data collection and paper writing, plus tips on how to theorize when conducting research that many others may perceive as different, odd, unconventional, or even taboo. We hope to offer guidance to doctoral students, junior faculty and/or those who may be new to working with such populations on how they can best navigate the challenge of theorizing, and increase the likelihood of their efforts being favorably received by top management journals.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1005** | Submission: **20172** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Networks, Network Positions, and Organizational Performance

Session Moderator: **Ronald S. Burt**, *U. Of Chicago*

OMT: **Guanxi and Structural Holes**

Author: **Ronald S. Burt**, *U. Of Chicago*
Author: **Sonja Opper**, *Department of Management and Technology, Bocconi U.*

We treat guanxi as an example of what Merton and Barber (2004:256) term a niche-word, a word that expresses "with unique precision, a familiar kind of human experience that transcends national and other cultural and linguistic boundaries." We argue that guanxi distinguishes a kind of relationship that is familiar, consequential for network predictions of performance, yet not distinguished in contemporary network theory. We use interviews with a stratified probability sample of Chinese entrepreneurs to look for pattern in the ways they use the term guanxi, and the performance relevance of relations they designate guanxi. Phrased in terms of network theory, our conclusion is that guanxi ties are relationships in which obligation and trust have become strong to the point of context independence. As such, guanxi ties can provide performance-relevant trust across structural holes. The discussion positions guanxi within network theory to improve predictions from the theory, and facilitate unambiguous use of guanxi as an element in the theory.

OMT: **Honor Among Thieves: Vulnerable Network Positions, Norms of Reciprocity, and IPO Rates**

Author: **Andrew Joseph Foley**, *Cornell SC Johnson College of Business*
Author: **Gautam Ahuja**, *Cornell U.*

This paper sheds light on the conditions under which being tied to a powerful intermediary – such as a Venture Capitalist (VC)– represents a "vulnerable structural position" for startups. Taking a social structural view of markets, I analyze VC deals in the biotechnology sector from 2002-2021. Overall, my findings show that being tied to a powerful intermediary is beneficial for high-performing firms but detrimental to low-performing firms. Though patterns of reciprocity among venture capitalists appear to attenuate this effect, they do not appear to be strong enough to overcome the motive of self-interest in pursuing individual profits. These findings are consistent with the view that powerful intermediaries may be tempted to leak resources from some of their ties and into others. This paper contributes to the literature on the potential risks of network ties for startups in two ways. First, it draws attention to the fact that resource outflows from one firm are often resources inflows for another. Second, it highlights the need to consider the broader social structure within which startups and their intermediaries interact when determining whether a given structural position is, in fact, vulnerable.

OMT: **Building New Relationships in Embedded Networks: The Problem of Relational Equivalence**

Author: **Jian Bai Li**, *National U. of Singapore*

Embedded networks in organizations benefit from adding newcomers. Yet, it is unclear how established members of such networks and a newcomer they do add should go about building cooperative relationships. We address this gap via an inductive, multiple-case study. While prior research has linked interaction frequency with relational strength, we find that effecting high frequency of interactions between the newcomer and the established members derailed their cooperation. This is due fundamentally to the near impossibility for the newcomer's relationships with the established members to become characterized by the same personal loyalty and mutual understanding as the ones that they shared amongst themselves. Absent the potential to attain such equivalence in relationship quality, the newcomer's frequent interactions with the established members came to be perceived by them as intrusive—even when a tertius iungens was present to help promote cooperation. In contrast, we find that separating the newcomer from the established members in their interactions aided relationship-building efforts. This was because separation enabled the newcomer and the established members to slowly build their understanding and cooperation at a distance that they were comfortable with—without requiring that they build quality-equivalent relationships. Overall, we contribute the insight that, for network growth in embedded networks, separation may help build cooperation.

OMT: **Effects of Firm Centrality on the Wellbeing of its Alliance Officers: A Multi-level Investigation**

Author: **Carolyn Yesse Ngowi**, *U. of New South Wales*
Author: **Salih Zeki Ozdemir**, *UNSW Sydney*
Author: **Steven Siu-Yun Lui**, *U. of New South Wales*

Firms that occupy central positions in interorganizational alliance networks often benefit from access to valuable resources, leading to improved performance and competitiveness. However, little is known about the costs of maintaining such a position, particularly from the perspective of employees within the firm. This study aims to investigate the potentially negative effects of a central network position on the wellbeing of alliance officers who are responsible for managing those network relationships. Specifically, we propose that, despite being beneficial for the firm, centrality places higher job demands on the firm's alliance officers, leading to increased job stress and hence negative impacts on these officers' wellbeing. We further examine two levers firms can use to mitigate these effects: i) having knowledge management processes, and ii) developing mutual understanding among firms and their partners. Employing a multi-level analysis, we test our hypotheses through a primary data collected from all licensed petroleum wholesalers in Tanzania. This study advances social network theory by examining the mechanisms and contingent conditions under which beneficial-to-the-firm network positions can potentially lead to negative individual outcomes and harm the firm's managers' wellbeing.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1006** | Submission: **20167** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Family and Family Businesses in Today's World

Session Moderator: **Xinrui Zhang**, *Zhejiang U., China*

OMT: **Order, Love, and Achievement: The Influence of Values on Family Logic and Entrepreneurship in Rwanda**

Author: **Bruno Noisette**, *Burgundy School of Business*

In sub-Saharan Africa, the interplay of family and business is often problematic, causing conflict in extended families and leading many businesses to failure. Extant literature on institutional logics is of little help to understand these intricate issues. The variability of the family institution across time and space seems to indicate that it is necessary refine our understanding of its underlying logic(s) in non-Western contexts. To do so, I study the family institution and its interplay with business in Rwanda, East-Africa. Based on interview data, I am able to identify the key features of the family institution and its logic. I further find that the interpretation and enactment of institutionalized family practices depends on the value that people associate to family: order, unconditional sharing, or paternalistic love. In addition to extending the validity of the institutional logic perspective to a non-Western context, this study highlights the link between values, logics, and institutional dynamics.

OMT: **Family Business and Corporate Fraud in a Transitional Economy**

Author: **Xinrui Zhang**, *Zhejiang U., China*
Author: **Xiaowei Luo**, *INSEAD*

Research on family firms often assumes them to be long-term oriented and care about their reputation, but this assumption is not investigated in transitional economies. We propose that family firms in transitional economies may commit more corporate fraud compared to other privately-controlled firms. Due to the lack of legitimacy, family firms face more resource limitations and thus have a lower possibility of survival, which leads them to risk committing fraud in order to survive. To verify our logic, we explore the tendency of family firms to engage in fraud when they are subject to greater survival pressures, when they have social-political sources of support, and when the intensity of external monitoring changes. Our argument is supported by examining publicly listed private firms in China from 2003 to 2015. Our research contributes to the literature on family businesses by showing how institutional contexts impact family business attributes, and to research on corporate fraud by understanding the influence of organizational legitimacy and family governance.

OMT: **Do In-laws Really in? Conflicts and Agency Problems within Family Members**

Author: **Xiaogang He**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*
Author: **Xin Shu**, *Shanghai U. of Finance and Economics*
Author: **Danyang Chen**, *Shanghai U. of Finance and Economics*

Our study extends the emerging stream of research of kinship involvement in business by examining how the involvement of in-laws in firms affects their agency issue and performance. Drawing on social embeddedness theory and the agency perspective, we argue that in-laws of the firm owner exhibit different degree of embeddedness in a family from his/her blood-relatives, reducing their attachment and communication within the firm. Using a large sample of publicly listed firms in China, we find that family firms with a greater percentage of the owner's in-laws in the top position have lower returns on assets and market values compared to other family firms. While the negative effect on firm performance will be strengthened when the spouse of the firm owner is in the top position, the cost of in-laws' involvement will be alleviated when the parents of the firm owner are in the top position and in-laws have increasing ownership. We also find the inferior performance of in-laws is mediated by the excess managerial perquisites and the increasing risk aversion on strategy. We discuss the implications of our paper for the family firm studies, research of firm embeddedness of kinship, and literature of corporate governance.

OMT: **Legacy for Organizations—Celebrating the Past and Preparing for the Future**

Author: **Yi Zhang**, *Oklahoma State U.*

The concept of legacy has attracted considerable interest in family business research yet is underrepresented and underrecognized in management and organizational research. This article emphasizes the ubiquitous existence of legacy among various forms of organizations and offers a mechanism of how legacy transmits across stakeholders. We start with a definition that captures the general features of legacy and then illustrate the role of stakeholders in the legacy building and transferring. With the theoretical lens of symbolic interactionism, we develop an enactment legacy transmission mechanism with five distinct paths. We conclude with a clarification concerning whether legacy has the differentiation of positive and negative. This theory of legacy provides a distinct lens for organizational research that strengthens processes and stakeholders.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1007** | Submission: **20132** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Gender Diversity at the Top: Antecedents and Consequences

Session Moderator: **Taekjin Shin**, *San Diego State U.*

OMT: **[The Genesis of Gender Diversity at the Top: The Imprinting Effect of Graduate Business Education]**

Author: **Taekjin Shin**, *San Diego State U.*
Author: **Jiwook Jung**, *U. of Illinois at Urbana-Champaign*

Although diversity at the corporate upper echelons has attracted much attention, the origin of women's underrepresentation at the top has not been well understood. Drawing on perspectives from imprinting theory, intergroup contact theory, and relative demography, we argue that gender diversity at the upper echelons has its root in the CEO's past that goes back to the CEO's educational experience—particularly, graduate business education. Frequent contact, interaction, and collaboration with female students in the MBA program had a strong imprinting effect on the male students' beliefs about gender roles and women's competence, which later influenced the MBA graduates' decision to promote women to the top management teams (TMTs). Using data from CEOs who attended U.S. MBA programs between 1975 and 2009, we found that the CEOs who attended MBA programs that had a high proportion of female students were more likely to promote female managers to the TMT in the current firm. We also test the hypotheses about imprinting decay over time and the interaction among multiple layers of imprints. Our findings advance the literature about imprinting, diversity at the upper echelons, and the linkage between business education and corporate organizations.

OMT: **[Rising from the Ashes: Analyzing the Impact of Glass-Cliff Appointments on Structural Equality]**

Author: **Moksh Garg**, *Indian School of Business*

The paper explains how the inclusion of women on corporate boards during precarious circumstances positively affects structural equality and firm value using a combination of social network, critical event, and resource dependency perspectives. While I find supporting evidence for firms exhibiting a greater propensity to appoint female directors when faced with declining profits, instantiating the glass cliff phenomenon, the inclusion of high-status women directors improves women's overall status on corporate boards by subsiding the inter-gender status differential in the long run. These appointments strengthen and consolidate women's position on boards by dismantling structural inertia and creating favorable path dependencies through sheer connectedness and exercise of informational value. In contrast to the previous literature, I also report a positive association between the status accretion of women on boards and the firm value, implying inclusion of high-status women on boards does not elicit gender penalties.

OMT: **[The Role of Gender in Social Movement Engagement and Field Development]**

Author: **Eun Young Song**, *Australian National U.*

Prior studies have widely recognized the ability of social movement organizations (SMOs) to develop new institutional fields, assuming that they sustain their members' engagement. In this research, I examine how efforts by female SMO members to facilitate fellow movement participants' continuous engagement can ironically discourage such engagement. I introduce the concept of a gender offset, in which participants avoid further engagement in the movement to compensate for perceived deviation from gender expectations. Empirically, I study the case of the first national movement association for bird conservation in the US between 1889 and 1920. I test and find quantitative support for gender offset using an event count analysis of individual contributions, by article count, to the movement's bimonthly magazine, which shared the movement's issues and vision with the public. I find that the more women used new technology to disseminate the SMO's views and took on leadership roles within the organization, the fewer contributions their fellow members made to the magazine. Visual cues linked to masculine qualities of women's strategic action were especially likely to discourage contributions from fellow female participants, which I suggest is a response to the potential costs of being associated with a movement that allows such deviance from gender expectations. The results of this study advance our understanding of the role that gender plays in social movement engagement and field development.

OMT: **['Not My CEO': Employee Reactions to the Threat of Female Leadership]**

Author: **Steffen Brenner**, *Copenhagen Business School*
Author: **Isabelle Solal**, *ESSEC Business School*
Author: **Georg Wernicke**, *HEC Paris*

We explore the impact of gender on a CEO's ability to garner the support of their employees. Employing the lens of group competition theory to understand the female leadership penalty, we theorize that negative reactions toward women in senior positions are motivated in part by the perceived threat these women pose to the existing gender hierarchy. As women increasingly move into positions previously held by men, and as diversity programs lead to shifts in the balance of power, gender is likely to become more salient and trigger negative reactions. Exploiting data from close to a million employee reviews of U.S. listed firms from Glassdoor.com, we show that female CEOs receive lower employee approval ratings compared to male CEOs, and that this is driven primarily by male employees. Our results are robust to controls for firm performance, reviewer ratings of employment conditions, as well as indicators of managerial quality as measured by educational credentials, board memberships, and other achievements. We further find that the organization's diversity ratings moderate the relationship between CEO gender and employee approval, such that female CEOs are especially penalized among firms that have made substantial progress in promoting women and minorities. Implications for female leadership are discussed.

Session Type: **Paper Session**
Program Session: **1008** | Submission: **20164** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Time Will Tell: Temporality in Organizational Life

Session Moderator: **Tor Hernes**, *Copenhagen Business School*

OMT: **Toward an Organization-ecological View of Temporal Practices**

Author: **Tor Hernes**, *Copenhagen Business School*
Author: **Sven Kunisch**, *Aarhus U.*
Author: **Majken Schultz**, *Copenhagen Business School*

Although recent works underline the importance of developing sustainable practices, the specific temporal practices that organizations can employ to address climate change remain undertheorized. In this paper, we advance an organizational-ecological view of temporal practices and discuss how organizations' temporal practices can afford more adequate responses to the unpredictable, yet often sweeping dynamics of nature's time. In a first step, we draw on climate studies to conceptualize three manifestations of time that we ascribe to nature: stochastic events, probabilistic change, and tipping points. In a second step, we develop a framework for temporal practices by drawing upon existing literature. We investigate specifically how temporal practices enable organizations to develop resilience to stochastic events, how they enable organizations to enact probabilistic change, and how they enable organizations to navigate tipping points. We then develop propositions for how each manifestation of nature's time requires different combinations of temporal practices. The propositions reveal how specific dimensions of events influence temporal practices, more specifically event salience, event span and event regularity. The proposed organizational-ecological view of temporal practices suggests how organizations may cope with more complex temporal phenomena in their environment than assumed in extant theorizing and has implications beyond climate change.

OMT: **Temporal Legitimacy: Playing with the Past and Future in the Present Through Rhetorical Strategies (WITHDRAWN)**

Author: **Mac Nguyen**, *Gustavson School of Business, U. of Victoria*

Legitimacy—the conformity to social norms, values, beliefs, and definitions—has gained substantial attention in institutional research. Yet, prior studies have neglected how actors engage in agentic processes and enact temporal dynamics to establish legitimacy. This conceptual piece re-examines the legitimacy concept from the temporal work perspective—constructing and reconstructing the relationship of the past, present, and future. In this view, temporal legitimacy is defined as an iterative process of interpreting and negotiating tensions among understandings of the past and future to legitimize innovations or emerging practices at the present. I argue that temporality encodes criteria for legitimacy that urge organizations to enact temporality to configure and reconfigure legitimacy in the creation of innovation or institutional change. Based on a configurational approach, I further propose a layered model to explain temporal legitimacy with rhetorical strategies as the key mechanism. By drawing a theoretical connection between temporality and legitimacy as a social symbolic resource, this paper embraces temporality as a necessary feature of the institutional theory while involving double regard for the past and future. Keywords: temporal legitimacy; temporality; temporal work, rhetorical strategies; past; present; future

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OMT: **The Temporal Micro-foundations of the Capacity to Integrate and Create Resources**

Author: **Jane Bjørn Vedel**, *Copenhagen Business School Department of Organization*

Theory on dynamic capabilities (DCs) has long assumed that DCs evolve over time, that managers play a key role in their development, and that DCs enable firms to reconfigure resources to accomplish change. Yet the capacity to integrate and create resources in a continuous process is an understudied part of DCs – we do not sufficiently understand how and why nonmanagerial individuals turn resources that they bring into their organizations into DCs. Based on an extensive qualitative study of how researchers in universities reflected on the significance of their grants for themselves and their organizations, we found that researchers' mobilization of temporal structures shaped their capacity to integrate and secure resources. Especially researchers' future orientation was important for their extension of their resources into their organizations. Our findings advance theory on DCs by providing a process-based explanation for individuals' contribution to development of DCs related particularly to integrating and sustaining resources.

OMT: **Path Enactment: How Actors Move Towards Distant-future Goals** ☯ 💻

Author: **Miriam Feuls**, *Copenhagen Business School*
Author: **Tor Hernes**, *Copenhagen Business School*
Author: **Majken Schultz**, *Copenhagen Business School*

Research on distant futures tends to apply oppositional thinking, such as between short- and long-term orientations. However, such thinking overlooks the ongoing processes by which actors move iteratively through time to address distant future goals as an ongoing process. Through a real-time study of a sustainability workstream, we investigated how actors engaged in what we call path enactment to stretch and configure paths of solutions towards distant-future goals. We show how the team under study enacted paths by moving between different combinations of ongoing and imagined solutions and how this enabled them to develop a feasible yet far-reaching sustainability strategy. We followed the team through three phases of path enactment, which consisted of identifying, elaborating, and consolidating paths. Path enactments were connected iteratively both between and within phases. In each phase three different mechanisms, inductively labelled bracketing, narrating, and calculating were at play. The mechanisms enabled the team to maintain focus on distant-future goals while connecting emerging paths forward and backward in time. Based on our findings, we develop a process model of path enactment towards distant-future goals that contributes to theories on organizational future-making in general and on future-making in the context of climate change in particular.

OMT: **Removing the Blinkers to Heed Temporal Complexity: Rhythmic Interrelations and Temporal Work**

Author: **Omid Omidvar**, *Warwick Business School*
Author: **Gary Thomas Burke**, *U. of Bristol Business School*

Although interest in temporal complexity has grown recently, the concept has been rather narrowly conceived as scholars have focused on past, present, and future relations. We introduce the concept of temporal breadth as a necessary and complementary correction that better accounts for the diverse array of temporalities people and organizations encounter. Drawing together insights from rhythmanalysis and phenomenology, we argue that temporal complexity is best understood through a rhythm lens that involves bodily and placial engagement with time and temporality. We develop a framework that unpacks how actors can cultivate heedfulness to conduct temporal work and show how through transposing, syncopating, and harmonizing practices they can manipulate temporal complexity advantageously. Our framework thus provides new pathways to explain pathologies in organizations and society, including ecological challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1009** | Submission: **11976** | Sponsor(s): **(OMT, ODC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

The Dynamics of Organizational Change: Understanding Change Across Levels and Time in Organizations

Organizer: **Jennifer Lauren Nelson**, *U. of Illinois at Urbana-Champaign*
Author: **Jillian Chown**, *Northwestern Kellogg School of Management*
Discussant: **Ruthanne Huising**, *EMLYON Business School*
Author: **Sara B. Soderstrom**, *U. of Michigan*
Author: **Elisa Alt**, *King's College London*
Author: **Katrin Heucher**, *U. of Michigan*
Author: **Maureen A. Scully**, *U. of Massachusetts, Boston*
Author: **Ante Glavas**, *U. of Vermont*
Author: **Olivia Jung**, *UCLA*
Author: **Sara Singer**, *Stanford U.*
Author: **Patricia Satterstrom**, *New York U.*

This symposium examines the organizing processes that occur across stages of time and levels of authority in organizations undergoing change initiatives. Papers in the symposium address research questions related to how employee involvement, long reorganization periods, and contradictory change goals influence work relationships and employee attitudes. By focusing on how workers in organizations experience and react to organizational change, especially the relational aspect of these experiences and reactions that evolve over the course of the change period, the four papers in this proposed symposium highlight a dynamism of change processes that is often overlooked in studies of organizational change. These include considerations of how organizational leaders design change to enable participation from frontline team members; why such design efforts for employee involvement in continuous improvement can fail; and how long-lasting and overlapping changes can complicate simultaneous interventions aimed at increasing diversity, equity, and inclusion in the organization.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1010** | Submission: **12889** | Sponsor(s): **(OMT, ODC, ONE)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

The Relational Dimension of Tackling Grand Challenges: Debating Collaboration and Cooperation

Organizer: **Johanna Ayrault**, *Mines Paris - PSL U.*
Organizer: **Dennis Clemens Jancsary**, *WU Vienna*
Organizer: **Stephan Leixnering**, *WU Vienna*
Panelist: **Joel Gehman**, *George Washington U.*
Panelist: **Barbara Gray**, *Pennsylvania State U.*
Panelist: **Martina K. Linnenluecke**, *U. of Technology, Sydney*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Panelist: **Ignacio Pavez**, *Pontificia U. Católica de Chile*

Inequality, health and well-being, energy decarbonization, sustainability, digitalization – the 17 Sustainable Development Goals (SDGs) encompass the most pressing societal challenges we are currently facing. Such grand challenges are wicked in the sense that addressing them requires collaboration across sets of diverse and interdependent actors rather than isolated individual (e.g., politicians, activists) or collective actors (e.g., governments, business firms). The final SDG, goal number 17, therefore stresses the crucial character of partnerships for the goals. By bringing together scholars representing different perspectives on collaboration and cooperation with respect to SDG 17, our panel symposium sheds further light on the varied relational aspects of solutions to current societal challenges, addressing both opportunities and pitfalls. It seeks to deepen the conversation between scholars with shared interests but distinct approaches and foci, highlighting both similarities and differences. Embracing new and meaningful relationships, both in research and practice, it is our goal to explore potential avenues for mutual inspiration, learning, and future collaboration.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1011** | Submission: **10838** | Sponsor(s): **(OMT, SAP)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Top Management Teams, Emotional Dynamics and Organizational Change: New Avenues for Research

Organizer: **Emily Truelove**, *Harvard Business School*
Discussant: **Donald C. Hambrick**, *Pennsylvania State U.*
Presenter: **Jennifer Petriglieri**, *INSEAD*
Presenter: **Timo Olavi Vuori**, *Aalto U.*
Presenter: **Saouré Kouamé**, *HEC Montreal & U. of Ottawa*
Presenter: **Emily Truelove**, *Harvard Business School*

The purpose of this symposium is to explore the emotional experience of top management teams (TMTs) in times of change, and to understand how this experience influences TMTs' strategic actions and the organizations they lead. The symposium brings together four empirical papers that draw on rich, longitudinally collected qualitative data coming from rare, real-time access to the inner thoughts and workings of TMTs. These papers demonstrate that the emotional life of TMTs is emotionally complex and even fraught—both when we might expect it to be so, and when we might not. Our symposium goals are threefold. First, we seek to better document and understand the emotional experience of TMTs as they engage in strategic activities. Second, we seek to better understand how TMT emotions shape TMT actions that in turn affect organizations. Third, through our presentations, the introductory and closing remarks, as well as a Q&A session and audience discussion, we hope to jointly develop new insights into this theoretically and practically important space.

The emotional-temporal process of TMT strategic decision-making during industry transitions

Author: **Timo Olavi Vuori**, *Aalto U.*

A systems psychodynamic theory of the emotional structuring of new organizational forms

Author: **Jennifer Petriglieri**, *INSEAD*

How success at leading organizational change can leave TMTs feeling ambivalent about it

Author: **Emily Truelove**, *Harvard Business School*

Resourcing Emotional Energy in the Process of Strategic Decision Making

Author: **Saouré Kouamé**, *HEC Montreal & U. of Ottawa*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1012** | Submission: **20373** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Business Models for Sustainability and Society

Session Moderator: **Maria Schmidt**, *Institute for Technology and Innovation Management at RWTH Aachen*

ONE: **Business Model Innovation for Scalable Sustainable Development – The Case of the Last Mile**

Author: **Maria Schmidt**, *Institute for Technology and Innovation Management at RWTH Aachen*
Author: **Philipp Trotter**, *U. of Oxford*
Author: **Aoife Marie Brophy**, *U. of Oxford*
Author: **David Antons**, *RWTH Aachen U.*

Targeted solutions for the last mile are fundamental to achieving sustainable development progress in low-income countries (LICs). As the impact of traditional aid-based programmes on sustainable development remains insufficient, scholarly attention has shifted towards the role of private actors. While Business Model Innovation (BMI) is recognised as an important tool for accelerating the sustainability transition, insight into the precise link between BMI and its sustainability impact at the last mile in LICs is scant. Against this background, we conduct a systematic review of the last mile literature with a focus on BMI. We create a structured overview of challenges and enablers at the last mile to support the design of holistic interventions for this segment. Further, we show how and why the mechanisms of addressing a sustainable development need, bridging the supply-demand gap self-sufficiently, and bridging systemic disconnects along the value proposition, value capture and value network dimensions respectively, can shape business models for scalable sustainable development impact. Finally, we illustrate how insight into BMI at the last mile can advance research domains in the shared value, embeddedness and wicked problems literature.

ONE: **Business Model Innovation for Society: Putting the Community first in the Off-grid Energy Sector**

Author: **Tonny Kukeera**, *Smith School of Enterprise and the Environment, U. of Oxford*
Author: **Aoife Marie Brophy**, *U. of Oxford*
Author: **Philipp Trotter**, *U. of Oxford*

We study the setting of the off-grid renewable energy sector pre-pandemic, during and post-pandemic to understand how business model innovation changes over time to meet society needs. We investigate thirteen organisations providing energy services and products to the communities. When the pandemic hit, most of companies struggled to innovate their business models to manoeuvre the tough times. We find that most of the innovation happened in the value network dimension of the business model. While the majority of the companies changed their business models, one company did not change its approach through the phases of the study (pre, during and post-pandemic). We argue that the organisation's focus on community needs right from its inception was key. We develop a model that explains how business model innovation can emerge in ways that benefit society. We provide two critical contributions to the literature on business model innovation. First, we bring attention to the need to consider the sequencing of different dimensions of a business model. Second, we identify the importance of whether companies should focus on the system or their own needs when translating any change that might require business model innovation.

ONE: **Inherently Instable? An Analysis of the Organizational Diversity of the Sharing Economy.**

Author: **Jozef Cossey**, *KU Leuven & UCLouvain*
Author: **Tom Dedeurwaerdere**, *UCLouvain*
Author: **Anaïs Périlleux**, *UCLouvain*

The rise of sharing economy platforms initially raised high hopes as it promised collaborative and democratized action, at a large scale, capable of addressing a variety of societal and environmental concerns. However, this early optimism seems misguided as increasingly commercial sharing economy platforms have become contested for their negative societal consequences and the ambiguity of their environmental impact. This shift towards commercial orientations has been argued to spring from the inherently instable nature of community-based platforms making up the early sharing economy. Using a comprehensive geographic mapping, this paper empirically analyzes and nuances these claims. In doing so, our mixed-methods research identifies community-based platforms as a stable subsection rather than a transient phase of the sharing economy and suggests that the increasing commercial orientation might be due to 'perceived' rather than 'actual' mission drift. We conclude by formulating implications for the sharing economy's conceptualization and discuss pathways to address its contested nature.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1013** | Submission: **20375** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

Managing for Sustainability

Session Moderator: **Frank Figge**, *ESCP Business School*

ONE: **The Collective Business Case of Sustainability. When Does it Pay to be Sustainable?**

Author: **Frank Figge**, *ESCP Business School*
Author: **Andrea Stevenson Thorpe**, *Kedge Business School*
Author: **Melissa Gutberlet**, *Kedge Business School*
Author: **Siarhei Manzhynski**, *Umea U.*

The business case of sustainability is a popular explanation for the motivation of companies to contribute to sustainability. From this perspective companies will contribute to sustainability if it is directly advantageous to them. Unfortunately, many sustainability problems we face are 'common goods'; solving these problems would benefit all, while the costs are incurred by individual companies. Consequently, the business case as it is known today does not incentivize companies to address these problems. Using a lens of evolution theory, we develop the collective business case and show, counter-intuitively, that it can be economically rational for companies to contribute to common good sustainability problems even at a net cost to the company.

ONE: **Go Green with Knowledge: Green Competencies and Corporate Sustainability Performance**

Author: **Murad Ali**, *Newcastle Business School, Northumbria U., UK*
Author: **Mehwish Malik**, *Griffith U., Australia*
Author: **Hengky Latan**, *HLC Consulting, Jl. Kertanegara Selatan V No 5B Semarang 50241, Indonesia*
Author: **Charbel Jose Chiappetta Jabbour**, *NEOMA Business School, Department of Information Systems, Supply Chain Managemen*
Author: **Mohammad Asif Salam**, *Faculty of Economics and Administration, King Abdulaziz U., Jeddah, KSA*

Drawing on ability, motivation, opportunity (AMO) theory, this study contributes to the growing literature on green competencies and corporate sustainability performance. The purpose of this study is to propose an integrated research model to investigate the combined effects of green competencies on corporate sustainability performance moderated mediating through green organizational culture and top management support. Using time-lagged and multisource data is used to test the research model. This study finds support for hypotheses. The moderated mediation analyses indicate that mediated moderation that top management support mediates the relationship between green competencies and corporate sustainability performance. Green organizational culture moderates the relationship between green competencies and top management support such that green competencies is positively related to top management support when green organizational culture is high. Furthermore, conditional indirect effects show that top management support mediates the relationship between green competencies and corporate sustainability performance only when green organizational culture is high. The study suggests new mechanisms and boundary conditions through which green competencies triggers corporate sustainability performance. Finally, the study discusses the managerial and practical implications of the study's findings and suggest possible directions for future research.

ONE: **Intrinsic or Normative Pressure and Green Management: The Role of Internal and External Bricolage**

Author: **Jingshu Du**, *EMLV Paris*
Author: **Liang Wu**, *Guangdong U. of Foreign Studies*
Author: **Heng Liu**, *Sun Yat-Sen U.*

Green management (GM) is not only crucial to firms' (long-term) competitiveness but also challenging as it usually requires a large amount of upfront investment, but the benefits can only be harvested in the long run. Yet, the existing literature sheds little light on understanding how emerging market firms in high-polluting manufacturing (HPM) industries deal with GM challenges by making do with internal and external resources. To address this research gap, we differentiate firms' motivation to implement GM into intrinsic motivation and normative pressure, and firms' bricolage activities into internal bricolage (exploiting internal resources and expertise) and external bricolage (leveraging external resources and expertise). We find that firms can benefit more from external bricolage when their intrinsic motivation to implement GM is high, while profit more from internal bricolage when they're faced with higher normative pressure. Proposing bricolage as a vital capability to successfully implement GM, this study highlights the important link between both willingness and capability in achieving satisfactory GM performance, offers actionable suggestions for the appropriate interactions between two sources of willingness and two types of bricolage capacity, and provides novel explanations and policy implications for understanding this emerging phenomenon.

ONE: **Institutional Ownership and CSR Performance – A Meta-Analysis**

Author: **Henrik Scherer**, *Heinrich-Heine U. of Dusseldorf*
Author: **Rüdiger Hahn**, *Heinrich-Heine U. of Dusseldorf*
Author: **Jan Endrikat**, *U. of Applied Sciences Dresden*

Institutional investors can have significant influence on the strategy and processes of companies. Next to financial performance, institutional owners increasingly take corporate social responsibility (CSR) of companies into account when making investment decisions. Prior literature investigating the relationship between corporate social responsibility and institutional investors found conflicting empirical results. This study aims to consolidate the mixed empirical evidence by meta-analyzing 77 quantitative empirical studies. The results suggest that institutional ownership is positively related to a subsequent increase of CSR performance and that a high CSR performance is related to a subsequent increased share of institutional ownership. Due to the heterogeneity of the meta-analytic results, we tested both directions of the focal relationship for potential moderating effects. We found moderating effects of the environmental and social dimension of CSR, of country-level institutional factors such as a strict regulation and shareholder rights, and of a long-term horizon of institutional investors and of the timing of the study data.

ONE: **When the Institutional Theory Lens Meets Sustainability: Bridging the Gaps**

Author: **Barbara Galleli**, *Federal U. of Parana*
Author: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*
Author: **Noah Emanuel Brito Teles**, *UFPR*
Author: **Mateus Santos Freitas-Martins**, *Federal U. of Paraná*

This article reviews scholarship working at the intersection of institutional theory (IT) and organizational sustainability. From a systematic literature review, we comprised more than three decades of research, and analyzed 274 papers. We identified the most frequent concepts explored by scholars and, from that, structured five streams of literature: IT as a foundation for organizational sustainability; IT moderating organizational sustainability; IT influencing organizational sustainability; IT influencing individual-level sustainability; Organizational sustainability influencing IT. Our research contributes to the literature by aggregating theories from management and organization studies that are conjointly applied, culminating in streams of literature that capturing the organic development of institutional theory and organizational sustainability scholarships. This allows us to visualize the main foci and limitations of past and current studies, presenting fruitful avenues for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1014** | Submission: **20357** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Green HRM and Organizational Sustainability Performance

Session Moderator: **Olatunji David Adekoya**, *Sheffield Hallam U.*

ONE: **The Role of Green HRM in Promoting Occupational Health and Environmental Sustainability in Nigeria**

Author: **Olatunji David Adekoya**, *Sheffield Hallam U.*
Author: **Hakeem Ajonbadi**, *Birmingham City Business School, Birmingham City U., Birmingham, UK*
Author: **Chima Mordi**, *Brunel Business School*

This study explored the potential of green human resource management (green HRM) in promoting occupational health and environmental sustainability among academics, particularly in the Nigerian higher education sector. We adopted the interpretive qualitative research method and 43 semi-structured interviews to understand the work-life stressors affecting Nigerian academics and the role of green HRM in alleviating work-life stress and promoting occupational health and environmental sustainability. Our findings highlight key factors that promote and hinder the impact of green HRM on occupational health and environmental sustainability. We discuss the theoretical and practical implications of these findings by arguing that green HRM could enhance organisational climate by serving as an essential component in occupational stress management and environmental management, whereby green HRM practices could act as an intervention for supporting employees in enhancing their health and wellbeing, achieving work-life balance (WLB), and promoting a green environment.

ONE: **How does Leadership Transform Saudi SMEs Into Green Firms? The Role of Ethical Leadership, Green HRM**

Author: **Zahid Hameed**, *Prince Mohammad Bin Fahd U.*
Author: **Rana Muhammad Naeem**, *The Islamia U. of Bahawalpur, Pakistan*
Author: **Muhammad Imran Rasheed**, *Uni of Sci and Technology of China and Islamia U. of Bahawalpur Pak*
Author: **Farrukh Moin**, *Rabat Business School, International U. of Rabat, Morocco*

In the aftermath of global warming, companies are facing huge pressure to minimize waste, reduction in carbon emissions, and generally become more responsible in their operations. To this backdrop, researchers argue that organizational leadership have significant potential in shaping firm's environmentally friendly practices. The aim of this research is to investigate the impact of CEO ethical leadership style on Saudi firms' environmental performance in the presence of green human resource management (HRM) as a mediator and stakeholder pressure as a moderator. We utilize resource-based theory and stakeholder theory to develop hypotheses on these relationships. A three-wave time-lagged data collected from 278 employees from 34 small and medium sized manufacturing enterprises (SMEs) located in Saudi Arabia. The results reveal stakeholder pressure moderates the relationship CEO ethical leadership and GHRM, which in turn mediates the effect of CEO ethical leadership on firm's environmental performance. Our research highlights important theoretical and empirical contributions and provides insights for HR practitioners about why and under what conditions small and medium sized enterprises engage in environmentally friendly practices.

ONE: **Greening Workforce to Achieve Corporate Sustainability Performance through a Moderated Mediation**

Author: **Murad Ali**, *Newcastle Business School, Northumbria U., UK*
Author: **Noureen Fatima**, *Capital U. of Science & Technology, Islamabad Expressway, Pakistan*
Author: **Hengky Latan**, *HLC Consulting, Jl. Kertanegara Selatan V No 5B Semarang 50241, Indonesia*
Author: **Charbel Jose Chiappetta Jabbour**, *NEOMA Business School, Department of Information Systems, Supply Chain Managemen*
Author: **Mohammad Asif Salam**, *Faculty of Economics and Administration, King Abdulaziz U., Jeddah, KSA*
Author: **Muhammad Shujahat**, *U. of Essex Business School*

Inspired by ability, motivation, opportunity, and social identity theories, this research adds to the growing research on green human resource management (GHRM) and corporate sustainability performance. The purpose of this study is to build and test an integrated research framework to investigate the influence of GHRM practices on corporate sustainability performance, through the individual and combined mediating effects of green organizational culture and employee green behavior. This study employs a linear structural relationship via LISREL 11.0 with data collected from 311 ISO 14001-certified firms in the Kingdom of Saudi Arabia. The results confirm the existence of a direct and positive relationship between GHRM practices and corporate sustainability performance. In addition, the study confirms an indirect effect of GHRM practices on corporate sustainability performance through the sequential mediation of green organizational culture and employee green behavior. The results of this study make several contributions to the GHRM and environmental performance literature, as well as practical contributions for society, managers, policy makers and practitioners.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented · Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1015** | Submission: **20500** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Buyer-Supplier Relationship I

Session Moderator: **Brian Squire**, *U. of Bath*

OSCM: **Conflict and Contract Use in Cross-Cultural Buyer-Supplier Relationships**

Author: **Brian Squire**, *U. of Bath*
Author: **Benn Lawson**, *U. of Oxford*
Author: **Mehrnoush Sarafan**, *U. of Bath and Cambridge U.*
Author: **Meriem Bouazzaoui**, *School of Management, U. of Bath*

Conflicts are common within global supply chains, especially where the buyer and supplier span different cultures. The use of formal contracts is intended to provide a common language that defines the roles, responsibilities, and liabilities of each party. However, the legitimacy, application, and primacy of contracts are also subject to cultural norms. Our paper explores how buyers and suppliers from different cultural contexts react to different contract functions (control vs. coordination) in the event of conflict. A multi-method research design was adopted. Study 1 involved multiple, in-depth case studies of three Indian suppliers and six of their international buyers. Qualitative findings indicate that in the event of conflict, a buyer's cultural context influences their choice of contractual control or coordination and that the supplier interprets this choice differently depending on their own culture. A mismatch in cultural contexts between the parties can lead to strong negative emotions and damage to the relationship. We explore supplier reactions further in study 2 through a scenario-based field experiment. Our results showed that the use of contractual control on suppliers from high-context cultures to address conflict has a significant negative, indirect effect on relationship commitment, operating via the emotion of anger.

OSCM: **Why Do Firms Reshore? A Framework for The Motivations Behind Shoring Decisions** ✈

Author: **Spencer James Fraseur**, *U. of Texas At Arlington*

With growing interest from firms to reshore parts of their manufacturing to the United States, researchers have been paying increasing attention to the motivation driving this phenomenon. Extant literature suggests a multitude of motivations, but a unifying framework to determine firm drivers in the reshoring process is still missing. By approaching manufacturing as a subdivided process, many firms may find that some of their manufacturing should remain offshore while simultaneously choosing to reshore others. In this study, we propose a theoretical model involving four levels of drivers regarding a firm's reshoring decision: firm-level, activity-level, country-level, and industry-level, and provide propositions on potential drivers of reshoring.

OSCM: **How Plural Sourcing can Help Achieve Corporate Social Responsibility in Outsourcing Relationships**

Author: **Xun Tong**, *U. of Groningen*
Author: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*
Author: **Shuo Wang**, *U. of Edinburgh*

Outsourcing promises economic benefits but creates corporate social responsibility (CSR) risks: as activities are placed outside of a firm's boundary, firms struggle to adequately measure the performance of their suppliers, particularly with regards to their environmental and social issues. This can lead to increased agency risks due to a supplier's hidden actions, such as covering up non-compliance. In this paper, we investigate how a buying firm's sourcing strategy could alleviate some of the CSR-related agency risks of outsourcing. A plural sourcing strategy builds on the simultaneous pursuit of distinct governance forms (such as make and buy, or make and ally, or all three forms combined). We use an extended agency theory framework to argue that a buyer's actual manufacturing experience that is part of plural sourcing can help the buyer to build evaluative capabilities regarding suppliers' internal CSR, and thereby overcome agency-related performance measurement problems. The effectiveness of plural sourcing to overcome agency problems in the outsourcing relationship is further contingent on two conditions: 1) the specific business segment (primary vs. secondary) where plural sourcing takes place; and 2) the buying firm's presence (i.e., owning facilities) in the sourcing countries. To test our hypotheses, we consolidate a panel data set consisting of 9,057 firm-year observations based on U.S. publicly traded manufacturing firms. This study combines hitherto unconnected strands of literature on plural sourcing strategies and outsourcing-related CSR risks to offer novel insights for improving CSR in global supply chains. It also offers an extension of agency theory to incorporate CSR-specific monitoring problems.

OSCM: **The Implementation Of Back-Shoring By SMEs: An Entrepreneurial Perspective** ✈

Author: **Alessandro Ancarani**, *U. of Catania*
Author: **Carmela Di Mauro**, *DICAR, U. of Catania, Catania, Italy*

The study investigates the implementation of back-shoring initiatives by small and medium entrepreneurial firms. The study focuses on how the logics of effectuation or causation inform back-shoring implementation strategies according to the entrepreneur's perception of uncertainty in the home-country environment. Using a multiple qualitative case studies approach involving six SMEs that have relocated from China back to the home-country, we obtain information on perceived uncertainty, implementation strategies and back-shoring performance at different temporal stages of the initiative. Results suggest that successful back-shoring combines causation and effectuation while failure of the relocation initiative is associated to an initial underestimation of the entrepreneur's liability of outsidership in the home country.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1016** | Submission: **19950** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Navigating Censorship: Workers At The Front Line

Program Chair: **Elizabeth Searing**, *U. of Texas at Dallas*
Organizer: **Amy E. Smith**, *U. of Massachusetts, Boston*
Organizer: **Deneen Hatmaker**, *U. of Connecticut*
Organizer: **Shahidul Hassan**, *Ohio State U.*

Frontline workers increasingly find themselves embroiled in very public debates and controversies focused on censorship. In recent years challenges to intellectual freedom, speech censorship, calls to ban books, constraints on academic curricula, and the regulation of social media participation have intensified. These demands originate from a multitude of sources, including citizens, elected officials and government agencies. While these restrictions are hotly contested in the policy arena, it is those on the frontlines - librarians, teachers, health care providers, social workers and many other public and nonprofit, and even for-profit, employees – that must navigate this censorship in their day-to-day work. For workers at the frontlines – where values and motivation emphasize equity, inclusion, access, information, and participation – these restrictions fly in the face of their training, professional identity, and organizational missions. Placing employees front and center requires attention to the impact of such constraints on frontline workers. How do these essential workers navigate this quagmire while serving constituents, maintaining their professional values and working towards their organizational mission? The aim of this session is to bring broad and multi-disciplinary perspectives to this topic. A group of academic researchers and practitioners working in the field will explore how censorship and restrictions on intellectual freedom manifest in organizations and what this means for public and nonprofit workers. Questions and audience discussion to follow. This session is open to all AOM conference attendees.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1017** | Submission: **20079** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 2**

Conversations With The Editors: AMD

Presenter: **C. Chet Miller**, *U. of Houston*

Meet the editor of AMD and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1018** | Submission: **20100** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Recognizing AMR Bridge Reviewers

Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

By invitation

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1019** | Submission: **20231** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

New Methods for Studying Time-Related Issues

Session Moderator: **Minjae Lee**, *Southern Connecticut State U.*

RM: **Developing the Construct of Speed Ceteris Paribus**

Author: **Minjae Lee**, *Southern Connecticut State U.*

Firm speed has long been a construct of interest among managers and researchers. Despite its importance, making a ceteris paribus comparison of speed can be challenging. In the current paper, we suggest an alternative to the conventional way of capturing the speed ceteris paribus. First, we illustrate the concept of faster speed in strategic management research. Second, we use numerical simulation data to illustrate the challenges of the conventional methodology, known as the nonlinear transformation of variables. We show that this method is difficult to apply and may produce an inaccurate measurement of the concept unless the exact functional form is chosen. Third, we suggest an alternative methodology, known as data envelopment analysis. This accounts for the challenges of the conventional methodology when we do not know the accurate functional form for nonlinear transformation, while performing as well as the best of the conventional approach. Finally, by using actual firm data, we show that our suggested methodology can be an effective alternative to the conventional approach of capturing a firm's speed.

RM: **Time Dependence in Cox Proportional Hazard Models as a Theory Development Opportunity**

Author: **Hyun-Soo Woo**, *U. of Mississippi*
Author: **Jisun Kim**, *U. of Mississippi*
Author: **Albert Cannella**, *Texas A&M U., College Station*

The Cox proportional hazard model has often been used for survival analysis in organizational research. The Cox model needs to satisfy one critical assumption – time independence – that the effects of independent variables do not change over survival time (i.e., the proportional hazard assumption). However, organizational research often encounters time dependence in the Cox model. Although time dependence is not just an empirical threat but also a theory-driven issue in the Cox model, organizational studies have traditionally seemed to view time dependence as an empirical nuisance. Indeed, from our review of AMJ and SMJ papers published in a recent 10-year period, we found that researchers rarely considered time dependence as a theory development opportunity and worse, many of them did not test for or reported tests for time dependence. The purpose of our study is to change this pattern and provide a step-by-step guide for using time dependence as a theory development opportunity with a methodological technique (the extended Cox model). We also demonstrate a step-by-step guide with an empirical example.

RM: **Pitfalls of Discrepancy in a Time-to-Event Analysis and the Value of TTT Tests for Model Selection**

Author: **Oleksandr Tsaruk**, *West Virginia U.*
Author: **Abhishek Srivastava**, *West Virginia U.*

In this study, we use simulations to examine how varying hazard rates affect discrepancy in time-to-event analysis, which may result in model selection bias. The Cox proportional hazards model, which is semi-parametric, and the parametric survival regressions, are the main methodological tools used for time-to-event analysis in our field. However, they require careful statistical testing on the main assumption of proportionality of hazard or distribution shape. We show via simulation of firm survival data how varying hazard rates increase discrepancy between parametric and semi-parametric models leading to potentially biased interpretations of the model's fit, effect size of predictors, and their significance level. We illustrate the advantages of TTT (total time on test) statistics in detecting the correct shape of the hazard function and the model selection based on it. We show how using TTT statistics ex-ante reduces the risk of model selection bias in a time-to-event analysis. Based on our results, we provide recommendations for scholars using time-to-event analysis.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1020** | Submission: **11672** | Sponsor(s): **(RM, CTO)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

We Need to Chat: Discussing the Ramifications of ChatGPT for Methodological Research

Organizer: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*
Moderator: **Larry J. Williams**, *Texas Tech U.*
Panelist: **Paul Bliese**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Robert J. Vandenberg**, *U. of Georgia*
Panelist: **Justin A. DeSimone**, *U. of Alabama*
Panelist: **Betsy Albritton**, *UNC-Charlotte*

With the creation of OpenAI's Generative Pre-Trained Transformer (ChatGPT) in November 2022, discussions have begun regarding the impact of this technology across contexts. Described by some as “the best artificial intelligence chatbot ever released to the general public” (Roose, 2022), this language and dialogue AI model can interact with and generate unique information using prompts from users. One such context gaining increasing attention is the potential for utilizing ChatGPT for research purposes. While the use of innovative new approaches such as utilizing natural language processing has begun to attract attention in organizational research (e.g., Lê & Schmid, 2022; Pandey & Pandey, 2019; Speer, 2021), the potential of these technologies is yet to be determined. Most relevant to the aim of this symposium are early discussions surrounding its use in the methodological steps of the research process, as well as in conceptual-operational alignment. The opportunities for technologies like ChatGPT to reshape the research landscape abound, particularly as a tool to influence methodological and analytical decision-making. Exploratory tests confirm that ChatGPT is able to debug syntax, generate new syntax and instructions for analyzing data in various analytical software languages (e.g., STATA, SPSS, R, Python, MPLUS, SAS), mine text (Hickman et al., 2022), aid in qualitative analyses and reviews (Antons, Breidbach, Joshi, & Salge, 2023), and apply learned concepts in unique ways (Pavlik, 2023). While its potential is becoming increasingly documented, so too are the concerns surrounding its unchecked usage (Stokel-Walker, 2022; Zhang, Ding, & Jing, 2022). How might blind usage of such a resource present ethical concerns for the research process? Will outsourcing the work of making thoughtful decisions about how to analyze data unintentionally hinder the average researcher's understanding? Should researchers be quick to adopt resources like ChatGPT while they are still being developed? What exciting opportunities do ChatGPT and similar technologies present for researchers and methodologies? These and other intriguing questions will be discussed by our panel of experts including Drs. Larry Williams, Paul Bliese, Lisa Schurer Lambert, Bob Vandenberg, Justin DeSimone, and Betsy Albritton.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1021** | Submission: **20349** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Strategic Innovation: Temporality, Translation, and Knowing Practices

Session Moderator: **A. Paul Spee**, *U. of Queensland*

SAP: **Implementing Social Innovations through Collective Reinvention**

Author: **Damla Diriker**, *Vrije U. Amsterdam*
Author: **Amanda Porter**, *Vrije U. Amsterdam*
Author: **Philipp Tuertscher**, *Vrije U. Amsterdam*
Author: **Mark Boons**, *Vrije U. Amsterdam*

Generating long-lasting impact through social innovation requires that solutions are implemented in the social setting and ingrained in the routines, relationships, and beliefs of local actors. This may be accomplished by involving local actors in reinventing the solution during implementation to ensure their needs and demands are adequately addressed. However, such involvement may necessitate new relationships, which, in turn, may surface tensions that need to be reconciled. Using translation theory as an analytical lens, we study the micro-practices of local actors to open the 'black box' of implementation in the context of social innovations. Through a longitudinal field study of a large academic institution implementing social innovations for higher education, we show that isolated implementations of a few local actors evolved into a collective reinvention process through which various actors could jointly translate solutions fitting their contexts. We theorize that trading zones can be enacted as an organizing device for the reinvention of social innovations by using common artifacts to generate conditions for exchange and by perspective-taking to negotiate and balance different materializations of the social innovation.

SAP: **A Penny for Your Thoughts - Knowledge Processes and Practices in Corporate-Startup Collaborations**

Author: **Juliane Moellmann**, *MGMT, BSS, Aarhus U.*
Author: **Pernille Smith**, *Aarhus U., Department of Management*

Corporations struggle to constantly innovate and to establish structured programs to manage their collaborations with external startups. Such collaborations aim at getting access to external knowledge to solve internal business challenges. Consequently, the program processes concerned with knowledge transfer or knowledge sharing are vital to a program's success. Based on a knowledge-as-practice perspective, this paper analyzes how single actors in a startup innovation contest enacted the program structure over time. We identify three different strategies of enactment: (1) following the given structure, (2) deviating at a specific structural element, or (3) adding elements to the structure. Actors deviated from the given structure because certain knowledge transfer needs were not addressed in the formal structure. These deviations, in most cases, led to new additions to the formal structure to fill the actors' unmet needs. These new additions affected knowledge transfer processes in both positive and negative ways. The study thus provides new insights into the workings of corporation-startup collaboration programs, showing how such structures are interpreted and how these interpretations may be seen as sources of refinement of the organization of corporation-startup collaborations.

SAP: **When the Time is Made Right: Constructing Windows of Opportunity for Innovation in Practice**

Author: **Yanis Hamdali**, *European Uni Viadrina, Frankfurt (Oder)*
Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

Previous work on innovation and time has provided invaluable insights into the time structures of innovation. However, while this work has stressed the inherently temporal nature of innovation, and how it needs to meet the right timing, it has not explicitly addressed how timing is made right, i.e., how actors produce the right timing for innovation. In our empirical study of a German mobility firm, we investigate why some innovations as strategic initiatives are successful while others are not. We identify windows of opportunity that govern the temporal success of innovations to be right in time. These temporal structures are opened and upheld by four strategic practices, activating, advocating, attaining, and attaching. Our findings have important implications for research on temporality and innovation and foreground agency in timing.

SAP: **Truly, Madly, Deeply: Aesthetic Experience and Embodied Knowledge as Strategic Entrepreneuring**

Author: **Sara R. S. T. A. Elias**, *U. of Victoria*
Author: **Amanda Peticca-Harris**, *Grenoble Ecole de Management*
Author: **Nadia C. DeGama**, *AFG College with the U. of Aberdeen*

Deep engagement with materials, along with sensory, tacit, and embodied experience, are key to how entrepreneurs create unique offerings and strengthen competitive advantage. However, strategic entrepreneurship research has largely overlooked craft ventures, which prioritize skill, materiality, and immersive action in creating unique value and, thus, are well suited to investigate linkages between strategic entrepreneuring and aesthetic practices. Drawing on ethnographic and case study data from two craft ventures, we abductively generated three dimensions by which strategic entrepreneuring is practiced: materializing, empathizing, and enchanting. Our key contribution is to unpack the embodied—and very human—processes that are vital to the everyday practices of strategic entrepreneuring, including intimate interactions with other-than-human elements and considerations of imagined offerings that are unique and meaningful to both entrepreneurs and their audiences.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1022** | Submission: **20350** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

Open Strategy: Roles, Trust, and Emotions

Session Moderator: **David Oliver**, *U. Of Sydney*

SAP: **Open Strategy in Inter-organizational Settings: Managing Risks from Trust-building**

Author: **Madalina Pop**, *Aarhus BSS, Aarhus U.*
Author: **Ingo Kleindienst**, *Aarhus BSS, Aarhus U.*

To solve complex problems, organizations increasingly engage in inter-organizational strategizing with actors coming from different institutional contexts. However, drawing on open strategy to achieve its goals comes with risk for the opening organization. Traditional market or hierarchical control and organizing mechanisms are not available in inter-organizational collaborations. Rather, trust takes over the role of the main organizing mechanism. In this study, we draw on a longitudinal ethnographic case study to investigate how openness and trust interact in open strategy processes. Our findings reveal five main practices – strategic sharing, reciprocal sharing, input sharing and benevolence building – that structure the open strategy processes. Of particular importance is the practice of reciprocal sharing which ensures that all participants to the open strategy process disclose their strategy, therefore, becoming vulnerable themselves, ultimately increasing the trust between participants. Based on our findings, we develop a model showing how openness and trust practices interweave to support and deal with the challenges in inherent in the open strategy processes

SAP: **Diamonds in the Rough: Co-strategizing with Grassroots-Level Employees**

Author: **Chun-Fang Yang**, *Warwick Business School*
Author: **Sotirios Paroutis**, *Warwick Business School*
Author: **Loizos Th. Heracleous**, *Warwick Business School*

In this paper, we examine grassroots-level employees' (hereafter grassroots) co-strategizing practices in the context of a business crisis—the U.S.–China trade war in 2019. Based on an in-depth case study of ITCorp's grassroots undertaking open strategy practices, we show how they co-strategized with multiple stakeholders and helped the company bypass the 25% high tariffs imposed on Chinese-made products by the U.S. government. Our findings uncover five open strategy practices, including (a) scrabbling strategy directions with the management team, (b) setting boundaries for idea development, (d) developing choice points through a disproval approach, (d) noise reduction, and (e) simultaneously formulating and implementing a strategy. We also develop a conceptual process model that foregrounds the open strategy practices of how grassroots co-strategize with multiple stakeholders in the face of a crisis. With these findings, we contribute to open strategy and strategy-as-practice literature by advancing our understanding of grassroots' strategizing practices and their multifaceted roles throughout the co-strategizing process, from advice-seekers to strategists and strategy implementation facilitators. We also contribute to the strategy-implementation literature by revealing the dynamic and iterative strategy formulation and implementation process for a more granular and actionable strategy.

SAP: **Conceptualizing the Recursive Relationship between Open Strategy and Digital Transformation**

Author: **Thomas Ortner**, *U. of Innsbruck School of Management*

Digital transformation impacts organizational boundaries by not only changing ways how value is created but also by transforming organizational processes. Strategizing processes have been opened up – often enabled by digital technologies – resulting in increased transparency and inclusion of a larger number and variety of actors. This, again, has not only transformed the strategy process itself but also allows to rely on a combination of perspectives and insights from diverse knowledge fields to develop strategies that address complexities brought by digital transformation. This review aims on further conceptualizing this recursive relationship between open strategy and digital transformation and how specifically open strategizing practices are driven and enabled by digital transformation while addressing its complexities at the same time. I review the emerging research field of open strategy by applying organizational boundary theory, to provide more nuanced insights. I distinguish between the four boundary conceptions efficiency, power, competence, and identity, identify practices that are either content-related or process-related in the context of digital transformation and show different associated outcomes. Consequently, I uncover gaps in the research landscape of open strategy and propose opportunities for future research in an emerging and relevant field of study.

SAP: **How Stakeholders' Emotions Can Shape Open Strategy Formulation**

Author: **Christopher Golding**, *U. of Manchester*
Author: **Josh Morton**, *U. of Leeds*
Author: **Aljona Zorina**, *IESEG School of Management (LEM-CNRS 9221)*

Whilst strategy-making is increasingly understood as emotionally-laden, open strategy research has failed to fully consider how the emotions of the diverse stakeholders involved might shape the formulation of new strategies. We studied how a large professional association used open strategy to generate a new strategic direction, by following the emotions of the two key groups involved: the association's professional community and their top managers who were leading the open strategy initiative. Our findings revealed how the adoption of open strategy was driven by a combination of stakeholder negative emotions, and top managers' positive emotions towards open strategy. Additionally, we discovered that stakeholder participation in open strategy was initially motivated by negative emotions they felt towards the organization, and later sustained by the emerging positive emotions they experienced through contributing to the open strategy process. These emotions were expressed and understood through digital and analogue strategy tools, which permitted the development of an emotionally resonant strategy that could be implemented. Our study has theoretical implications for the literature on open strategy, emotion in strategy-making, and the use of strategy tools.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1023** | Submission: **12167** | Sponsor(s): **(SAP, MOC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

Practices of Resourcing and Its Implications

Organizer: **Rangapriya Kannan-Narasimhan**, *Lucas College & Graduate School of Business, San Jose State U.*
Discussant: **Martha S. Feldman**, *U. of California, Irvine*
Participant: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Panelist: **Samantha Keppler**, *U. of Michigan*
Panelist: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*
Panelist: **Paul Leonardi**, *U. of California Santa Barbara*
Panelist: **Reut Livne-Tarandach**, *Manhattan College*
Panelist: **Rene Wiedner**, *Warwick Business School*

Resourcing defined as “the creation in practice of assets such as people, time, money, knowledge, or skill; and qualities of relationships such as trust, authority, or complementarity such that they enable actors to enact schemas” (Feldman, 2004, p. 296), is an important concept in organization studies and is relevant to a range of fields including strategy, entrepreneurship, and organization theory. The concept of resourcing suggests that assets are potential resources that become actual resources through actions. This panel symposium brings together a panel of experts in the field of management who will address the importance of resourcing and its relevance to their respective fields. They will delve into various aspects of resourcing, such as how actors define and redefine resources, the role of material objects in the resourcing process, and the impact of social constraints on resourcing. The panelists will also discuss the potential effects of resourcing on agency, power and conflict, and the emergence of a new social order. Through their insights and experiences, the panelists will shed light on how the practices of resourcing have broader organizational and societal implications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1024** | Submission: **19497** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Social Media, Artificial Intelligence and Technology Development: A Social Justice Perspective

Panelist: **Pratyush Bharati**, *U. of Massachusetts, Boston*
Panelist: **Ram Mahalingam**, *U. of Michigan, Ann Arbor*
Panelist: **Carol Lee**, *Northeastern U.*
Panelist: **Azhagu Meena**, *U. of Toronto*
Panelist: **Vinodkumar Prabhakaran**, *Google*

Our panel symposium focuses on the scholarly challenges of studying social media analytics, artificial intelligence (AI), and technology development using a social justice perspective. Employing an interdisciplinary perspective, our panelists will foreground the complex ways technological development, social media, and AI can disempower people, in turn, perpetuating social injustice. Social media platforms are becoming spaces where socially dominant behavior is becoming more and more prevalent. Trolls take advantage of social media platforms to post offensive material to disrupt online discourse and mislead or influence social movement participants (Bharati et al, 2019). While there is growing scholarly interest (e.g., Heukamp, 2020; Sloane, 2019; Zajko, 2021) in how technology, AI and social media can accentuate social marginality and inequality and thwart social justice concerns, yet sufficient scholarly attention from a global perspective is deficient. Our panel symposium examines these concerns using an intersectional lens with a focus on the global south. Specifically, we critically look at the proliferation of technological growth and AI while considering the embodied experience of marginalized and invisible people. While social movements share common concerns and can be mobilized into action (Carberry et al, 2019), social media spaces are also exacerbating social injustice for movements. Our symposium raises scholarly concerns from ethical to social justice considerations, such as equity, diversity, and inclusivity. Our panel brings experts from diverse backgrounds to stimulate a critical discussion on these crucial concerns. Our panelists will delineate a social justice framework from a global perspective, which appeals to both scholars interested in digital technology in management and social justice in organizations. Our panelists will discuss scholarly challenges in developing a framework to examine the complex realities of technology development, social media, and AI so that the egalitarian potentials maybe explored. We argue that it is critical to developing a social justice-focused research program to explore how technology development, AI and social media impact social marginality and inequality with specific attention to the realities of the global south. Social media and AI are touted to promote greater good and more prosperity to all sections of society. Paradoxically, such technological developments have augmented disparities and the chasm between the rich and poor. The proliferation of precarious working conditions and the gig economy on a global scale is a case in point (e.g., Mahalingam, in press). Sloane (2019) argues that we need a social justice framework in all aspects of technology development with a specific focus on the social impact of technology that goes beyond ethical concerns of technology (e.g., Algorithmic justice). While digital disinformation is affecting social justice seekers, the mechanisms of disinformation and their impact amongst movement participants are not fully understood. This verifiably false information being deliberately propagated has the potential to cause serious public harm. In the work context, Mahalingam and Selvaraj (2022) found that in the shopping malls, janitors experienced various kinds of dignity injuries due to their precarious working conditions. In the digital domain, algorithms are increasing societal disparities that have grave justice implications of AI technologies. The panel symposium will focus on scholarly challenges of social media analytics, AI and technology development. Panelists will engage the audience in an interactive discussion on: How do machine-learned models reflect, propagate, and amplify social stereotypes about people? How does technology development reproduce social inequalities when caste, social capital, and dignity injuries are not taken into consideration? How does digital disinformation impact social and economic justice seekers? What are the algorithmic fairness failures of AI technologies? How can AI technologies exacerbate societal disparities in the absence of cross-cultural considerations? How have technologies that are intended to support socially marginalized communities exacerbated inequalities?

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1025** | Submission: **20964** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Innovation and Inclusion at the Base of the Pyramid

Session Moderator: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

SIM: **When We All Come Together: Determinants of Community-based Organizing for Financial Inclusion**

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Author: **Aparajita Agarwal**, *The Wharton School, U. of Pennsylvania*

Collective action lies at the heart of organizations aimed at improving social welfare – community-based organizations. But what mechanisms enable socially marginalized members of a community to become members of community-based organizations, and thereby benefit from these organizations? We posit that the likelihood that an individual becomes a member of a community-based organization increases with (i) the proportion of socially similar contacts that this individual has who also participate in the organization, enabling social inclusion, and (ii) the strength of the individual's social ties to these participating contacts, facilitating trust among members of this organization once they join. We posit that socially marginalized (vs. non-marginalized) members of a community will be more likely to become members of community-based organizations when others like themselves participate as well and when they have strong social ties to other participants. We also test an important moderator of these effects. We posit that community heterogeneity will negatively moderate this effect and decrease the likelihood that an individual becomes a member of a community-based organization. We test the predictions of our theory in the context of community self-help groups in rural India – groups that enable individuals from the same village to save and borrow collectively when they lack access to formal banking – and find support for these mechanisms.

SIM: **Adopting Innovations At The Bottom Of The Pyramid: The Case Of Mobile Money**

Author: **Lite Nartey**, *INSEAD*

Mobile money, a low-value, low-tech innovation facilitating financial inclusion for low-income actors, has the potential to secure significant financial, social and economic gains. Yet its tremendous adoption success in some developing countries contrasts with slow adoption in others. I argue that studying innovation adoption in developing countries requires a nuanced understanding of context. I explore contextual factors that impact the choice of low-income actors to adopt mobile money, including, the sources of information for mobile money, including relational sources; the presence of alternative informal institutions, and their risks and benefits; and trust in supporting formal institutions. I use a novel hand-collected dataset on mobile money use by 2,141 low-income actors in Ghana. The results underscore the importance of context for innovation adoption in developing countries.

SIM: **Scaling Social Innovation Impact in the Amazon Region**

Author: **Ana Luíza Rossato Facco**, *Unisinos Business School (Unisinos U.)*
Author: **Claudia Bitencourt**, *PUCRS - Business School*
Author: **Gabriela Zanandrea**, *Unisinos Business School (Unisinos U.)*

The social innovations' difficulties of expansion, systematization, and longevity have been questioned, especially in Brazilian social innovation initiatives, which frequently is based on short-term projects, limiting social innovation impact. This paper aims to understand how to scale social innovation impact based on the so-called Community Protocol originally implemented in the Bailique territory and further replicated in Beira Amazonas territory, both located in the Amazon Region, characterized by remotes and vulnerable communities. In this paper, the Community Protocol is considered a social innovation initiative. Its replication has changed the reality of Amazon territories and helped the communities to overcome vulnerability and social inequalities. We developed a case study using a qualitative approach that involved 22 in-depth semi-structured online interviews with key actors of the two Amazon territories. The main results point out the context-dependence and three key elements that explain how the Community Protocol was replicated, scaling social innovation impact: (i) previous community experience, (ii) strategic relationships among partners, and (iii) governance practices. Moreover, scaling social impact is not simply replicating an initiative or a methodology but developing the territory based on an integrated SI ecosystem.

SIM: **Developing Inclusive Innovations for the Base of the Pyramid: The Role of Cultural Brokers**

Author: **Andrea Maria Prado**, *INCAE Business School*
Author: **Andy Pearson**, *INCAE Business School*

ABSTRACT Inclusive innovations seek to create or enhance opportunities to improve the well-being of those at the base of the pyramid (BoP). This paper explores how innovators (i.e., designers and developers) from high-income countries (HIC) can better understand their base of the pyramid end users' context and needs, despite the broad socioeconomic and cultural gap between them. Our empirical setting focuses on professionals from Silicon Valley engaged in developing mobile healthcare technologies that can support the performance of community health promoters (CHP) in rural Guatemala. These CHP are indigenous people with limited or no formal education, who live in rural communities that have limited access to public services and infrastructure. Through a comparative study of three professional teams from HIC that participated in this project, we identify the cultural brokers that bridge innovators from HIC with end users from BoP and analyze the role they play during the inclusive innovation development stages. We argue that by relying on these cultural brokers, teams of innovators from HIC are able to increase their understanding of the context and needs of their end users at the BoP.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1026** | Submission: **20942** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Employees and CSR

Session Moderator: **Julian Krauskopf**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

SIM: **The Role of Perceived Corporate Social Responsibility in Workaholism**

Author: **Julian Krauskopf**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

Based on social exchange theory, recent research emphasizes the positive impact of perceived corporate social responsibility (CSR) on employees. We argue that the current debate neglects the potential downsides of CSR which are based on reciprocal social exchange in the workplace. With our study, we investigate one of these negative effects by examining the risk of workaholism. In general, we hypothesize that perceived CSR is associated with positive outcomes for employees. However, we assume that there are underlying social exchange mechanisms that negatively influence this effect. Our research is based on a single-firm study. The online survey was conducted in the offices of our research partner in Germany, Great Britain, and the Netherlands in the first half of 2022 and resulted in a total of 193 responses. Our results uncover a negative effect caused by perceived CSR. It turns out that a high level of perceived CSR relates to a felt obligation among employees that is positively associated with the risk of workaholism. The hypothesized total effect that perceived CSR is negatively related to the risk of workaholism is attenuated by felt obligations, resulting in a nonsignificant correlation. Thus, our research offers an interesting contribution to the debate on the potential downsides of CSR.

SIM: **CSR Perceptions and Employee Responses: The Moderating Role of Substantive and Symbolic Attributions**

Author: **Sven Engelhardt**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

In recent years research on corporate social responsibility (CSR) has gained immense prominence, as it incorporates the views and expectations of various stakeholders in a company. With this study, we explore the perceived CSR performance as an antecedent to organizational citizenship behavior (OCB) on an individual employee level. In a time when some companies are trying to create a more responsible picture towards outside stakeholder groups, it is crucial for scholars to understand the boundary conditions of the direct effect of perceived CSR on OCB. Therefore, we hypothesize that the CSR attributions (i.e., symbolic and substantive) are an important moderating factor, as employees will value the CSR initiatives that feel genuine to them more than those they attribute to being symbolic. Employing a sample of 850 German middle managers working full-time in various industries and functions, we contribute to the upcoming stream of micro-level CSR research. Our analyzes were executed via structural equation modeling and extend previous findings by explaining how and why symbolic CSR attributions moderate the direct effect of CSR on OCB.

SIM: **The Role of Employees' Perceived Inconsistent CSR Performance on Corporate Hypocrisy and AOC**

Author: **Sven Engelhardt**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

A large body of research on individual-level Corporate Social Responsibility (CSR) focuses on the positive results of CSR. However, companies must consider multiple stakeholders' needs when making strategic decisions. Since not all stakeholder groups can be served equally, this leads to necessary trade-offs. Corporate hypocrisy, understood as a lack of integrity, is defined as a negative evaluation that is caused by a perceived distance between the claimed standards and observed actions of an organization. With this study, we try to shed more light on the question of when employees evaluate the actions of their employers as hypocritical and how they react to this. Drawing from social identity theory and social exchange theory, we postulate that once employees perceive their employers' CSR efforts as inconsistent between different stakeholder groups, they will evaluate this as corporate hypocrisy, and their affective organizational commitment (AOC) will decrease. To test our hypotheses, we based our research model on survey responses from 901 German middle managers. Our analyses were executed via structural equation modeling due to the nature of the mediation model. Our research contributes to the micro-CSR realm, giving novel empirical evidence on potential negative outcomes of CSR and a more in-depth view of the interplay of different CSR stakeholder groups.

SIM: **Being Cautious about Irresponsible Employer: How Job Seekers Infer Genuine CSR Motives**

Author: **Kihyon Kim**, *Korea U. Business School*

Research on recruitment shows that jobseekers display positive attitudinal and behavioral responses to potential employers' corporate social responsibility (CSR), while corporate social irresponsibility (CSI) works in the opposite direction. However, research on how jobseekers react to companies that actively engage in CSR but show irresponsible behaviors is scant. This study addresses how jobseekers infer the company's CSR motive from the current CSR/CSI, which aligns with or contradicts previous CSR history. Moreover, it examines how jobseekers' moral characteristics moderate the effect of CSR motive attribution on job pursuit intention. The results show that jobseekers perceive a company with a strong CSR history as warmer and infer that its CSR motive is genuine. However, when a company's irresponsible behavior is revealed, this effect is no longer viable, reducing organizational attraction and job pursuit intention. This negative effect of CSI is amplified as jobseekers' propensity to belong to ethical organizations is stronger.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1027** | Submission: **20959** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

CEO Greed, Misconduct, and Stigma

Session Moderator: **Le Xu**, *Hofstra U.*

SIM: **CEO Greed and Corporate Tax Avoidance**

Author: **Le Xu**, *Hofstra U.*

Extant research on the organizational ramifications of CEO greed remains scarce. This study intends to fill this gap by examining the impact of CEO greed on an important yet risky corporate strategy, corporate tax avoidance. Drawing on upper echelons theory, we argue that greedier CEOs tend to engage in more corporate tax avoidance. The relationship is weaker when CEOs experienced economic recessions in their early career and stronger when CEOs are endowed with equity ownership of their respective firms. We test the hypotheses with data from US public firms from 1997 to 2008 and find broad support for all the hypotheses. This paper contributes to the nascent research on individual greed by investigating the negative impact of CEO greed on another important organizational outcome. This paper also contributes to the growing tax research that recognizes the important role executives play in shaping corporate tax strategies.

SIM: **Examining the Joint Effects of Stigma and Status on Successor CEO Recruitment**

Author: **Abhijith Acharya**, *Wilfrid Laurier U.*
Author: **David M. Gomulya**, *Singapore Management U.*
Author: **Uisung David Park**, *Syracuse U.*

Research on social evaluations has largely focused on examining the effects of any one type of social evaluation in a given study. Yet, firms often face both positive and negative social evaluations, and external evaluators must assess firms by considering their joint effects. We examine this issue in the context of CEO dismissal by investigating how successor CEOs assess the favorability of joining restating firms by evaluating the joint effects of positive and negative social evaluation of such firms. Using a sample of S&P 1500 firms from 2003 to 2019 that dismissed their CEOs, we find support for our predictions that while the dismissal of high-status CEO discourages incoming high-status CEOs to join the company, the restatement can mitigate this relationship.

SIM: **Searching for Cues: How Financial Analysts Attend to CEO Negative Affect Following Misconduct**

Author: **Guido Berends**, *U. of Groningen*
Author: **Alan Muller**, *U. of Groningen*
Author: **Jordi Surroca**, *U. of Liverpool Management School*

Drawing upon research on the role of affect and emotions in social interactions, we theorize about the influence of CEOs' affective displays in the aftermath of their firm's misconduct on financial analysts' stock recommendations. Specifically, we hypothesize that financial analysts tend to respond favorably to post-misconduct CEOs' negative affect as it may be viewed as a manifestation of CEO concern for the issue and commitment to preventing misconduct re-occurrence. Analysis of 36,348 quarterly CEO-analyst interactions on earnings conference calls of 919 publicly traded US firms in 2007–2019 supports our theorizing. In particular, we find that analysts' assessments are shaped by CEO expressions of sadness and anger. Moreover, we find that this positive interpretation of CEO negative affect post misconduct is amplified by CEO status and power. Our findings contribute to research on the CEO's role in responding to organizational misconduct and deepen our understanding of how CEO affect influences the external audiences of a firm.

SIM: **CEO Greed and Prosocial Behavior**

Author: **Aten Zaandam**, *Duke U.*
Author: **Timothy David Hubbard**, *U. of Notre Dame*

In the field of strategic management, CEO greed has been conceptualized as a universally negative individual difference. Much theory and managerial guidance focuses on how to reduce the potentially negative effects of greed on corporations and society. However, research from psychology and sociology has begun to show positive effects of greed, specifically during times of crises. Indeed, here we show that during crises, greedy CEOs increase their pro-social resource allocation. We demonstrate these conclusions across three studies: an archival study of CEOs, a laboratory experiment, and a sociological study. These results demonstrate that instead of only considering the negative effects of greed, we need to consider the context of an executive's environment to understand their potentially positive behaviors.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1028** | Submission: **20970** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Managing Scandals and Crises

Session Moderator: **Lailani Laynesa Alcantara**, *Ritsumeikan Asia Pacific U.*

SIM: **Falling from Grace: Slow-fast Stereotyping and Ethical Scandals in the Fashion Industry**

Author: **Lailani Laynesa Alcantara**, *Ritsumeikan Asia Pacific U.*
Author: **Jareef Martuza**, *NHH Norwegian School of Economics*

What stereotypes do people have of slow and fast fashion brands? Does having an ethical certification, such as the B Corp certification, enhance favorable stereotypes? And how do slow-fast stereotypes affect penalties in ethical scandals? Scholarly work on these questions is critical to understanding the present and predicting the future of fashion ethics. In the current research, five studies (combined N = 3105) investigated the effect of slow-fast fashion categories on (1) ethical stereotypes, (2) warmth-competence perceptions, and (2) penalties for scandals. Study 1 shows that slow fashion brands have more positive ethical stereotypes than fast fashion brands. Study 2's Implicit Association Test (IAT) further suggests that people also have implicit ethical stereotypes of slow-fast fashion. Studies 3-5 use experiments to extend ethical stereotypes to warmth-competence perceptions and penalties from ethical scandals; the results suggest that although a slow fashion (vs. fast) brand is more favorably stereotyped, people also penalize it more for scandals. Overall, we find support for a slow glow effect among fashion brands, advancing the debate on category stereotypes and their outcomes.

SIM: **The Best of Firms, the Worst of Firms: Ethical Bifurcation in Family Businesses During Crises**

Author: **Danny Miller**, *HEC Montreal*
Author: **Isabelle Le Breton-Miller**, *HEC Montreal*

Despite the ample progress being made in the study of family business ethicality, there remains a lack of consensus in the findings and some ambiguity concerning the concept. Building on a modified socioemotional wealth perspective, we theorize why family firms are likely to manifest both exceptionally ethical and equally unethical behavior during crises. We argue this to be caused by the close socioemotional connection between family owners and their firms, the decision-making discretion afforded these owners, and the secrecy and privacy with which they can act. We extend our framework to multiple stakeholders – employees, customers, and local, national, and global communities, and provide positive and negative examples as firms confront specific economic, human, and natural crises – demanding situations that reveal authentic ethicality when the pressure is on. We also introduce the notions of ethical heterogeneity, focus and coverage, and their moderators, arguing that the same family and firm may exhibit both ethical and unethical behavior depending on the crisis and stakeholders concerned. Propositions are provided throughout, and research implications are drawn.

SIM: **Buffer or Burden? The Effect of Family and Political Identity on Firm Value Loss after a Scandal**

Author: **Danyang Chen**, *Shanghai U. of Finance and Economics*

This study calls into question how corporate identities mold their values, beginning with the argument that identity as the lens used by stakeholders to evaluate the focal firm's potentials. Specifically, this study discusses how two important non-market forces, family capital and political capital, shape stakeholders' perception of the firm identity and then influence firm value post financial scandal. Analyzing 465 corporate financial scandals of publicly listed firms in China from 2009 to 2017, I find that family identity, often linked with the family's pursuit of sustainability, can help firms buffer from the negative impact of a scandal; while for politically connected firms, the exposure of scandal indicates their loss of government supports and thus becomes an amplifier of firm scandal. I also find that the buffering effect and the amplifying effect on firm value loss are conditioned on the focal firm's previous reputation.

SIM: **Mobilization and Reputation Effects of Disclosing Socially Irresponsible Performance**

Author: **Lambert Zixin Li**, *Stanford U.*
Author: **Sarah A. Soule**, *Stanford U.*

A core assumption in the impression management literature is that organizations voluntarily disclose information about their positive social and environmental activities, policies, and performance in order to improve or maintain their reputation as socially responsible actors and to garner stakeholder support. This assumption is at odds with an emerging and less well understood communication strategy of proactively disclosing socially irresponsible performance, a phenomenon which we call public confession. Combining a national survey of 525 corporate Black Lives Matter statements, a qualitative study of a business school's Diversity, Equity, and Inclusion communications, and an experiment on labor and environmental issues, we investigate how audiences evaluate public confession. We examine whether, when, and why public confession mobilizes public support for a social issue and whether, when, and why it improves an organization's reputation for being socially responsible. We find that public confession mobilizes public support for a social cause and improves an organization's reputation for being socially responsible when the public believes that socially irresponsible business practices are pervasive. In this case, public confession does not violate expectations, but signals organizational authenticity. Our paper defines a boundary condition for studies of impression management and explicates a novel non-market strategy in the context of rising corporate activism.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1029** | Submission: **21011** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

The Impacts of COVID

Session Moderator: **Wang Juan**, *Northwestern Polytechnical U.*

SIM: **How and When Well-being-oriented HRM Influences Employee Insomnia after COVID-19 Outbreak**

Author: **Wang Juan**, *Northwestern Polytechnical U.*
Author: **Junjiang Li**, *Northwestern Polytechnical U.*
Author: **Zhang Zhe**, *Xi'an Jiaotong U.*
Author: **Yaxin Song**, *Northwestern Polytechnical U.*

Although existing studies show that well-being-oriented human resource management (well-being-oriented HRM) practices positively influence employee performance at work domain, it remains unclear whether and how well-being-oriented HRM practices influence employee insomnia. Drawing on the conservation of resources theory, we explore whether, how and when well-being-oriented HRM practices reduce employee insomnia. Using multi-phase data from 259 employees, we find that well-being-oriented HRM practices reduce employee insomnia. Well-being-oriented HRM reduce employee insomnia by increasing their positive rumination and reducing their negative rumination. Furthermore, respectful leadership strengthens the positive relationship between well-being-oriented HRM and employee positive rumination, whereas reinforce the negative relationship between well-being-oriented HRM and employee negative rumination. We also find that respectful leadership influences the indirect effect of well-being- oriented HRM on employee insomnia via their negative rumination. Our study contributes to understanding the impacts of well-being-oriented HRM practices on employee insomnia at the non-work domain, especially after the COVID-19 outbreak.

SIM: **COVID-19's Effect on Citizens' Legitimacy Perceptions of Business Regulation**

Author: **Anna Jasinenko**, *U. of Lausanne, HEC Lausanne*
Author: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*
Author: **Derek Harmon**, *U. of Michigan*

Stricter business regulation regarding human rights and environmental misbehavior is a promising approach for a transition to a more just and sustainable economy. A major crisis, such as the COVID-19 pandemic, can strongly affect how individuals form their legitimacy beliefs about this kind of regulation. However, the current literature proposes two opposing effects of crises on the legitimacy beliefs about business regulation. The system justification theory suggests that the pandemic will lead to a decline in the legitimacy perceptions because individuals are highly risk averse and status-quo supporting, when they feel threatened. Conversely, the moral identification theory implies a positive effect of COVID-19 on regulatory legitimacy beliefs because a global problem, such as the COVID-19 pandemic, increases the identification with global humanity and thereby the motivation to help people in distant countries for which stricter business regulation would be most helpful. We conducted four studies to test the effects of the COVID-19 pandemic on citizens' legitimacy perceptions of stricter business regulation. We differentiate between propriety and validity beliefs based on multilevel legitimacy theory to understand the full spectrum of legitimacy beliefs. Consistent with the system justification theory, we find that the propriety beliefs declined during the pandemic. However, the pandemic had a positive effect on validity beliefs. The bias blind spot effect explains the divergence of the validity beliefs from propriety beliefs. Our findings contribute to a better understanding of the change of legitimacy beliefs, which consist of propriety and validity beliefs, during a crisis. We contribute to the theory of legitimacy as perception, system justification, and citizens' support for a more sustainable future.

SIM: **Tourism Immunity in Happier Regions: The Impact of COVID**

Author: **Yomna Sameer**, *Abu Dhabi U.*
Author: **Ilias KAMPOURIS**, *Abu Dhabi U.*

The COVID-19 crisis impacted tourism and leisure sectors around the globe. The contribution of this paper is twofold. We first estimate the extent to which COVID-19 impacted the tourism industry. Furthermore, we analyse the mental cost of the coronavirus on happier countries and how well the last protect their tourism industry. Using, a Vector Autoregressive model we analysed the Impulse Response Functions within the tourism industry and found significant increase in correlations for all sectors of tourism during the pandemic. Additionally, considering whether happier regions are more protective about their tourism, the evidence are mix. That is, there is no clear evidence if the happier regions tend to be more protective about their tourism sector. One possible reason for that might be that the happiness indexes are based on factors that they are not strictly related to COVID-19, like well-being, life quality, expectancy, and work.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1030** | Submission: **10656** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Toward The Future Of Stakeholder Theory: The Dynamics Of Stakeholder Participation In Firm Outcomes

Organizer: **Erin Bass**, *U. of Nebraska, Omaha*
Organizer: **Ivana Milosevic**, *College of Charleston*
Discussant: **Matthias Wenzel**, *Leuphana U. Lüneburg*

The extant literature assumes that stakeholders actively participate in firm activities by either hindering (i.e., staging boycotts or protests, involving regulatory agencies, etc.) or advancing them (i.e., collaborating on planning initiatives, involving community organizations, etc.). In this way, a firm's ability to engage stakeholders in cooperative participation to advance, rather than hinder, firm activities is a critical task. However, not all stakeholders may be willing or able to participate in firm activities cooperatively, giving rise to a void between them and the firm. This is of concern because cooperative stakeholder participation is often necessary for a firm's strategy formulation and success, resource access, and operational improvements. Through a series of presentations and critical discussions by leading scholars in the field, we will bring to the forefront the relational dynamics of stakeholder participation as an important yet underexplored space for the future of the stakeholder theory of the firm.

Stakeholder Humility: A New Approach to Stakeholder Engagement

Author: **Lite Nartey**, *INSEAD*
Author: **Jonathan Nicholas Bundy**, *Arizona State U.*

Making Policy Consultatively? Narrowing Stakeholder Engagement in a Cross-Sector Partnership

Author: **Paula Jarzabkowski**, *U. of Queensland*
Author: **Katie Meissner**, *U. of Queensland*
Author: **Corinne Joy Unger**, *U. of Queensland Business School*

Sociopolitical Activism and Social Approval: An Explanation for Corporate Political Activity

Author: **Farhan Iqbal**, *Indiana U., Bloomington*
Author: **Michael Pfarrer**, *U. of Georgia*
Author: **Joanna Reddick**, *U. of Georgia*

Taking Individual Choices Seriously: A Process Perspective of Self-Selection in Strategy Work

Author: **Martin Friesl**, *Otto-Friedrich U. Bamberg*
Author: **Christoph Brielmaier**, *Otto-Friedrich U. Bamberg*
Author: **Leonhard Dobusch**, *U. of Innsbruck*

Development and Validation of a Quantitative Measurement Scale for Stakeholder Theory Mindsets

Author: **Laura Ackermann**, *Leuphana U. Lüneburg*
Author: **Jacob Hörisch**, *Leuphana U. Lüneburg*
Author: **Bidhan Parmar**, *U. of Virginia*
Author: **Stefan Schaltegger**, *Leuphana U. Lüneburg*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1031** | Submission: **17531** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

The Blurred Lines Between Work and Home: Highlighting the Importance of Emotional Spillover

Organizer: **Alisha Gupta**, *Virginia Commonwealth U.*
Organizer: **Meghan Kane**, *U. of Central Florida*
Discussant: **Danna Greenberg**, *Babson College*
Presenter: **Meghan Kane**, *U. of Central Florida*
Participant: **Alisha Gupta**, *Virginia Commonwealth U.*
Participant: **Mark G. Ehrhart**, *U. of Central Florida*
Presenter: **Bahareh Javadizadeh**, *Indiana State U.*
Participant: **Eric Lamm**, *San Francisco State U.*
Participant: **Dejun Kong**, *U. of Colorado, Boulder*
Presenter: **Jaewoo Kim**, *U. of Houston*
Participant: **Lu Chen**, *U. of Electronic Science and Technology of China*
Participant: **Yuanmei Qu**, *Rowan U.*
Presenter: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Participant: **Mona Zanhour**, *California State U., Long Beach*

In the present symposium, we advance the role of how workplace experiences, namely emotional experiences and work expectations, affect employees' relational and home outcomes, in hopes to further develop academics' and practitioners' understanding of the spillover effects of work that may influence healthier and happier home outcomes. In doing so, we integrate the work-life interface and the emotions literatures for a better understanding of employees' experiences in the post-pandemic world. The four presentations focus on different emotional experiences at work that affect individuals' home outcomes: observing gratitude expressions at work (Kane et al.), experiencing workplace bullying (Javadizadeh & Lamm), being envied at work (Kong et al.), and expectations and needs of working mothers (Sumpter & Zanhour). It is our hope that practitioners and scholars will recognize the importance of and take action to create a healthier balance between emotions and expectations that may carry over from work to home.

Trickle Out: How Gratitude Spills Over from Work to Home and Crosses Over to Partners

Author: **Meghan Kane**, *U. of Central Florida*
Author: **Alisha Gupta**, *Virginia Commonwealth U.*
Author: **Mark G. Ehrhart**, *U. of Central Florida*

Displaced Aggression Toward Spouse: Consequences of Workplace Bullying

Author: **Bahareh Javadizadeh**, *Indiana State U.*
Author: **Eric Lamm**, *San Francisco State U.*

Relational and Work Implications of Being Envied

Author: **Dejun Kong**, *U. of Colorado, Boulder*
Author: **Jaewoo Kim**, *U. of Houston*
Author: **Lu Chen**, *U. of Electronic Science and Technology of China*
Author: **Yuanmei Qu**, *Rowan U.*

How Shifts in Flexible Work Arrangements Impact Well-being and Career Choices of Working Mothers

Author: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Author: **Mona Zanhour**, *California State U., Long Beach*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1032** | Submission: **20954** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Workers and Social Challenges

Session Moderator: **Reed Keller Eaglesham**, *ILR at Cornell*

SIM: **When Firm Policies Are Not Enough: The Effects of Public Health Policy on Worker Turnover**

Author: **Reed Keller Eaglesham**, *ILR at Cornell*

While management policies are in place to protect workers in many instances, there are some working environments in which organizations are either unincentivized or unable to protect workers. This is particularly true for frontline workers and their interactions with the public. I draw on cross-sectional time series data across 2,609 counties and 44 states to investigate the effects of public health policies on worker turnover in low, medium, and high-risk industry contexts. Specifically, I take advantage of state policy variation during the COVID-19 pandemic to study the effects of strict and non-strict mask mandates on county-level worker turnover, prior to the widespread introduction of vaccines. Using CBPS matching paired with differences-in-differences estimation, I find that mask mandates result in large reductions in county-level turnover rates in high-risk working environments. This negative effect is found to be even stronger when policies are announced with specific consequences for non-compliance. These results highlight the importance of government policy for frontline worker safety and its impact on meaningful workplace outcomes. Future research would benefit from further examination of the relationship between public health policies and worker behavior.

SIM: **How are Today's Workers Mobilizing to Address Social and Environmental Challenges?**

Author: **Hadi Shaheen**, *Queen's School of Business, Canada*
Author: **Jean-Baptiste Litrico**, *Smith School of Business, Queen's U.*

This study takes the context of bottom-up activism and explores the ways that today's workers are mobilizing to address societal challenges. It comprises a qualitative comparative research design using process study to identify the practices through which internal activists attempt to influence their firms. Drawing from social movement literature, the work explores recent employee activists' campaigns' use of tactics, informational content in their claims, and tools to drive two organizations to address societal challenges. We identify two new insider activism tactics: shareholder resolutions and resignations. Findings also suggest that tactics change over time. Facing unmet demands, activists shift from institutionalized mechanisms of change to confrontational and disruptive tactics. Informational content in their confrontational claims reveals that workers expose internal knowledge about their firm's market and non-market activities. We also identify two demand escalation strategies: horizontal and vertical, that can explain outcome variations. Theoretically, this suggests that employee activists today have more complex repertoires than initially thought. The deployment of these repertoires changes over time as activists are met with resistance from the firm. We also find that organizations may offer concessions but still sanction employees, suggesting a more nuanced view of organizational response to internal activism.

SIM: **Singing in the Train: Aligning Efficiency with Core Values through Embodied Occupational Practices**

Author: **Daniel Fisher**, *U. of Sussex Business School*
Author: **Daisy Eusun Chung**, *City, U. of London*

This paper examines how an occupational community manages demands for efficiency in relation to embodied practices. Through observations and by conducting semi-structured interviews with train drivers working in the UK rail industry we observe embodied practices are accomplished both internally and relationally to serve the core value of safety. To better understand this, we draw on recent work on embodiment and organizational body work to explain how drivers' bodies interacts with organizational design and technology, but also how certain efficiency demands met or disregarded. We do this by considering the demands and agency of both the body and the mind of train drivers: from sleep, physical health (the body) to mental health, fatigue and attention (the mind). The interplay of these occupational features offers insights into how value can be understood as a way of being. This analysis more clearly illustrates how values are not just beholden to the mind but are also realized through the body enabling workers to assert their autonomy.

SIM: **Impact of the Spillover of Social Responsibility Activities in the Sustainable Behaviour**

Author: **Alan Kleiton Cardoso Feitosa**, *Federal U. of Ceara, Brazil*
Author: **José Carlos Lázaro**, *Federal U. of Ceara, Brazil*
Author: **Mônica Cavalcanti Sá De Abreu**, *Federal U. of Ceará*

According to Carroll (2021), Corporate Social Responsibility (CSR) goes much further beyond economic and legal obligations in a company, it should offer a positive social impact. This study aims to analyse the mechanisms capable of causing the spillover effect of environmentally sustainable behaviour in construction employees by understanding the predecessors that made the company take CSR activities and identifying the social impacts brought on by this effect by explaining the trajectory and the utilised mechanisms. An exploratory qualitative approach was taken, by having five focus groups (two of managerial staff, the headquarters, and the construction site, and three with workers from two distinct construction works), direct (non-participative) observation in the homes of employees that had shown a more significant number of categories in their talks, semi-structured interviews, and utilising documental research. A content analysis inspired by Bardin (2011) was carried out with the transcribed material. In conclusion, well-conducted CSR activities at companies allow the spillover effect to act on its employees' lives, thus resulting in social impact, especially in the working class.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1033** | Submission: **20948** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Human Rights in Organizations: The Role of Gender

Session Moderator: **Paula Ann Kincaid**, *U. of Texas at Tyler*

SIM: **Gaslighting: The Dark Side of Trust in Organizations**

Author: **Paula Ann Kincaid**, *U. of Texas at Tyler*
Author: **Rhonda K. Reger**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*
Author: **Craig Neumann**, *U. of North Texas*

Interpersonal trust benefits organizations because trust is essential for human cooperation, but sometimes trust is given to individuals who appear trustworthy but are not. Placing trust in these individuals can lead to immeasurable harm to organizations and their stakeholders. Understanding the risks of interpersonal trust is the focus of our work. We identify the process one dark personality – a person who should never have been trusted – gained and sustained undeserving trust. Specifically, we qualitatively analyze thousands of texts to understand how Larry Nassar, a disgraced medical professional, was able to sexually abuse over 300 children and young adults over a 30-year period, across five organizations. Based on findings, we introduce a concept to the management literature, gaslighting – a set of attempts to create a surreal social environment, making the other person in a social exchange relationship feel crazy or appear crazy to other people – to explain the processes Nassar used to gain and maintain trust with his victims while undermining victims' trust-in-self and others' perceptions about the victim's accusations of misconduct. We advance research by explaining how dark personalities can manipulate trust to such an extent that they can go undetected and unpunished for years despite engaging in serious misconduct.

SIM: **Restoring Human Rights: Dialogical Stakeholder Engagement for Marginalized Women**

Author: **Robert Caruana**, *The U. of Nottingham / ICCSR*
Author: **Lara Bianchi**, *The U. of Nottingham / ICCSR*
Author: **Alysha Shivji**, *The U. of Nottingham / ICCSR*

Women experience multiple and intersecting forms of discrimination, vulnerability and marginalization and they are often unequal victims of unethical and illicit 'business' practices. Systematic exploitation of structural, social, physical and other gender-related inequalities dangerously combines to normalize the experience of rights abuse, constraining their voice and agency. This presents a unique problem for marginalized women who endure human rights abuse and those organisations who seek to engage with them in the process of restoring rights. Mobilizing the theoretical lens of dialogue, our starting point is that effective stakeholder engagement with marginalized women– i.e. one culminating in the restoration of their rights – requires power-cognizant communication modes that enable stakeholder voice, participation and agency. In this paper, stakeholder engagement is organised into three general communications approaches – essentially monological, seemingly dialogic, and authentically dialogic- whose forms and consequences for effective engagement are interpretively developed. Keywords: stakeholder engagement; marginalised stakeholders; dialogism; women's rights abuse

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SIM: **The Power Dynamics of Institutional Resistance: Class and Gender Discrimination in SW Cameroon**

Author: **Luca Castellanza**, *National U. of Ireland, Maynooth*
Author: **Michael Woywode**, *U. of Mannheim*

Why do oppressed individuals resist some institutional constraints but not others? Building upon notions of power and resistance, we develop new theory about how oppressed individuals overcome the constraints stemming from different institutions. Through grounded-theoretical phenomenological interviews with 76 women farmers working in South-West Cameroon, we investigate how participating in farming cooperatives affects individuals' actions against class and gender discrimination. We found that, by joining cooperatives, our study participants built enough confidence and economic prowess to overcome class discrimination but became exposed to patriarchal and collectivistic traditions reinforcing gender discrimination. We advance that features of episodic and systemic power help explain how easily individuals become aware of discrimination and can carry out activities that are contrary to the dominant norms. This study contributes to institutional theory by linking exercises of oppressive institutional power to oppressed individuals' decisions and possibilities to initiate institutional change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1034** | Submission: **20745** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

Impression Management Tactics

Session Moderator: **Lu Ye**, *U. of Melbourne*

STR: **Earnings Conference: Anticipatory Impression Management Motivation, Casting, and Market Reactions (WITHDRAWN)**

Author: **Lu Ye**, *U. of Melbourne*
Author: **Helen Wei Hu**, *U. of Melbourne*
Author: **Daejeong Choi**, *U. of Melbourne*
Author: **Donald A. Lange**, *Arizona State U.*

This study sheds light on how publicly listed firms in China might use earnings conferences as an anticipatory impression management (AIM) tactic¬. After committing financial misconduct but prior to regulators' misconduct announcement, we predict firms will use earnings conferences to influence responses to the forthcoming misconduct announcement, and that the number of earnings conferences will increase with the severity of the misconduct. Moreover, we investigate the mechanism that shapes the casting (i.e., the attendance of independent directors) of AIM conference. Considering both the focal firm's AIM logic and independent directors' monitoring capabilities, we hypothesize that financial misconduct negatively relates to the attendance of independent directors with accounting/finance expertise but positively relates to the attendance of those with academic backgrounds. We also posit that AIM conferences will buffer investors' perceptions of negative events, positively influencing market reactions to misconduct announcements. Based on data from Chinese-listed firms that committed financial misconduct, we find evidence for our hypotheses.

STR: **CEO Labor Market and Corporate Information Disclosure: The Case of IDD Rejection and Adoption**

Author: **Yilin Liu**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Pavithra Balaji**, *Texas Christian U.*
Author: **Cuili Qian**, *UT Dallas*

This study examines the relationship between the CEO labor market and corporate information disclosure. Based on agency theory and strategic leadership literature, we argue that firms that have CEOs with abundant labor market opportunities have higher information disclosure frequency while firms that have CEOs with greater labor market concerns have lower information disclosure frequency. We articulate the mechanisms underlying these relationships by suggesting that frequent disclosure is driven by CEOs' motivation to increase the disclosure of good information, and the reduction of information disclosure is driven by CEOs' withholding bad information when faced with higher and lower labor market opportunities, respectively. Further, we suggest that CEO power can strengthen the effect of CEO labor market prospect on corporate disclosure strategies. We use the staggered adoptions and rejections of the inevitable disclosure doctrine (IDD) by U.S. state courts as exogenous events to capture changes in CEO labor market opportunities and concerns. Results based on a sample of U.S. firms from 2003 to 2014 provide support for our predictions. The study contributes to the literature by illustrating the nuanced impact of CEO career prospects on corporate information disclosure.

STR: **Intra-organizational Threat Contagion: Shareholder Dissent and CEO's Impression Management**

Author: **Xinhao QIAO**, *Hong Kong U. of Science and Technology*
Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Rather than focusing on the direct effect of shareholder activism on the target firm's behavior or the indirect effect on peer firms, we theorize that threats from shareholder activism with explicit targets also affect non-targets' behaviors in the same organization. By integrating social contagion theory with impression management literature, our theoretical perspective suggests that the threat of shareholder activism is contagious and CEOs are likely to engage in impression management to deal with the potential threats. We find that CEOs are more likely to engage in earnings management when the firm's directors receive a high level of shareholder discontent. The positive effect is more pronounced when CEOs are excessively paid, female, and in firms with poor prior financial performance.

STR: **Does Earnings Management Matter for Strategy Research?**

Author: **Ralph Anthony Gibbs**, *Purdue U., West Lafayette*
Author: **Tim Simcoe**, *Boston U.*
Author: **David Waguespack**, *U. of Maryland*

Strategic management research often uses accounting data to measure organizational performance, despite well known concerns that earnings management could obscure the link between managerial actions and true performance. We apply new methods from the econometric literature on bunching to estimate that around 15 percent of all firm-year observations in Compustat manipulate earnings to achieve positive profitability. Using the same methods, we show that cash-based performance measures are less susceptible to manipulation. Finally, we demonstrate that the choice of accrual versus cash-based performance measures "matters" for two classic strategy research questions: a profitability variance decomposition, and an analysis of persistence in firm performance. These findings highlight the potential importance of exploring robustness to alternative performance measures, and thereby contribute to an emerging literature that reconsiders the link between theoretical constructs and the various performance metrics available to empirical researchers.

Session Type: **Paper Session**
Program Session: **1035** | Submission: **20763** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Corporate Adaptation

Session Moderator: **Joachim Stonig**, *U. of St. Gallen*

STR: **Help – I need somebody? Comparing Groups' and Individuals' Search Behavior Across Problem Complexity**

Author: **Mads Kock Pedersen**, *Aarhus U.*
Author: **Oana Vuculescu**, *Aarhus U.*
Author: **Jacob Sherson**, *Aarhus U.*
Author: **Carsten Bergenholtz**, *Aarhus BSS, Aarhus U.*

Comparing the search behavior of individuals and groups has so far yielded conflicting results, both finding that groups are more exploitative as well as more explorative than individuals. Such divergent findings could be related to the search processes of groups, both entailing the opportunity to imitate the behavior of others yet also allowing a diversity of approaches to unfold since particular designs of group interaction could shape the dynamics of search in groups. In order to further investigate this organizational search design challenge, we set out to compare the search dynamics of individuals compared to groups that were driven by a common incentive-based goal. In an online experiment, we compared the search behavior and performance of 253 individuals and 253 groups (N = 1265) across simple and complex landscapes. We find that groups in both kinds of landscapes initially explore more than individuals and then exploit more than individuals at the end of the search process. Groups outperform individuals on both simple and complex landscapes as a switch from exploration to exploitation is a favorable strategy. We contribute to the organizational search literature by highlighting how the difference in search behavior and performance of individuals vs. groups is driven by the role of heterogeneous search behaviors in groups driven by a common goal.

STR: **A Process Model of Incumbents' Initiatives to Build New Complementary Assets**

Author: **Joachim Stonig**, *U. of St. Gallen*
Author: **Heinrich-Jakob Wild**, *U. of St. Gallen (HSG)*
Author: **Karolin Frankenberger**, *U. of St. Gallen*

Many incumbent firms are confronted with technological changes that threaten their complementary assets. Alas, there is scant research about the intra-organizational processes that enable effective responses to this type of discontinuity. Our multiple case study in the European chemical industry illustrates how incumbents manage strategic initiatives that develop new complementary assets, namely digital platforms for selling and distributing chemicals. Drawing on research of strategy processes and complementary-asset discontinuities, we develop a multi-level process model of gradual uncoupling: to build novel complementary assets, initiatives must first uncouple from horizontal relationships with line and functional middle managers, and subsequently uncouple from top management control. We show that alternative incumbent outcomes, such as knowledge transfer and/or modifications of existing complementary assets, result from processes that fail to engage in uncoupling. Our main contributions are to (1) provide a process perspective on incumbent adaptation to complementary-asset discontinuities, (2) contextualize extant literature on strategy processes for this type of change, and (3) detail how incumbents can leverage their core business to build digital platform businesses.

STR: **Capacity Constraints of Complementary Assets and Incumbent Response to Technological Changes**

Author: **Shaohua Lu**, *Santa Clara U.*
Author: **Coauthor Coauthor**, *Santa Clara U.*

Discontinuous technological change threatens the value of incumbents' core knowledge and/or complementary assets by offering pronounced price-performance advancements relative to established technology. Drawing on the S-curve characterization of technology evolution, we illustrate how the difficult imitate and non-scale free properties of incumbent firms' physical complementary assets and entrants' degree of dependence on these assets influences the performance trajectory of the new technology relative to that of the established technology and, ultimately the likelihood that incumbent firms will invest in the new technology. Evidence from incumbent electric utilities coping with solar energy generation technology and the emergence of an alternative model, distributed energy generation, support our arguments. Specifically, in the context of a core knowledge discontinuity, we find that incumbent firms' non-scale free and difficult to copy complementary assets coupled with entrants' dependence on these assets lowers the likelihood that incumbents will invest in the new technology. In contrast, when facing dual threats, incumbent firms are more likely to invest in the alternative technology even though entrants remain residually dependent on the incumbent firms' complementary assets. The results highlight effects overlooked by prior work yet critical to understanding technology transitions: the properties of incumbent firms' complementary assets and the extent of entrants' dependence on incumbent firms' complementary assets.

STR: **Resource Mobility on a Rugged Landscape**

Author: **Stefano Benigni**, *Imperial College Business School*
Author: **Gianluigi Giustiziero**, *IE Business School*
Author: **Dirk Martignoni**, *U. of Lugano*

In this study, we combine insights from the resource-based view (RBV) and organizational adaptation literature to examine under what conditions resource turnover is costly or beneficial to organizations. We employ a standard NK model in which firms develop, adapt, and exchange resources. We demonstrate that for different levels of resource complexity and resource interdependence, firms may benefit or suffer from resource turnover. In particular, we show that there are conditions under which industry leaders may benefit from losing resources to their followers and conditions under which both industry leaders and followers benefit from turnover, creating win-win situations with strong incentives to encourage resource mobility across firms. The theory and findings of our paper thus provide a synthesis of the RBV and organizational adaptation literature on the topic of resource mobility. Whereas the RBV has often provided a static characterization of resources by assuming heterogeneity a priori, we demonstrate that in settings where resource heterogeneity is driven by experimentation and search, losing a valuable resource does not necessarily give away a firm's competitive advantage. More broadly, our study contributes to the literature on resource mobility by taking seriously the notion that organizations are more than the sum of their parts, potentially explaining why firms often have an ambivalent approach to resource turnover and losses.

STR: **Contextual Strategic Responses of the Corporate Headquarters to Achieve Superior Performance**

Author: **Pascal Engelmann**, *EBS U. of Business and Law*

This research explores the relationship between strategic responses by the corporate headquarters (CHQ) and performance in a given corporate context through a combination of resources and capa-bilities. We identify these strategic responses using Fuzzy Set Qualitative Comparative Analysis (fsQCA) based on cases from large corporations across different industries. Specifically, we study combinations of environmental and structural contexts and their interaction with CHQ strategic re-sponses as paths to high and low performance. We aggregate these paths into a 'solution space' of environmental difficulty and organizational complexity by proposing an extended analysis to QCA. Findings imply that either responding with corporate entrepreneurial capability or financial re-sources is necessary for high performance under stable market conditions; however when markets are uncertain and concentrated, their combination is essential to achieve superior performance. We also find that lacking capabilities and resources in uncertain markets leads to low firm performance. Accordingly, we redirect theoretical debates on the value-adding role of the headquarters and the links between corporate strategic responses and firm performance. Additionally, we add theoretical insight to debates on the interaction and substitutability of resources and capabilities to achieve su-perior performance. Ultimately, we formulate implications for managerial practice by providing in-sights regarding contingency planning when pairing context with strategy and highlighting the im-portance of considering contextual attributes at multiple levels of the organization when analyzing firm behavior.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1036** | Submission: **20775** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Organizational Search

Session Moderator: **Sukhun Kang**, *U. of California Santa Barbara*

STR: **Performance Feedback, Direction of Technology Search and National Innovation Policies**

Author: **Lakshmi Goyal**, *Indian Institute of Management, Calcutta*

The predominant focus of the problemistic search literature has been on articulating 'if' and 'when' performance below aspiration triggers technology search. As underperforming firms operate under resource and time constraints, 'why' they prefer one form of technology search over the other is equally important to understand. Advancing scholarship on the firm's technology search behavior following performance shortfall, this study examines the relationship between the intensity of performance shortfall and the direction of technology search (technology development versus technology sourcing) and further examines how these relationships vary based on the policy instruments outlined in the national innovation policies. By empirically examining our predictions on a sample of Indian manufacturing firms, this research finds that the effect of the intensity of performance below aspirations on technology sourcing is stronger compared to technology development and finds support for the guiding influence of innovation policy instruments of intellectual property rights regime and R&D tax rebates. This study contributes to the literature on problemistic search by dwelling on the firm's direction of technology search and highlighting the role of institutions.

STR: **Objects May Be Closer Than They Appear: The Impact of Public Scientific Map on Organizational Search**

Author: **Sukhun Kang**, *U. of California Santa Barbara*

Research on firms' external search depicts firms as innovators who can discern distant knowledge domains. However, firms' mental representations—their perception of which domains are appropriate for their capabilities—can be incomplete. I examine a scenario where firms receive an external representation of knowledge landscape by a public scientific map. I propose that the external representation reveals cross-domain similarities based on a new dimension, informing firms that some unexplored domains previously deemed distant may, in fact, be local to their existing domains. I hypothesize that firms will enter these new local domains because transferring existing technologies is less costly than developing new technologies to enter distant domains where other firms may be advantageous. Using the Cancer Genome Atlas (TCGA), a public initiative that comprehensively mapped genomes of 32 cancers, I find that likelihood of entering a domain ex-post TCGA increases for firms whose existing domains are revealed local to that domain due to genetic similarities. I also find that this increase varies by the number of new local domains and potential entrants. This work extends our understanding of search by showing how distant search in one representation may be local search in another, informing how firms' mental representations shape search.

STR: **Does Slack Impact Innovation Productivity? A Longitudinal Examination**

Author: **Scott W. Geiger**, *U. of South Florida*
Author: **Daniel R. Marlin**, *U. of South Florida*

Moving beyond traditional measures of innovation such as the use of R&D expense or patent related data, we exam the relationship between slack resources and the efficiency of innovation outcomes. Using a sample of 455 manufacturing firms across 6 years, we utilize fixed effects panel analysis to examine how available, recoverable, and potential slack impact innovation productivity. The results from our study both support and conflict with prior slack and innovation research utilizing other innovation measures. Specifically, our analyses support the argument that an inverted U-shaped relationship exists between available slack and innovation productivity. However, our results failed to support a similar relationship between recoverable slack and innovation productivity, a departure from prior literature examining more traditional measures of innovation. Finally, consistent with prior research using traditional innovation measures, our results support the notion that potential slack is a benefit to innovation productivity. Overall, the results support the notion that organization slack is a complex multidimensional resource that is important to firm outcomes such as innovation. Both practical and theoretical implications are discussed.

STR: **Potential vs Realized Organizational Option Value and the Flexibility Paradox**

Author: **Lenos Trigeorgis**, *Durham U.*

We address the gap between potential and realized organizational real option value under informational, managerial, and organizational limitations. We model how managers make decisions based on subjective beliefs, how personality traits further bias project value estimates and how organizations adjust suboptimally to new market cues under conditions of imprecise information. We thereby quantify how flexibility value erodes as a result of decision errors and interactive effects arising from (1) information imprecision, (2) behavioral biases, (3) learning feedback errors, (4) path-dependent and asymmetric adjustment effects, and (5) having to make multiple judgmental decisions. We highlight two abnormal results associated with the "flexibility paradox." First, while flexibility adds to the potential value created by real options, it threatens the value realized by managers in that decision mistakes erode flexibility value, potentially resulting in negative option value. Second, additional errors from the misestimation of continuation value might make options with more decision-timing flexibility worth less. We discuss antecedent conditions, interaction effects and how our framework leads to important revisions in the predictions of real options theory for real organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1037** | Submission: **19871** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 8:30AM - 10:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

STR Plenary: The Distinctive Contributions of Strategic Management Research

Division Chair: **Michael J. Leiblein**, *Ohio State U.*
Participant: **David J. Collis**, *Harvard U.*
Participant: **Alfonso Gambardella**, *Bocconi U.*
Participant: **Brian Silverman**, *U. of Toronto*
Participant: **Harbir Singh**, *U. of Pennsylvania*
Participant: **Emilie Feldman**, *U. of Pennsylvania*
Participant: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

While the strategic management field has enjoyed tremendous growth and significant refinement in our questions, theories, and methods of theory testing over time, increasing specialization in our problem-solving approaches has raised some concerns about the commensurability of our theories and the unique contributions of our studies as compared to research in other fields. This panel will discuss the unique contributions of the strategic management field and whether a revised list of fundamental questions may help us best advance the field today and in the future.

Session Type: **Paper Session**
Program Session: **1038** | Submission: **20781** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Value Capture in Platforms

Session Moderator: **Dovev Lavie**, *Bocconi U.*

STR: **The Dominance of Big Tech Platforms: Should We Revisit the Principles of Strategy?**

Author: **Dovev Lavie**, *Bocconi U.*

The field of strategy advocates the notion of competitive advantage despite some conceptual and empirical challenges. In practice, the Big Tech firms have leveraged digital platforms to obtain superior performance and capture market positions which are not easily contested. Although they have served their shareholders well, other stakeholders, such as competitors, consumers, vendors, and employees, have been disadvantaged. This study suggests that remedies such as antitrust regulation and legislation are ill equipped to cope with the ramifications. It identifies the core problem in the prioritization of economic value creation and capture over the pursuit and protection of societal values. Accordingly, it calls for revisiting some fundamental principles in strategy research. Departing from core assumptions, it directs attention to the fair distribution of value, notions of prosocial behavior and resource sharing, and the role of communities as an alternative form of organization.

STR: **First-Party Complement Provision: Effects of Genre Development and Complementor Multihoming**

Author: **Xiaowei Zhang**, *Tilburg U.*
Author: **Niels G. Noorderhaven**, *Tilburg U.*
Author: **Xavier Martin**, *Tilburg U.*

First-party complements (complements introduced by the platform owner) have mainly been discussed in the literature as distortions of within-platform competition. We argue that a platform owner will not only introduce first-party complements to highly popular or highly profitable genres with a motivation of maximizing short-term interests, but also to other genres, with the purpose of growing its platform in the competition with other platforms. We propose two mechanisms through which a platform owner may leverage first-party complements to grow its platform. Specifically, we argue that a platform owner may (1) leverage the first-party complements to showcase complement development knowledge with the expectation of facilitating potential complementors' introduction of complements, and (2) leverage the first-party complements to influence users' perception about the platform distinctiveness. Using data from the US console-video game industry from 1995 to 2005 we find broad support for our hypotheses.

STR: **The Effects of Value Creation and Value Capture on Transaction Platform Startup Performance**

Author: **Minsun Lee**, *Korea U. Business School*
Author: **Daeil Nam**, *Korea U. Business School*

Platform business models have been widely discussed in the literature and applied within the last decade. Nevertheless, a clear understanding of the value creation and value capture of e-commerce transaction platform startups does not yet exist. Based on the notion that platform governance is one of the sources of value creation, the current research suggests quality-based value creation with the platform owner's control. Moreover, with value capture types as moderating variables, this research shows the effects of value creation and value capture on startup performance. The data used in this research consists of 200 early-stage transaction platform startups founded from 2015 to 2019. This study can be used to improve the understanding of mechanisms of e-commerce transaction platform business success from the business model perspective.

STR: **Performance Implications of Platform Stratification: Evidence from the Launch of Airbnb Plus**

Author: **Heeyon Kim**, *Cornell U.*
Author: **Qian Wang**, *Cornell SC Johnson College of Business*
Author: **Martina Montauti**, *U. of St. Gallen*

Online platforms often stratify the sellers and their offerings in an attempt to send better quality signals to the buyers. While prior research has shown the positive outcomes of such stratification in terms of attracting more buyers, we know less about the performance implications for sellers within the platform: How does stratification affect the sellers that are not categorized as higher quality, and subsequently the overall platform performance? In this study, we exploit a unique empirical opportunity from Airbnb Plus, a service launched by Airbnb in a subset of cities, to examine the impact of stratification on the overall performance of the platform. Our results show that following the launch of the Plus service which designated a select number of high-quality listings which were directly verified by Airbnb, the Airbnb listings that were not designated as Plus experienced a decline in their revenue and their occupancy rate. Given that the majority of listings were not designated as Plus, the performance decline in non-Plus listings translates to an overall performance decline in Airbnb's performance in the city where Plus launched. Our study contributes to research on within-platform competition by showing how stratification can have negative performance implications, especially when the supply of offerings in the high-quality category is limited and offline competitors can provide alternative offerings.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1039** | Submission: **20732** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

Managing Strategic Change

Session Moderator: **Simone Maria Eulitz**, *LMU Munich*

STR: **Preventing Corporate Misconduct in an Unstable Environment – The Case of Strategic Change**

Author: **Simone Maria Eulitz**, *LMU Munich*
Author: **Max Braun**, *Freie U. Berlin*
Author: **Constantin Cornelius Meyer**, *LMU Munich*
Author: **Anja Christine Tuschke**, *LMU Munich School of Management*

In this paper we argue that firms encounter a higher risk of corporate misconduct in times of strategic change. Building on the fraud triangle, we analyze how the risk of corporate misconduct rises as strategic change within a firm increases. We further argue that under such conditions, certain governance mechanisms matter more and are more effective in preventing misconduct. We use the comparative corporate governance framework to analyze how the breadth and depth of oversight capability on the board both help to mitigate the risk of misconduct. We study how two common and contested aspects of boards, board size and the presence of CEOs of other firms as outside directors, unfold their effectiveness in preventing corporate misconduct during times of profound strategic change. Testing our hypotheses in a matched-pairs design of 217 security class action lawsuit cases, we find support for our assumptions. Our study contributes to the literature on the relationship between strategy and corporate misconduct and improves our understanding of how organizational environments shape the effectiveness of corporate governance.

STR: **Paying for Change and Performance? Government Subsidies, Strategic Change, and Firm Performance**

Author: **Jialin Song**, *School of Economics & Management, Tongji U.*
Author: **Sihong Lu**, *School of Management, RMIT U.*

Faced with the challenges and problems in economic operations, strategic change has been regarded as key to promoting economic transformation in a down-to-earth manner. However, existing literature pays little attention to how the inflow of resources affects strategic change, and how different types of strategic change may dynamically affect performance across different lengths of the period. We study how strategic change mediated the relationship between government subsidy and different types of strategic change in the short run and long run. Using an emerging methodology, we investigate 2,135 Chinese A-share manufacturing listed firms and quantify the framework of "resource-action-performance" by studying how government subsidy inflows affect the level and direction of strategic change and exploring the mediation role of strategic change across different time horizons. Evidence showed that resource inflows will facilitate firm-level strategy revolution by both increasing the level and direction of strategic change. However, different types of strategic change have a diverse dynamic effect on financial and strategic performance across different periods. This article gives local government and firms a perspective to understand how government subsidies influence firms' choices on strategic change and discuss the real effect of different types of strategic change.

STR: **A Longitudinal Process Perspective On Strategic Renewals: Three Decades Of Braithwaite**

Author: **Swapnil Garg**, *Indian Institute of Management, Indore*

Organizational renewals, the processes, and outcomes of changes in the scope and resource deployments of a firm's business have long been of interest to management scholars. However, the long-term sustainability of organizational turnaround, renewal, or transformation is seldom studied, though these are considered primarily strategic, i.e., long-term in nature. This leads to a gap in our understanding of what works and what does in the long run and how to understand strategic renewals over long periods of time. Leveraging access to a centurion organization, which underwent three renewal cycles, this research aims to first explore what makes renewals strategic – what works and what does not, deepening our insights on how to understand strategic renewals. The studied organization is a public sector organization in India that had undergone three renewals, with two of them unable to survive the test of time. Studying the processes and content of the three renewals, we find renewals to consist of a myriad of activities varying in scope and commitment, with numerous reversals and backtracking, emphasizing the nonlinear and complex dynamics at play in organizational renewals.

STR: **The Network Dynamics of Capabilities Adaptation: The Case of Big Oil Going Green**

Author: **Gal Blatman**, *U. of Pittsburgh*

The pivot of the oil industry towards green energy is commonly viewed as necessary to preventing catastrophic climate change, challenging a whole network of organizations to adapt their capabilities. Yet, much remains unknown about how the patterns of the alliance network in the industry promote or prevent this change. I suggest that organizations are affected by the dual forces of network dynamism and structural autonomy and that both forces promote the innovation and freedom to act required for effective capability change. I further suggest that both these forces are moderated by disembedding from legacy ties. I hope to contribute to the understanding of the intersection of network and capability theories in a more holistic multi-level manner.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1040** | Submission: **10027** | Sponsor(s): **(STR, MOC)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Words, Voice, and Body: Leaders' Verbal and Nonverbal Communication and Their Consequences

Organizer: **Evita Huai-ching Liu**, *Bocconi U.*
Organizer: **Celia Moore**, *Imperial College Business School*
Presenter: **Jungwoo Ha**, *UCLy - ESDES - U. of Lyon*
Participant: **Margaret Ormiston**, *George Washington U.*
Participant: **Elaine M. Wong**, *U. of California, Riverside*
Presenter: **Donal Crilly**, *London Business School*
Participant: **Joao Cotter Salvado**, *Catolica Lisbon School of Business and Economics*
Participant: **Michael Yeomans**, *Imperial College Business School*
Presenter: **Zak Witkower**, *U. of Toronto*
Participant: **Jessica Tracy**, *U. of British Columbia*
Participant: **Nicholas Rule**, *U. of Toronto*
Presenter: **George Banks**, *UNC Charlotte*
Participant: **Wenwen Dou**, *U. of North Carolina, Charlotte*
Participant: **Srijan Kumar**, *Georgia Institute of Technology*
Participant: **Scott Tonidandel**, *UNC-Charlotte*

Scholars spanning different fields within the social sciences have long recognized that communication is a key element of leadership. While early research on leader communication focused largely on how communication revealed leader characteristics, researchers in later decades have expanded their focus to how leader communication affects followers, stakeholders, and organizations. In addition, thanks to advancing analytical technologies such as NLP- and AI-based tools, scholars can now assess leader communication at greater scale (e.g., big data) and in more diverse forms (e.g., text, vocal tone, facial expressions, body gestures). This series of papers speak to these research trends, and document several key ways in which leaders' verbal and nonverbal communication affects consequential outcomes, from leaders' own career outcomes to stakeholders' reactions to that communication. The five studies take place in diverse empirical contexts and feature diverse methods in studying leaders' communication data. The symposium will offer valuable insights into leaders' influence processes through their communication, and showcase various ways scholars can study them.

The Impact of CEO Gender on the Self-Promotion-Dismissal Relationship

Author: **Jungwoo Ha**, *UCLy - ESDES - U. of Lyon*
Author: **Margaret Ormiston**, *George Washington U.*
Author: **Elaine M. Wong**, *U. of California, Riverside*

Market Response to War Language

Author: **Donal Crilly**, *London Business School*
Author: **Joao Cotter Salvado**, *Catolica Lisbon School of Business and Economics*

How Leaders Build Relationships in High-Stakes Conversations

Author: **Evita Huai-ching Liu**, *Bocconi U.*
Author: **Michael Yeomans**, *Imperial College Business School*

Are Nonverbal Displays of Dominance and Prestige Likely to be Universal Signals?

Author: **Zak Witkower**, *U. of Toronto*
Author: **Jessica Tracy**, *U. of British Columbia*
Author: **Nicholas Rule**, *U. of Toronto*

Innovating The Development of Leadership Language with Artificial Intelligence

Author: **George Banks**, *UNC Charlotte*
Author: **Wenwen Dou**, *U. of North Carolina, Charlotte*
Author: **Srijan Kumar**, *Georgia Institute of Technology*
Author: **Scott Tonidandel**, *UNC-Charlotte*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1041** | Submission: **12162** | Sponsor(s): **(STR, OMT, IM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Nationalism and Organizational Strategy

Organizer: **Lori Qingyuan Yue**, *Columbia Business School*
Discussant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Participant: **Sinziana Dorobantu**, *NYU Stern School of Business*
Participant: **Ariel A. Casarin**, *U. Adolfo Ibañez*
Presenter: **Angel Saz-Carranza**, *ESADE Business School*
Presenter: **Jing Li**, *Simon Fraser U.*
Participant: **Daniel Shapiro**, *Simon Fraser U.*
Participant: **Peng Zhang**, *Beedie School of Business Simon Fraser U.*
Participant: **Anastasia Ufimtseva**, *Asia Pacific Foundation of Canada*
Participant: **Jiexin Zheng**, *HKUST Business School*
Participant: **Kaixian Mao**, *Renmin U. of China*
Presenter: **Yusaku Takeda**, *U. of Illinois at Urbana-Champaign*

While scholars who study strategy, organizations, and international business have long noted nationalism as an important force in organizations' institutional environment, there has been little research on (1) what impact that nationalism has on organizational performance and strategy, (2) how organizations strategically deploy nationalism to manage their internal and external stakeholders, and (3) what kind of organizations are more likely to demonstrate a high level of nationalism. To address these questions, we propose this symposium composed of four paper presentations and a featured discussion on the topic of nationalism and organizational strategy. Theoretically, these papers argue that nationalism can create both uncertainties for organizations and opportunities for managers to bolster the meaning of their products and the purpose of their organizations. Empirically, these papers adopt a variety of methodology, including the difference-in-difference analysis, the in-depth case analysis, and the machine-learning based text analysis. Finally, these papers are also featured by the diversity of national contexts and study how nationalism affects organizations in the world's major economic powerhouses, including US, China, Japan, and Europe. We expect this symposium to significantly advance the scholarly research on nationalism in organizational strategy.

Nationalism, Firm Place Identity, and Firm Value: Evidence from the Catalan Secession Crisis

Author: **Ariel A. Casarin**, *U. Adolfo Ibañez*
Author: **Sinziana Dorobantu**, *NYU Stern School of Business*
Author: **Angel Saz-Carranza**, *ESADE Business School*

Unpacking Techno-Nationalism: Evidence from Made In China 2025 and The U.S. Policy Response

Author: **Jing Li**, *Simon Fraser U.*
Author: **Daniel Shapiro**, *Simon Fraser U.*
Author: **Peng Zhang**, *Beedie School of Business Simon Fraser U.*
Author: **Anastasia Ufimtseva**, *Asia Pacific Foundation of Canada*

Firms' Rhetorical Nationalism: Theory, Measurement, and Evidence from a Computational Analysis

Author: **Lori Qingyuan Yue**, *Columbia Business School*
Author: **Jiexin Zheng**, *HKUST Business School*
Author: **Kaixian Mao**, *Renmin U. of China*

Nationalism and Corporate Strategy: From Yamaha Pianos to Motorcycles

Author: **Yusaku Takeda**, *U. of Illinois at Urbana-Champaign*

Symposium Discussant

Author: **Jordan Siegel**, *U. of Michigan, Ross School of Business*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1042** | Submission: **18752** | Sponsor(s): **(STR, TIM, OMT)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Scientific Decision-Making in Large Organizations: Challenges, Opportunities, and Questions

Organizer: **Sebastian Niederberger**, *ETH Zürich*
Panelist: **John S. Chen**, *Baylor U.*
Panelist: **Elena Novelli**, *Bayes Business School*
Panelist: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Panelist: **Thomas Markus Zellweger**, *U. of St. Gallen*

Although the effectiveness of the scientific decision-making approach has been demonstrated, most studies have focused on individual entrepreneurs. This panel symposium aims to expand the scope of this research by examining the implications of the scientific approach within large organizations. Our distinguished panelists will present their research, including insights on the challenges and opportunities, decision-making biases, measurement of the approach at scale, and how it differs in application between individual entrepreneurs and large organizations. The panelists will also talk about the topic from a cognitive neuroscience perspective and discuss ways to deal with the problems in current research that focuses on studying the approach and its effects. This panel will provide insights into the effective implementation and navigation of the scientific approach within large organizations while also addressing the unique challenges faced in this context.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1043** | Submission: **20328** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

People and Innovation Track: Leadership in Innovative Firms

Session Moderator: **Ali Radfard**, *Aston Business School*

TIM: **Role of LMX in Managing Cyberloafing: Leaders, You Better Listen!**

Author: **Megha Gupta**, *National Institute of Industrial Engineering (NITIE), Mumbai, India*
Author: **Nikhil Kewalkrishna Mehta**, *National Institute of Industrial Engineering (NITIE), Mumbai, India*
Author: **Upasna A. Agarwal**, *NITIE*
Author: **I. M. Jawahar**, *Illinois State U.*

The purpose of this paper is to investigate the direct impact of leader member exchange (LMX) quality on cyberloafing as well as its indirect impact through psychological capital. In addition, we also examine if perceived psychological contract fulfilment moderates the LMX quality and cyberloafing relationship. Using a two wave time-lagged design, data were collected from 417 employees from Mumbai, India. Results indicate that LMX quality is negatively related to cyberloafing and psychological capital partially mediates this association. As expected, perceived contract fulfilment moderated the LMX quality - cyberloafing linkage, such that the negative relationship intensified when perceived contract fulfilment was high. Even though data were collected at two points in time, the self-report nature of the data is a limitation. Results of the study have practical implications. Designing interventions to help managers enhance the quality of their relationship with their followers will directly as well as, indirectly, by enhancing psychological capital, reduce cyberloafing. Results also highlight the role of psychological contract fulfilment in curbing cyberloafing. This study is among the first to examine the impact of LMX quality on cyberloafing. In addition, the reliance on psychological capital theory to predict cyberloafing is a novel contribution.

TIM: **How Top Management Team Social Status Impacts Innovation**

Author: **Ali Radfard**, *Aston Business School*
Author: **Luca Pistilli**, *U. College Dublin*
Author: **Alessia Paccagnini**, *U. College Dublin*

Scholars have investigated the effect that Top Management Team (TMT) status has on several organizational dimensions, including strategic decision, risk propensity, and, ultimately, performance. However, the existing literature is relatively silent on the effect of TMT status on innovation. Our scope is to cover that research gap. Grounding our reasoning on two different yet intertwined literature streams – one on the TMT status and the other on innovation – we predict that TMT status should be positively correlated with innovation and its market value, but not with its scientific value. Relying on a unique, hand-crafted dataset composed of 833 firm-years' observations for the period 2005-2010, we can validate our hypotheses. Our study contributes to a better understanding of the relationship between TMT status and innovation generated by the respective firm.

TIM: **Top Management Team Faultlines and Firm Innovation: The Moderating Role of CEO Power**

Author: **Yusen Dong**, *China Europe International Business School (CEIBS)*
Author: **Meitong Dong**, *U. of Hong Kong*
Author: **Pengcheng Ma**, *Australian National U.*
Author: **Han Ming Daniel Chng**, *China Europe International Business School (CEIBS)*

Studies on the relationship between the top management team's (TMT) task-related faultlines and firm innovation have yielded equivocal results. Drawing on the knowledge, skills, and abilities framework and social categorization theory, we consider the effect of TMT task-related faultlines on incremental and radical innovations and argue that CEO power (including ownership and prestige power) moderates this relationship. Using Chinese listed firms as the research sample, we find that TMT task-related faultlines are positively related to firms' incremental innovation but negatively related to radical innovation. In addition, CEO ownership power weakens the positive relationship between TMT task-related faultlines and firms' incremental innovation but strengthens the negative relationship between TMT task-related faultlines and firms' radical innovation. However, CEO prestige power weakens the negative relationship between TMT task-related faultlines and firms' radical innovation. Our research contributes to the literature both on strategic leadership and firm innovation.

TIM: **The Counterintuitive Effects of CEO Closeness on Exploratory Innovation**

Author: **Jinxin Yang**, *U. of Houston Downtown*
Author: **Sergio Grove**, *U. of Texas at El Paso*
Author: **Mengge Li**, *U. of Texas at El Paso*

CEOs and the influence of their social networks have been considered as important drivers for firm innovation. Yet, both theories and empirical evidence are lacking. To advance this stream of research, we study the effects of CEO network closeness and structural holes on exploratory innovation. Drawing from both structural embeddedness theory and structural holes theory, we argue that CEOs who are deeply embedded in executives' networks (higher network closeness) evaluate exploratory initiatives from a narrower perspective which makes them more selective in pursuing exploratory innovation. Further, we argue that structural holes propel CEOs to pursue more exploratory innovation, yet such effect of structural holes is attenuated by structural embeddedness. We test our hypotheses with a sample of 7,543 firm-year observations with 1,101 public U.S. firms from 2000 to 2014. The results show that CEO network closeness has a predominantly negative relationship with exploratory innovation. Further, the degree of structural holes has a positive relationship with exploratory innovation, but the relationship turns negative at high degrees of closeness. Our study contributes to research on strategic leadership, interfirm networks, and technological innovation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1044** | Submission: **10748** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Connecting Creativity and Innovation

Organizer: **Goran Calic**, *McMaster U.*
Organizer: **Pedro Faria**, *U. of Groningen*
Organizer: **Christoph Grimpe**, *Copenhagen Business School*
Organizer: **Olli-Pekka Kauppila**, *NEOMA Business School*
Organizer: **Bernard A. Nijstad**, *U. of Groningen*
Panelist: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Panelist: **Markus Baer**, *Washington U. in St. Louis*
Panelist: **Paola Criscuolo**, *Imperial College London*
Panelist: **Riitta Katila**, *Stanford U.*

Creativity and innovation are interrelated and mutually reinforcing. Yet, despite their relatedness, micro-level creativity research and organizational-level innovation research have evolved largely independently, resulting in distinct approaches to the understanding of creativity and innovation. Over the years, this has led to the development of parallel streams of research with too little cross- talk. Therefore, the purpose of this panel symposium is to engage a group of panelists in a formal, moderated, interactive discussion about the (1) nature of practical, theoretical, and methodological differences between creativity and innovation as fields of research; (2) the fault-lines these differences have created between creativity and innovation research; (3) the similarities between creativity and innovation research that can bridge existing fault-lines (4) specific practical, theoretical, and methodological ideas for building bridges between creativity and innovation; and (5) new research possibilities opened by more closely connecting creativity and innovation research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1045** | Submission: **20335** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

People and Innovation Track: AI and Human Decision-Making

Session Moderator: **Henry Sauermann**, *ESMT European School of Management and Technology*

TIM: **Crowds and Machines: AI as a Manager in Large-scale Science and Innovation Projects**

Author: **Maximilian Koehler**, *ESMT Berlin*
Author: **Henry Sauermann**, *ESMT European School of Management and Technology*

Artificial intelligence (AI) can make important contributions to scientific research by performing functional tasks such as reviewing prior literature, classifying digital data, or developing new drug compounds. There is less evidence, however, on the potential of AI as a mechanism to manage human workers who perform such research tasks. We explore algorithmic management in the context of projects that push the limits of human managers' capabilities: Crowd science projects that involve large numbers of individuals that vary greatly with respect to factors such as their skills, interests, as well as geographic location. Our analysis of archival data as well as interviews with project organizers and crowd members demonstrates the use of AI for five management functions: task division and task allocation, direction, coordination, motivation, and supporting learning. We also provide a deeper understanding of the underlying capabilities that enable AI to perform these functions, of challenges when using algorithmic management in science, and of contingency factors that may shape the effectiveness of AI. We conclude with a discussion of opportunities for future research on the organization of science and on algorithmic management, and we highlight potential implications for scientists as well as policy makers.

TIM: **Standing on the Shoulders of AI: Pushing the Knowledge Frontier by Learning from AI**

Author: **Sukwoong Choi**, *MIT Sloan School of Management*
Author: **Hyo Kang**, *U. of Southern California*
Author: **Namil Kim**, *School of Management, Harbin Institute of Technology*
Author: **Junsik Kim**, *Harvard U.*

Knowledge is a crucial source of competitive advantage, innovation, and economic growth, but creating new knowledge can be difficult. We study whether and how the interaction between human professionals and artificial intelligence (AI) pushes the knowledge frontier. Studying this question is challenging because of the difficulty in measuring new knowledge and quantifying AI's impact. We circumvent these issues by studying professional Go matches from 2003 through 2021. In 2017, the AI-powered Go program (APG) far surpassed the best human player, and professional players began learning from AI. Such human-AI interaction paved a new way to reassess historical Go knowledge and create new knowledge. We analyze every move in 69,974 games and find that, after APG, professional players significantly changed how they play (1) the first move and (2) the first invasion move in each quadrant. In addition, they adopted different sets of "standard patterns" (defined as a sequence of the first eight alternating moves) that set up the game in the early stage. However, new knowledge catalyzed by AI comes at the expense of higher concentration and reduced diversity of moves. Further, AI's impact on knowledge creation is greater for highly skilled players; since AI does not explain, learning from AI requires the absorptive capacity of professionals. AI helps humans push the knowledge frontier, but its consequences for knowledge concentration and for differential learning by skill levels provide important implications for how best to seize the opportunities opened up by AI.

TIM: **Putting a Human in the Loop: Increasing Uptake, but Decreasing Accuracy of Automated Decision-Making**

Author: **Marina Chugunova**, *Max Planck Institute for Innovation and Competition*
Author: **Daniela Sele**, *ETH*

Are people algorithm averse, as some previous literature indicates? If so, can the retention of human oversight increase the uptake of algorithmic recommendations, and does keeping a human in the loop improve accuracy? Answers to these questions are of utmost importance given the fast-growing availability of algorithmic recommendations and current intense discussions about regulation of automated decision-making. In an online experiment, we find that 66% of participants prefer algorithmic to equally accurate human recommendations if the decision is delegated fully. This preference for algorithms increases by further 7 percentage points if participants are able to monitor and adjust the recommendations before the decision is made. In line with automation bias, participants adjust the recommendations that stem from an algorithm by less than those from another human. Importantly, participants are less likely to intervene with the least accurate recommendations and adjust them by less, raising concerns about the monitoring ability of a human in a Human-in-the-Loop system. Our results document a trade-off: while allowing people to adjust algorithmic recommendations increases their uptake, the adjustments made by the human monitors reduce the quality of final decisions.

TIM: **A Strategic Framework of Artificial Intelligence in Integrated Decision Making: A Systematic Review** ✈

Author: **SIVARANJAN MURUGESAN**, *Student*
Author: **AjithKumar Kadalmani**, *Student*

There is no doubt that making sound decisions is a challenging skill to acquire. A look at how leaders and organisations can acknowledge the uncertainties and roadblocks of attempting to launch successful initiatives. Taking any decision is a reasonable response to being confronted with intriguing situations, and organisations are traditionally expected to make reasonable judgements to confirm the efficacy of their management practices, particularly to accommodate key stakeholders and integrate workers' decisions at all levels of management into the aggregate organization-wide decision to realise the organization's mission and objectives. However, extenuating circumstances recurrently preclude prompt, accurate, and incisive decision-making, leaving organisations floundering in the business wilderness. In this paper, we propose a strategic framework for organisational decision-making that, when taken in conjunction with multiple artificial intelligence support, enables complex data processing on a larger scale than has ever been possible. This has had a substantial influence on the decision-making process in organisations. Decision-making methods have been switching away from traditional methods and toward data-driven methods. The integration of machine learning-driven insights is set to enhance decision-making processes to the point where human intervention will become outmoded. In order to achieve the organisational efficiency, we created an AI-driven decision-making model to assist organisations in integrating workers into decision-making processes and making inclusive decisions.

TIM: **When Machine Comes to Town: Fund Analysts' Performance with Artificial Intelligence**

Author: **Xi Kang**, *Vanderbilt U.*
Author: **Grace Fan**, *Singapore Management U.*

How does the introduction of artificial intelligence (AI) technology affect the performance of mutual fund analysts? Using a unique setting in which AI was introduced to generate ratings for previously uncovered mutual funds in a large financial research company, we find that the analyst ratings' predictive power for future fund performance increases, suggesting higher rating quality. Further difference-in-differences analyses suggest two possible mechanisms through which AI adoption involving a separate set of funds affects the quality of human ratings: the reduction of analyst favoritism towards socially connected fund managers, and the availability of ratings for a large set of previously uncovered benchmark funds. The effects of AI adoption on fund analysts are more pronounced for analysts with stronger social ties with fund managers and higher past performance. This paper contributes to the growing literature on the interaction between AI and humans and provides unique insights on the mechanisms through which AI affects human performance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1046** | Submission: **20274** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

Innovation and Entrepreneurship Track: CVC & Innovative Startups

Session Moderator: **Haemin Dennis Park**, *U. of Texas at Dallas*

TIM: **Social and Knowledge Brokerage of Venture Capitalists and Co-patenting by Portflio Startups**

Author: **Haemin Dennis Park**, *U. of Texas at Dallas*
Author: **Kaushik Gala**, *Iowa State U.*
Author: **Michael Deane Howard**, *Iowa State U.*

Venture capitalists (VCs) can act as brokers for their portfolio startups to collaborate with each other for co-inventive activities. However, we know little about how different types of VCs affect the frequency and impact of collaborative activities by startups. We suggest that independent venture capitalists (IVCs) act as social brokers to increase the frequency of co-inventing activities by their portfolio startups. However, the impact of inventions brokered by collaborative activities through IVCs tend to be less impactful on average. In contrast, corporate venture capitalists (CVCs) act as knowledge brokers who may selectively connect their portfolio startups into collaborative co-inventing activities, but when they do, inventive outcomes of the brokerage activities by CVCs tend to be highly impactful. We corroborate these findings using a sample of 677 startups in the semiconductor sector in the U.S. that received funding from 570 IVCs and/or 90 CVCs between 2000 and 2014. These results provide nuanced insights on the role of different type of VCs in facilitating or inhibiting startups' collaborative inventive activities.

TIM: **Boosting New Ventures' Innovation Performance - An Analysis of CVCs' Entrepreneurial Orientation**

Author: **Ivan Reh Tretiakov**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Alexander Ewertz**, *Chair for Technology & Management, TU Dortmund U.*

New ventures need to be innovative to win against competition. Research shows that cooperation with corporate venture capital (CVC) investors increases new ventures' innovation outcomes. However, it remains unclear how CVC-investor's strategic orientation impacts this beneficial relationship. To advance the debate how CVC-investors influence new ventures innovation performance we analyze a panel dataset of 288 new ventures (1990-2019) and find a positive relationship between CVC-investor's EO and new venture's innovation performance. This positive association is stronger for new ventures with a high importance and for CVC-investors with a low level of unused capital.

TIM: **Corporate VC Investments in General Purpose Technology: The Case of Artificial Intelligence**

Author: **Francesco Di Lorenzo**, *Copenhagen Business School - Department of Strategy and Innovation*
Author: **Ali Mohammadi**, *Copenhagen Business School*
Author: **Benedetta Montanaro**, *Politecnico di Milano School of Management*

This paper investigates the role of generic vs. specific complementary assets in corporate venture capital (CVC). Looking at investments in general purpose technology (GPT) startups, as per the case of artificial intelligence (AI), we unfold a more complex and nuanced relationship between firm's generic vs. AI-specific complementary assets and CVC activities in GPT startups, as well as performance implications for firm's AI innovation productivity and firm profitability. We analyze CVC investments of 384 corporations in 2010-2021 period; our findings reveal new insights that contribute to the CVC literature and extent the emerging AI research in the realm of corporate entrepreneurship.

TIM: **Psychological Underpinnings of Internal Corporate Venturing: Collective Hedonic Restructuring**

Author: **Natalia Vuori**, *Aalto U.*
Author: **Marina Biniari**, *U. of Sussex Business School*
Author: **Quy Nguyen Huy**, *INSEAD*

Scholars have proposed that to organize and accelerate internal corporate venturing (ICV) and intraorganizational innovation, leaders need to establish the appropriate level of control while continuing to promote autonomy. To do so, leaders could employ structural solutions, set a clear innovation goal, and trigger positive emotions among venturing employees. Our longitudinal study reveals the limitations of this top-down perspective. We found that the implementation of ICV and innovative activities under the control of top managers, and interim ICV and innovation outcomes triggered both positive and negative emotions among venturing employees. However, venturing employees wanted to experience only positive emotions. To achieve this goal, venturing employees engaged in collective bottom-up hedonic restructuring — behaviors that change organizational controls in a way that increases experiences of positive emotions and decreases experiences of negative emotions. Our study enriches scholarly understanding of the underresearched processes associated with organizing ICV and innovation by identifying the dynamic emotional forces that drive ICV and innovation. We explain why, how, and under what conditions venturing employees can collectively change organizational controls to increase their experience of positive emotions. Moreover, we expose certain potentially maladaptive effects of positive emotions and positive framing in contexts related to ICV and intraorganizational innovation.

KEY TO SYMBOLS

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Session Type: **Paper Session**
Program Session: **1047** | Submission: **20302** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Innovation and Competitive Strategy Track: Leveraging IPRs

Session Moderator: **Josh Feng**, *U. of Utah, David Eccles School of Business*

TIM: **Alice v. CLS Bank: Patent Assertion Entities, Litigation, and Startups**

Author: **Josh Feng**, *U. of Utah, David Eccles School of Business*
Author: **Peyton Williams**, *Yale Law School*

We study how the Alice v. CLS Bank decision ("Alice") affected software patents and innovation. Alice created new guidelines for patent examiners and judges, and we find that examiners significantly increased their scrutiny of software patent applications claiming abstract ideas. Next, we exploit differential exposure to Alice across technology areas to show that patents granted after Alice are 1pp less likely to be purchased by patent assertion entities, on a baseline of 1.6pp. However, we find little difference in other outcomes. We also show that patents granted pre-Alice are relatively unaffected by the decision, including PAE purchase probability. Finally, we show that there is a weakly positive impact on venture capital funding in Alice-affected industries, despite a large decrease in first-time patent grantees. The evidence highlights the differential usefulness of abstract patents to PAEs versus other entities in the innovation system

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TIM: **IP Protection and Innovative Entrepreneurship: The Case of the Mountain Bike Industry** ☯ ✈ 💻

Author: **Kenny Ching**, *Worcester Polytechnic Institute*

This work employs a novel empirical approach in revisiting a core question in innovative entrepreneurship studies: what is the impact of formal intellectual property protection on stimulating entrepreneurship and industry development? In 1996, the inventor of the Horst Link suspension system failed to secure patent protection in Germany through accidental conditions. This technology, however, was fully patented in the US. We leverage this natural experiment to explore the complete innovative and product histories of all entrants to the multibillion-dollar mountain bicycle industry from 1981 to 2014. We find that German mountain bike firms may have benefited from this historical "accident". Our regression estimates suggest that German firms relative to their US counterparts are associated with a 5 to 10\%\ boost in innovation rate post 1996. Failure rates of German firms were also less than that of US firms. As a result, we propose that selective relaxation of formal intellectual property protection has the potential to provide stimulatory effects in promoting innovative entrepreneurship.

TIM: **The Changing Work of IPR Attorneys: 30 Years of Institutional Transitions (WITHDRAWN)** ✈ 💻

Author: **Jussi Heikkilä**, *U. of Jyväskylä School of Business*
Author: **Mirva Peltoniemi**, *U. of Jyväskylä School of Business*

Patents and other intellectual property rights (IPR) are at the core of innovation studies. Patent attorneys and other IPR experts play an important role in drafting and filing processes yet are usually overlooked in analyses on filing activity. We conduct an exploratory case study to shed light on how IPR service firms adapt to changes in the institutions and competitive environment that overturn the fundamentals of their business. We focus on the sector's evolution in Finland from 1990 to 2020, and analyse the impacts of globalization, European integration, and digitalization. Accession to the European Patent Convention, introduction of EU trademarks and Registered Community Designs and the London Agreement are identified as significant institutional changes for the industry. IPR register data and expert interviews show that the business has shifted from serving foreign clients filing in Finland to serving Finnish clients filing internationally, increasing the knowledge requirements of local experts. Concurrently, the filing volume has increased due to globalization partially offsetting the disappearance of some sources of revenue following from digitalization and institutional changes aimed at reducing transaction costs for innovators. This has also triggered the development of consulting services relating to technology strategy. We contribute by analysing the sector's evolution in a small open economy where start-ups typically aim at the global market from the start. Our study also highlights the need to integrate IPR attorneys into the literatures on appropriability and propensity to file IPRs.

TIM: **Evaluation of Design Non-obviousness**

Author: **Egbert Amoncio**, *Goethe U.*

In this paper, I show that dual examiners — design patent examiners who evaluate both design and utility patents — perform worse in their core role when forced to deviate from their core occupational identity. I take advantage of a 2007 US Supreme Court decision that altered the rule for nonobviousness utility patents, forcing dual examiners to deviate even further from their primary role of evaluating design nonobviousness. To assess the nonobviousness of granted designs, I use image distinctiveness AI. Results show that dual examiners grant less nonobvious designs by up to 16.95 percent. The effects are especially strong for lenient and assistant examiners. Taken together, this paper illustrates that patent policy change could have unintended consequences when disregarding the psychological well-being of examiners.

KEY TO SYMBOLS

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Technology, Policy and Society Track: Innovation at the University-Industry Interface

Session Moderator: **Muthu De Silva**, *Birkbeck, U. of London*

TIM: **Proximity and Impact of University-industry Collaborations**

Author: **Federica Rossi**, *Birkbeck, U. of London*
Author: **Muthu De Silva**, *Birkbeck, U. of London*
Author: **Pasquale Pavone**, *Scuola U.ria Superiore S.Anna di Pisa*
Author: **Ainurul Afizah Rosli**, *Brunel Business School*
Author: **Nick K. T. Yip**, *U. of East Anglia*

Literature has shown that proximity between university and industry partners affects the probability to initiate, the intensity and the quality of university-industry collaborations (UICs). Instead, limited attention has been paid to the relationships between proximity and the types of impacts of UICs. In this study, we analyse the association between collaborators' proximity and the extent to which UICs generate economic, social and knowledge impacts. We build on an evidence base combining: (i) reports describing the impacts of 415 UICs funded by the United Kingdom's innovation agency, (ii) data on UIC partners, and (iii) in-depth interviews. In doing so, we showcase an original approach to capturing the types of impact of each UIC by means of topic detection. Our analysis suggests that cognitive and institutional proximity are substitutes in relation to knowledge impact, geographical and institutional proximity are substitutes in relation to economic impact, and social impact is associated with cognitive and institutional distance. We derive implications for universities, businesses and policymakers on how best to exploit proximity between university and industry to generate valuable impacts on society, the economy and the knowledge base.

TIM: **Drifting on the Academic Highway: Experimental Evidence from a Transition to University**

Author: **Yotam Sofer**, *Copenhagen Business School - Department of Strategy and Innovation*
Author: **Olof Ejermo**, *Lund U. School of Economics and Management*

We examine the effects of the 1999 transition to full university of three former Swedish university colleges: Karlstad, Örebro, and Växjö on scientific output. This change was accompanied by a substantial increase in research funding. Scrutiny of the process reveals that the transition was far from obvious, allowing us to analyze the impact of increased research resources in a quasi-experimental setting. We examine how publications responded when research resources were raised from low levels. We then probe into the consequences on the individual level to understand the difference in gains between staff groups. This work differs from earlier research which has mostly looked at the effects of increases in research funding on established universities or individuals who win research grants. To understand how the transition impacted publication, we use an individual-level publication activity dataset, linked to Swedish register data and university staff registers. We contrast the three treated institutions against a similar group of university colleges that did not become universities in a difference-in-differences analysis combined with matching. We find that treated individual increased their publication rates by 89% per year following the transition. However, we cannot discern any changes in the rate at which publications were cited. On the field level, we show that this effect was mostly explained by increased funding. Additionally, we explore the heterogeneity of treatment effects, potential mechanisms (collaboration, workforce dynamics), and management strategies (using a survey).

TIM: **Universities as Knowledge Buffers of Cyclical Industries: Evidence from Pulp and Paper Firms**

Author: **Julio A. Pertuze**, *Pontificia U. Católica de Chile*
Author: **Rosario Vinagre**, *Pontificia U. Catolica de Chile*
Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*
Author: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*

We analyze the effects of demand contractions on industry-university relationships. We track the patenting, scientific publication, and R&D worker mobility data of the thirteen largest pulp and paper firms over twenty years. We show that hiring researchers and inventors from academia positively impacts the annual number of patents and papers published by these firms. Furthermore, firms that allow employees to keep or create academic links further increase these innovation outcomes. The level of patenting and scientific publications directly oscillate with the pulp price cycle. When firms face lower prices, R&D personnel leave pulp and paper firms for academic institutions either to work or study. Academic institutions benefit from recruiting the most productive R&D personnel from pulp and paper firms. These findings imply a symbiotic relationship between cyclical industries and academia. Universities can act as "knowledge buffers," preserving industry knowledge in periods of downturn, allowing corporate technologies time to mature despite changes in industry cycles, and helping firms to build new—or regain lost—capabilities in periods of industry recovery. Policy and managerial implications are discussed.

TIM: **Enabling Tensions: A Paradox Typology and Appreciation Strategies for the U-I Collaboration**

Author: **Selina Cao**, *U. of Queensland*
Author: **Martie-Louise Verreynne**, *U. of Queensland*
Author: **Rui Torres de Oliveira**, *Queensland U. of Technology*
Author: **Marta Indulska**, *U. of Queensland*

University and industry project collaborations are central to addressing society's wicked problems. Yet, both universities and industries struggle to establish and sustain collaborations due to tensions that arise from their competing institutional logics, including workplace norms, culture and motivations, to name a few. Motivated by the need to understand these tensions, and using a paradox lens, we synthesize literature on university and industries collaboration and identify three main paradoxes, viz. identity, performance, and organizing, and three stages of collaboration development: initiation, formation, and operation, which correspond with these paradoxes. We argue that at these stages, there are key synthesis strategies across levels, which we term closing cognitive distance, transcending goal differences, and expanding solution reservoir. Our work bridges the disparate literature on and contributes to the paradox literature through a paradox typology and identification of synthesis strategies. Our investigation of university-industry collaboration highlights three key points: 1) collaborations should not be viewed as either conflict-mitigation or synergy-generation vehicles, 2) nor should they be viewed within one level or dimension, such as organization-level identity tensions, 3) nor should they be viewed as a series of one-off transactions. Collaborations are awash with paradoxes across levels, dimensions, and time. In contrast to the much-discussed liability of unmitigated-conflict logic, we suggest that there is a liability of the unsynthesized-paradox hypothesis in university-industry collaborations. When faced with these, collaborators should learn to embrace, not deny them, using multi-dimension and multi-level synthesis strategies while considering the virtuous cycles embedded in path dependency.

Session Type: **Paper Session**
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Learning and Innovation Track: Brokers & Intermediaries

Session Moderator: **Laura Doriane Baumgaertner**, *WHU Otto Beisheim School of Management*

TIM: **Trust and Information Asymmetry: How Intermediaries Affect Asymmetric Innovation Collaborations**

Author: **Laura Doriane Baumgaertner**, *WHU Otto Beisheim School of Management*
Author: **Jonas Soluk**, *Stockholm School of Economics*

Trust plays a crucial role in interorganizational collaborations. However, barriers such as information asymmetry between prospective partners impede trust building, especially in asymmetric collaborations. Although trust and information asymmetry have been extensively studied, previous research has failed to provide insight into the mechanisms of trust transference and the circumstances under which information asymmetry is accepted and considered legitimate. This paper addresses these research gaps by drawing on data from 113 semi-structured interviews in a multiple-case study of eight intermediary-mediated innovation collaborations between incumbent firms and start-ups. Based on the results of an inductive cross-case analysis, we propose that intermediaries orchestrate the trust transference by building trust with the prospective parties and mitigating information asymmetry. Furthermore, the involvement of intermediaries leads to the acceptance of information asymmetry through its legitimation. Finally, we shed light on trust nurturing and trust repairing practices developed by intermediaries during innovation collaborations.

TIM: **Network Positions, Institutional Polycentrism, Firm Innovation: Evidence from Co-Patenting Activity**

Author: **Qinjie YANG**, *U. of Nottingham Ningbo China*
Author: **Cong Cao**, *U. of Nottingham Ningbo China*
Author: **Jiaoe WANG**, *Institute of Geographic Sciences and Natural Resources Research*
Author: **Zhijing Zhu**, *U. of Nottingham, China*

The disparity of sub-national institutions in transitional economies gradually comes into the spotlight, while less attention has been paid to the coexistence and interaction of different institutional arrangements. Combining the social network theory and the institutional polycentrism perspective, this paper examines that the separate and co-moderating effects of different institutions – government intervention and intellectual property right (IPR) enforcement – on the association between structure holes and exploratory and exploitative innovations. The listed companies' co-patenting network of Chinese patent-intensive industry during 2010-2019 provides empirical evidence to support our study. Specifically, structural holes are beneficial for both types of innovations. In addition, the higher government intervention, the more exploitative and exploratory innovations produced by enterprises occupying more structural holes. The stronger IPR enforcement is, the more exploratory innovation by bridge enterprises. The combination of heavy government intervention and strong IPR enforcement is best for exploratory innovation.

TIM: **Mors Tua, Vita Mea? The Effect of Broker Death on Firm Innovation**

Author: **A-Sung Hong**, *Aarhus BSS, Aarhus U.*
Author: **Giovanni Valentini**, *Luiss U.*

Although prior empirical studies have consistently shown brokerage benefits for the broker herself, recent evidence suggests there exists a negative effect of a broker on the performance of her direct collaborators. These opposite findings lead us to study the overall effect of a broker on firm innovation performance. To identify a broker's net effect on her firm, we exploit unique data of broker inventors' death and compare firms with a deceased broker to a control group of matched firms. We find that a broker's death leads to an increase in firm innovation performance. To explain this finding, we show that, upon a broker's death, a broker's direct collaborators are more likely to initiate high-quality innovation projects and rewire the intrafirm collaborative networks around themselves, becoming the core of the churned intrafirm networks. As an effect of the rewired intrafirm networks, we also observe a positive spillover effect to indirect intrafirm collaborative ties. Our finding suggests that, if a brokerage network persists, it might only nurture the broker herself.

TIM: **The Emergence of Innovation Intermediaries**

Author: **Jihye Yeo**, *EMLYON Business School*
Author: **Alexander Eapen**, *Australian National U.*
Author: **Rekha Krishnan**, *Simon Fraser U.*
Author: **Ian Elsum**, *Australian National U.*

Innovation intermediaries play a crucial role in stimulating firms' innovation, mainly by acting as a bridge between firms and resources that the firms would not otherwise have access to. However, little is known about where the intermediaries come from, how their role evolve over time, and how they shape their specific function as innovation catalysts, all of which are important elements of understanding the roles of innovation intermediaries. This study focuses on the emergence of innovation intermediaries in order to provide a richer explanation of their emergence, roles and performance. Through case studies of three innovation intermediaries with different origins in Australian advanced manufacturing from 2012 to 2019, this study highlights the viewpoint that intermediaries should be treated as endogenous actors of an industry, which has been largely disregarded by prior research that has examined intermediaries only after their inception.

KEY TO SYMBOLS

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Open Innovation Track: Implications for Strategy & Entrepreneurship

Session Moderator: **Ferran Vendrell-Herrero**, *U. of Edinburgh business school*

TIM: **Two Routes to Treble Innovation: Focused Open innovation or Emergent Differentiation Strategy**

Author: **Gonçalo Cordeiro De Sousa**, *NOVA School of Business and Economics*
Author: **Emanuel Gomez**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **Ferran Vendrell-Herrero**, *U. of Edinburgh business school*

Service innovation is gaining traction and combined with more traditional product and process innovation is forming a triad of technological innovations. Firms that possess this triad simultaneously are known as treble innovation firms. Our study aims to analyse the antecedents of treble innovation. We draw on the complementary perspective and emergent strategy theoretical realms to propose two routes towards treble innovation. We argue that both open innovation and differentiation focus will increase the likelihood of becoming treble innovation in a subsequent period, but the effect of open innovation will be stronger for dual innovation firms, whereas the effect of differentiation focus will be stronger for non-innovators. We test our conceptual model using data from repeated Community Innovation Surveys administered to 1,081 Portuguese manufacturing SMEs in 2016 and 2018. We constraint our analysis to firms that were not treble innovators in 2016, so we could infer causal relationships between independent variables measured in 2016 and the probability to adopt treble innovation in 2018. The results advance our understanding on how technological innovation develops in manufacturing industry, including the relative importance of open innovation and differentiation strategies to complete a treble innovation portfolio in the future depending on their current innovation portfolio.

TIM: **Not-invented-here or Belonging to the World: Identifying with and Giving Sense to Open Innovation**

Author: **Lukas Falcke**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Ann-Kristin Zobel**, *U. of St. Gallen*
Author: **Stephen Comello**, *Stanford Graduate School of Business*

As firms increasingly engage in open innovation (OI) activities, the permeability of firm boundaries extends from competence (i.e. which kinds of resources to coordinate) and efficiency considerations (i.e. how to govern resource transfer) to affecting the entire identity of the organization and its individual members. In this study, we set out to better understand identification and action tendencies in an OI context – i.e. we want to shed light on how identification shapes the degree to which individuals withdraw from or approach OI collectives. Against this background, we investigate an OI collective in the energy sector, consisting of 10 large energy utilities collaborating with 15 clean-tech ventures. We conduct a longitudinal study to investigate 74 individuals participating in the collective, their dynamic identification perceptions, their action tendencies and their exposure to different forms of sensegiving. We applied panel data analysis on a novel data set combined from a four-wave survey and observational data about the participation of individuals in different sensegiving sessions. We complement this quantitative approach with the qualitative analysis of 19 interviews and 120 hours of observations. First, we show that individuals' current and remembered past identification - but not their anticipated future identification - shapes their action tendency towards the OI collective. Second, we theorize and show that remembered past identification and current levels of identification have a complementary relationship in shaping action tendencies toward OI collectives. Third, we theorize and show that memory work shapes individual's remembered past identification and prospective identity work shapes current levels of identification. Jointly, our findings illuminate the human side of OI by theorizing and empirically investigating a dynamic identification perspective of OI collectives.

TIM: **Mitigating the Bullwhip Effect by an Open Business Model Innovation**

Author: **Hsin-Min Hung**, *National Dong Hwa U.*

The bullwhip effect occurs in about two-thirds of firms and impacts profitability by 10%-30%. Previous bullwhip mitigation efforts emphasize processes such as information sharing, collaboration, and coordination between operating activities inwards and outwards of a firm along an industry supply chain (Liu et al. 2020; Moritz et al. 2021; Wang et al. 2021). The bullwhip effect is caused by time, product (variety), and process (in the supply chain). This study argues that a dominant manufacturer together with various designers (AMVD) decrease the bullwhip effect through resolving the dilemma between discovery of feature and divergence of goals (Almirall, Casadesus-Masanell 2010). This study elucidates a revelatory case that in a various and volatile market, a pure-play manufacturer service provider (MSP) creates a new open business model (OBMI): AMVD. Compared with traditional vertically integrated (VI) industry (all firms are integrated device manufacturers), AMVD decreases not only search, transaction, coordination, and production costs but also the bullwhip effect in a vertically disintegrated industry. AMVD discovers more feature combinations, decreases divergence of goals, and creates more value for customers. The product modularization with interface (PMID) method (Chen, Liu 2005) facilitates not only division of activity labor between manufacturing and design (AMVD) but also a separate evolution of product and process technological trajectories (Hung 2010). The former accelerates a VI industry to a VD one; the later enable a leading process innovation to generate various features (accelerating new product developments (NPDs)). PMID (using common parts and accelerating NPDs) mitigates the bullwhip effect. Additionally, by developing a leading-edge manufacturing process and offering valuable, unique, and complementary (VUC) services, tools, and kits (STKs) during the stages of the process, the MSP lock in designers, erects a barrier for entrants, increases the bargain power (Porter, 1985), and appropriates high profit; the bargain power generated from VUC STKs further mitigate the bullwhip effect. Furthermore, creating and appropriating value make AMVD a sustainable business model (Bocken 2021).

TIM: **A Conceptual Framework for Describing the Phenomenon of Hackathons for Entrepreneurial Behavior**

Author: **Marieke Funck**, *Paderborn U.*

The effectiveness of the crowd in solving problems and generating useful and novel solutions strongly depends on the performance of the nascent entrepreneurs. Nascent entrepreneurs' tasks and actions manifest over time in entrepreneurial behavior The social cognitive theory explains that entrepreneurial behavior is the action developing through the interaction with the environment and personal variables. Hackathons create a new and challenging environment through time pressure, a collaborative-competitive setting, and temporal ambiguity. In this article, we examine the effect of hackathons on the development of the entrepreneurial behavior of nascent entrepreneurs. We elaborate on the hackathon phenomenon through a theory-driven conceptualization to provide a comprehensive understanding of how hackathons foster entrepreneurial self-efficacy and thus drive nascent entrepreneurs' development of entrepreneurial behavior. Important implications regarding a more comprehensive view of how hackathons contribute to entrepreneurship are outlined.

TIM: **Open Innovation: Opening Ways for Startups to Grow in Developing Economies** 💻

Author: **Muhammad Usman**, *Bahria U. , Islamabad Pakistan*

This paper examines the impact of open innovation (OI) in startups and investigates how OI-related processes and frameworks can be further comprehended by employing them in developing countries. Specifically, we analyse how Vietnamese startups are organizing and managing OI practices, and how OI can help them overcome their unique business challenges. This is an exploratory paper built on four in-depth case studies. The primary data was collected through detailed interviews. The cases illustrate OI practices implemented by the Vietnamese startups and how such practices are improving their innovation performance. This study also examines the mechanisms driving the success of strategic collaborations among startups and their partners. We also emphasize the essential role of the entrepreneur in managing OI activities. The case studies illustrate that startups have an inclined preference for the inbound OI. The discussion explains the reasons for this preference and details mechanisms of such practices. This papers follows a cross-case analysis methodology to point out the commonalities and differences across the cases to come to a more robust finding. The cross-case analysis deliberates on the OI practices, reasons, challenges, and benefits that OI practices entail for these startups. The paper concludes with several theoretical and practical implications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1051** | Submission: **20308** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Innovation and Competitive Strategy Track: Radical & Disruptive Innovation

Session Moderator: **Feng Li**, *Bayes Business School (formerly Cass), City, U. of London*

TIM: **Radical Change Cumulatively: How Product Innovation & Competition Lead to Continuous Radical Change**

Author: **Feng Li**, *Bayes Business School (formerly Cass), City, U. of London*

The organizational change literature is dominated by the punctuated equilibrium model and the continuous morphing model. However, digital transformation is leading to new patterns of organizational change that are diverging from the two prevailing models. Based on empirical evidence from three longitudinal case studies, this paper identifies the drivers, mechanisms, and trajectories of digital transformation in these organizations; and develops a new spiral model of continuous radical change where continuous change accumulates into distinctive episodes. Each episode often does not have a definitive beginning or end, but the strategic orientations and operational priorities differ significantly between episodes. The new model is more consistent with the observed patterns of organizational change than the two prevailing models in the digital transformation journey in the case studies. It can be used to guide future research and practice in organizational change through digital transformation. The limitations of the study and new themes for future research are highlighted.

TIM: **Funding Breakthrough Innovation: The Theory of Value Translation**

Author: **Elisa Alvarez-Garrido**, *U. of South Carolina*

Breakthrough (high-impact) innovation often happens at startups, which need to attract funding in the early stages of these high-risk/high-reward projects. Extant research argues that investors lack appetite for the high risk; I argue that assessing the high reward is also challenging, since the invention could develop into innovation along multiple technological trajectories of different value. I develop the theory of value translation, a theoretical framework to analyze how the knowledge of investor and startup and the characteristics of the innovation affect the decision to fund the project. The investor and startup need to map and evaluate all possible trajectories to understand which has maximum value—loosely defined as financial, strategic, scientific, or societal. Mapping the technological trajectories, however, requires that one organization possess both knowledge about the science and technology, in order to understand which trajectories are feasible, and knowledge about the commercialization, in order to understand which trajectories are valuable. Startups tend to have more scientific/technological knowledge, and investors more commercialization knowledge. With incomplete knowledge, there is a dual bounded rationality problem: fewer trajectories are mapped, leading to a gap in valuation. This gap, or the value translation problem, is exacerbated for novel or complex innovations, which have greater knowledge requirements. Breakthrough innovation may indeed be underfunded and the theory points to a potential solution: organizations armed with knowledge of business and science can bridge the gap. This theory is inspired by fifteen interviews with life sciences investors and startups.

TIM: **How Markets Respond to Novel Inventions; Unpacking Dissimilarity and Disruptiveness Effects**

Author: **Jia Zhang**, *Leiden U., The Netherlands*
Author: **Jian Wang**, *Leiden U., The Netherlands*
Author: **Simcha Jong**, *UCL Global Business School for Health*

We study how the investors respond to technological novelty of patented inventions, differentiating between two dimensions of novelty: dissimilarity and disruptiveness. Building on a view of investors as market-makers when evaluating innovative firms, we show that stock returns are higher for inventions that are more dissimilar to the pre-existing patented knowledge base. We also show that this positive effect does not extend to patented inventions that are disruptive, i.e., inventions that destabilize existing technology streams and reshape networks of interlinked technologies. In fact, we demonstrate that stock markets respond negatively to disruptive inventions. Finally, we find that invention dissimilarity acts as a moderator of the latter negative effect of disruptiveness. Our contributions are developed using a patent-level analysis of 1,066,637 USPTO granted patents.

TIM: **Jack of All Trades or Master of One: The Development of Breakthrough Inventions**

Author: **Anna Fung**, *American U., Kogod School of Business*
Author: **H Kevin Steensma**, *U. of Washington*
Author: **Charles Connaughton**, *Tulane U.*

Research on knowledge creation produces conflicting conclusions about who creates breakthroughs: are they broadly knowledgeable dabblers, or are they highly specialized experts? We resolve this tension by applying natural language processing to identify and classify breakthrough technologies, parsing the abstracts of 5.5 million U.S. patents between 1969-2017. We make two main contributions. First, we explore the experience of inventors to determine whether broad or focused experience is more conducive to creating breakthroughs. Second, we use topic modeling to isolate these breakthroughs that shift the technological paradigms and establish new trajectories.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1052** | Submission: **20297** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation and Competitive Strategy Track: Business Models and Innovation

Session Moderator: **Christian Bruck**, *WU Vienna U. of Economics and Business*

TIM: **Business Model Valuation Methods in Uncertain Environments: A Systematic Review**

Author: **Christian Bruck**, *WU Vienna U. of Economics and Business*
Author: **Melanie Wiener**, *WU Vienna U. of Economics and Business*

Uncertain environments force companies to continuously innovate and/or adapt the prevalent business model to the new circumstances. This continuous change of how companies generate value adds another challenge: it makes it more difficult to validate the business model with suitable valuation methods. Common validation tools assume rather stable environmental conditions. Companies are increasingly confronted with uncertain environments and thus additional methods/tools are needed for a reliable assessment of business model innovation for strategic decision-making. This conceptual paper compares various qualitative, quantitative, and hybrid valuation methods and approaches from different business valuation disciplines and argues about their applicability for the strategic and financial assessment of business models. A systematic literature review has been conducted to identify suitable valuation methods that have been classified into a novel classification scheme: 1) The identified methods were transferred from business valuation to business model valuation level and 2) suitable valuation methods were categorized by different degrees of uncertainty. Finally, recommendations for managerial decision-making are provided, as well as promising realms for future research. We suggest that estimations and more qualitative or hybrid methods are most suitable for higher degrees of uncertainty, and more quantitative methods becoming best for lower degrees of uncertainty, and that additional hybrid and quantitative valuation methods are relevant in-between, while strategic analyses support the decision-making at every stage of the business model innovation.

TIM: **Why Do We Fight? Internal Conflict and Incumbent Business Model Innovation** ☯ ✈ 💻

Author: **Kristian Johan Sund**, *Roskilde U.*
Author: **Nicolai J. Foss**, *Copenhagen Business School*
Author: **Robert A Burgelman**, *Stanford U.*

Research on business model innovation (BMI) in incumbent firms has suggested that such innovation is often accompanied by tensions or even conflict, for example, between business units or other organizational subgroups. Such conflicts may slow or even hinder BMI. However, little systematic theorizing exists on this issue. We argue that the tensions and conflict surrounding a particular BMI depend on (1) how it relates to the existing business models of the incumbent; (2) the type of business model innovation; and (3) the stage in the process of business model innovation. We develop a framework that outlines a total of 18 specific contexts for tensions related to BMI and link each to their potential for creating internal conflicts rooted in cognitive differentiation and power issues. We theorize how management can best address and handle these different kinds of conflict associated with BMI and suggest opportunities for systematic research on the phenomenon.

TIM: **Working Through Frame Incongruence: A Process Perspective on Reframing for Digital Servitization** 💻

Author: **Jawwad Z. Raja**, *Copenhagen Business School*
Author: **Isabelle Fabienne Neufang**, *Copenhagen Business School*
Author: **Thomas Frandsen**, *Copenhagen Business School*

Industrial firms are increasingly seeking new means of competitiveness by innovating their business models. One such change involves incorporating digital services and, in some instances, developing digital platforms. Although this change is receiving increasing attention, we are yet to understand how such changes are being framed and unfold in industrial firms. To address this gap, we undertake an in-depth exploratory case study of an industrial firm over an extended period to understand the framing and reframing activities. Our findings identify how motivational, diagnostic, and prognostic framing unfolds over distinct phases. Specifically, we find frame incongruence occurs amongst different groups of actors, requiring the firm to engage in strategies and tactics of frame alignment. We identify that management engages in the frame alignment processes of frame extension, frame clarification, and frame translation, which creates a space of 'workable certainty.' Although temporary, it helps propel the firm forward concerning its digital servitization strategy. Our study contributes by understanding the reframing process firms engage in to realize their digital servitization business model change. Our study raises important managerial implications for firms embarking on digital servitization, arguing the need for greater attention to how such changes are continually framed and reframed.

TIM: **Barriers of the Business Model Innovation Process of Incumbents** 💻

Author: **Sophie Kutzsch**, *TU Dresden*
Author: **Sarah Mueller-Saegebrecht**, *Dresden U. of Technology*

In a highly dynamic environment, business model innovation (BMI) is a promising approach to remain competitive. In practice, however, adapting an existing business model and developing a new one remains a difficult task for managers of established firms. Therefore, scholars call for a comprehensive framework to guide managers through the BMI process. The purpose of our conceptual paper is to highlight when and at what organizational level critical internal BMI barriers occur in order to highlight the various leadership challenges during the BMI process at incumbent firms. We conduct an analysis including analyzing and categorizing critical BMI barriers identified from the literature based on the 4-I framework of Frankenberger et al. (2013). We derive an integrative framework that provides managers and researchers with a comprehensive overview of the internal barriers in the BMI process. We contribute to the current debate on the role of leadership, organizational structure, and organizational culture in BMI development. This paper provides an important foundation for two groups of readers: 1) academics who can establish theory-based relationships between the individual and organizational level, and 2) incumbent managers who can use the framework developed to derive company-specific policies to overcome their internal BMI obstacles.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1053** | Submission: **19985** | Sponsor(s): **(GOV)**
Scheduled: **Monday, Aug 7 2023 10:30AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George A**

AOM Ethics Committee Meeting

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

By Invitation Only

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1054** | Submission: **19929** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 10:30AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

MED Division Annual Members Meeting

Division Chair: **Gerard Beenen**, *California State U., Fullerton*
Division Chair-Elect: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Program Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Professional Development Workshop Chair: **Christine Rivers**, *U. of Surrey*

All members welcome. Come. Learn about MED. Get involved. Division Chair: Gerard Beenen, California State U., Fullerton Division Chair-Elect: Mairead Brady, Trinity College Dublin Program Chair: Arran Caza, U. of North Carolina Greensboro Professional Development Workshop Chair: Christine Rivers, U. of Surrey

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1055** | Submission: **15195** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 11:00AM - 12:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

Entrepreneurship Division Plenary Session: Balancing Rigor and Relevance: Bridging Academia and Practice in Entrepreneurship Research

Organizer: **Rachida Justo**, *IE Business School*
Participant: **David Deeds**, *U. of St. Thomas*
Participant: **Pablo Munoz**, *Durham U. Business School*
Participant: **Vishal K. Gupta**, *U. of Alabama*

This plenary session will focus on an emerging topic in entrepreneurship

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1056** | Submission: **20080** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 2**

Conversations with the Editors: Collections

Presenter: **Benjamin Martell Galvin**, *BYU*
Presenter: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*

Meet the editors of COLLECTIONS and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1057** | Submission: **20082** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 11:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Publishing Impactful Research in AMJ

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

All scholars set out to publish high-quality and important research. The attributes of high quality research have been discussed at length in past commentaries (e.g., the "Publishing in AMJ" series of FTEs). What does it mean, though, for research to be important? One factor in evaluating importance is making a significant theoretical contribution--enriching, extending, and elaborating upon previous theoretical understandings of a phenomenon. A significant theoretical contribution is necessary for a high-quality paper. Indeed, we note psychologist Lewin's (1952) adage that "there is nothing so practical as a good theory." However, the consensus may be shifting away from a sole focus on theoretical contributions such that research is also viewed as important when it yields insights that have the potential to significantly change management practice in ways that better organizations and society (Tihanyi, 2020). Attend this session to meet with the award winners from the papers that have received AMJ's Impact Award.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1058** | Submission: **20069** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 11:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

AMP Reviewer Workshop

Presenter: **Roy R. Suddaby**, *U. of Victoria*
Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

Meet with AMP editors to learn more about AMP's review process. AMP editors and some top reviewers will share tips on how to assess papers for their possible promise, what constitutes fundamental flaws, how to provide developmental feedback, and other insights about the reviewer- author-editor relations. They explain the reasons why it is in the interests of scholars to review for leading journals. Experienced and prospective reviewers are welcome.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1059** | Submission: **20018** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 11:00AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

TIM Emerging Scholar Award

Division Chair: **Maryann P. Feldman**, *Arizona State U.*

This session highlights the work of the 2023 TIM Emerging Scholar Award winner. Please join us in celebrating this achievement! Untenured scholars are encouraged to attend to learn more about applying for this award.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1060** | Submission: **19931** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 11:30AM - 1:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Franklin**

MED Division Executive Committee Meeting

Division Chair: **Gerard Beenen**, *California State U., Fullerton*
Division Chair-Elect: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Program Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Professional Development Workshop Chair: **Christine Rivers**, *U. of Surrey*

Division Chair: Gerard Beenen, California State U., Fullerton Division Chair-Elect: Mairead Brady, Trinity College Dublin Program Chair: Arran Caza, U. of North Carolina Greensboro Professional Development Workshop Chair: Christine Rivers, U. of Surrey

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1061** | Submission: **12202** | Sponsor(s): **(ONE, OB)**
Scheduled: **Monday, Aug 7 2023 11:30AM - 1:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Sustainability Inside the Organization: Micro-Perspectives on Organizational Sustainability

Organizer: **Jeffrey Martin Lees**, *Princeton U.*
Organizer: **Jordana Composto**, *Princeton U.*
Discussant: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Presenter: **Jennifer Cole**, *See Change Institute*
Presenter: **Kimin Eom**, *Singapore Management U.*
Presenter: **Andrew Marcinko**, *Durham U.*

This symposium brings together a diversity of perspectives on individuals' sustainable behaviors and their support for sustainability policies, and applies that knowledge to the organizational context. Organizational scholarship on sustainability is growing rapidly, but remains largely the domain of macro-scholar. Yet individual and group dynamics directly influence how workers and managers perceive and behaviorally respond to organizational sustainability initiatives. Leveraging micro-level insights is critical if organizational scholars are to understand the success or failure of organizational sustainability initiatives, and help organizations move closer to their sustainability goals.

Misreading the Climate: Underestimated Norms of Support for Private Sector Solutions

Author: **Jennifer Cole**, *See Change Institute*
Author: **Michael Vandenbergh**, *Vanderbilt U. Law School*

Perceiving Others' Motives in Moral Norm Inferences and Motivation about Environmental Behavior

Author: **Kimin Eom**, *Singapore Management U.*
Author: **Bryan K.C. Choy**, *Singapore Management U.*

Perceptions of Organizational Authenticity and Investor Attitudes Toward "Green" Marketing

Author: **Andrew Marcinko**, *Durham U.*
Author: **Roderick Pattisson**, *Durham U.*

Most Managers are Unaware of Policies They Can Adopt to Make their Organizations More Sustainable

Author: **Jeffrey Martin Lees**, *Princeton U.*
Author: **Jordana Composto**, *Princeton U.*
Author: **Elke Weber**, *Princeton U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1062** | Submission: **20083** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 11:30AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Reviewing as Craft in and For AMLE

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Presenter: **Bill Harley**, *U. of Melbourne*

The goal of this proposed session is to engage current and potential AMLE reviewers in dialogue about the craft of reviewing, how and why to review and to discuss what is distinctive about AMLE and what this means for reviewing for the journal. The session is likely to be relevant to many scholars, particularly those at earlier career stages, who may not appreciate the importance of reviewing for their own skill development as well as the benefit of the broader academic community. The intended outcome of the session is to increase the pool of reviewers for AMLE and to develop the skills of potential and current reviewers so that they can contribute to the development of impactful papers in the journal.

Session Type: **Paper Session**
Program Session: **1063** | Submission: **20242** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

Job Loss, Job Search, and Job Changes

Session Moderator: **Jolien Stremersch**, *Ghent U.*

CAR: **The Role of Psychological Contract Violation from Former Employer in Job Search among Job Losers**

Author: **Eric Adom Asante**, *Hong Kong Metropolitan U.*
Author: **Emmanuel Affum-Osei**, *Kwame Nkrumah U. of Science & Technology, Kumasi*
Author: **Michael Gyensare**, *Edith Cowan U.*
Author: **Collins Opoku Antwi**, *Zhejiang Normal U.*

Job loss is an unpleasant situation for employees to experience. Research shows that job loss is a form of psychological contract violation. However, how such violations affect the job search processes following job loss is not understood. Drawing on the transactional model of stress and coping, we hypothesized a serial mediation model in which psychological contract violation is negatively related to the number of job interviews through job search resources (i.e., job search self-efficacy and perceived employability) and job search behaviors (i.e., preparatory job search and active job search). This serial mediation effect is proposed to be weaker for job losers possessing higher trait emotional control. Using a sample of 298 recent job losers, we found strong support for our model in which the negative effect of psychological contract violation on the number of interviews was serially mediated by job search resources and job search behaviors and moderated by trait emotional control. The current study contributes to our understanding of why and when psychological contracts may be important for job losers in their search for reemployment success.

CAR: **New Labour Market Entrants' Job Satisfaction Trajectories During a Series of Job Changes**

Author: **Ying Zhou**, *U. of Surrey*
Author: **Min Zou**, *Henley Business School, U. of Reading*
Author: **Chiahuei Wu**, *King's College London*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Author: **Mark Griffin**, *Curtin U.*

Previous research on the psychological effect of job change has revealed a honeymoon-hangover pattern during the turnover process. However, there is a dearth of evidence on how individuals react and adapt to multiple job changes over their working lives. This study distinguished adaptation to a single job change in the short term from adaptation to the process of job change in the long term. Drawing on two large-scale longitudinal datasets from Britain and Australia, it examined how job satisfaction trajectory evolved as individuals made a series of consecutive job changes since they first entered the labour market. Our fixed effect analyses showed that in both countries, individuals experienced a greater honeymoon effect with each successive job change, before gradually reverting to their baseline well-being. In short, the amplitude of the honeymoon-hangover effect increased across multiple job changes. By distinguishing 'adaptation to change' from 'change in adaption', this study generated original insights into the role of job mobility in facilitating career development and extended set point theory from understanding the impact of single life events to recurring life events.

CAR: **We are Not all the Same: Job Seeker Profiles Based on Agentic and Contextual Features**

Author: **Jolien Stremersch**, *Ghent U.*
Author: **Dave Bouckenooghe**, *Brock U.*
Author: **Adam Michael Kanar**, *Cornell U.*

Studies on job search typically use a variable-centered approach, which assumes job seekers come from one homogeneous population in terms of their job search activities, antecedents, and outcomes. Complementing this research approach, the current study used a person-centered approach to identify subgroups of job seekers with distinct profiles varying in attitudinal, individual, behavioral, and contextual factors (i.e., job search quality, job search intensity, conscientiousness, job search self-efficacy, social pressure, job search volition, and financial need). Further, we investigated whether these profiles help predict differences in job search outcomes. Utilizing latent profile analysis, we identified four qualitatively distinct profiles among employed and unemployed job seekers: the job search laggard, the financially burdened job seeker, the financially secured job seeker, and the job search champion. As predicted, these profiles differed in their relationships with job search outcomes (i.e., rumination, number of job interviews, and job offers). The results suggest that the person-centered approach is a useful, complementary method for identifying and analyzing subgroups of job seekers within larger populations.

CAR: **Does Economic Hardship Influence the Job Search Quality and Reemployment Outcomes?**

Author: **Zia Ul Islam**, *U. of Science and Technology of China*
Author: **Zahid Hameed**, *Prince Mohammad Bin Fahd U.*
Author: **Rana Muhammad Naeem**, *The Islamia U. of Bahawalpur, Pakistan*

The objective of this study is to unearth the association among economic hardship, job search quality (i.e. the use of more or less quality job search strategies) and reemployment outcomes (i.e. status and quality). We utilized the conservation of resource (COR) framework and integrated the stress and self-regulation discourse with additional support from the perceived fit literature. In a longitudinal study (four-waves), using self-report measures, we collected data from recently unemployed individuals (N=413) actively looking for a new job. The hypotheses were tested in structural equation modeling (SEM).Our findings revealed that economic hardship is negatively related to focused job search strategy and positively related to haphazard job search strategy. The association between focused strategy and reemployment outcomes was positive whereas the relationship of haphazard strategy and reemployment outcomes was negative. Further, the job strategies mediated the relationship between economic hardship and reemployment outcomes. Theoretical and practical implications were discussed in detail.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1064** | Submission: **20248** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Promotability, High Potential, and Star Employees

Session Moderator: **Kylie Hershey**, *U. of Kansas*

CAR: **When to Identify and Grow High Potential: A Life Stage Perspective**

Author: **Kylie Hershey**, *U. of Kansas*
Author: **Jill Ellingson**, *U. of Kansas*

The concept of high potential has been discussed in reference to individuals entering the workforce, employees at mid-levels in their careers, and those being considered for executive roles. Despite its relevance across employees' careers, it is unclear when high potential should be assessed. Further complicating the timing of high potential measurement is that it is a multi-faceted construct comprised of dimensions that vary in their degree of malleability. That is, more inherent dimensions may be observable early in an employee's career while others naturally or intentionally mature over time. In this paper we offer a life-stage model of high potential to address the question of when to assess high potential. Using Levinson et al.'s (1978) life stage model of adult development and the lifespan perspective, we argue that at any given time an employee is pursuing broader developmental goals that activate the relevance of corresponding high potential dimensions. Developmental goals trigger the observability of more inherent dimensions; for more malleable dimensions, developmental goals activate a natural maturation or developmental readiness for more active growth. The final model suggests that high potential is not at a static construct easily observable in junior-level employees but a dynamic construct that shifts in its manifestation over time. More practically the model guides the timing of high potential assessment and development.

CAR: **Do Employees Who Conduct Unethical Pro-Organizational Behavior Have Higher Promotability?**

Author: **Angela Jie Xu**, *Jinan U.*

Employees might conduct unethical behavior to benefit the organization (i.e., unethical pro-organizational behavior [UPB]). Such a complex form of unethical behavior has received increasing media and scholarly attention in the past decade. Despite the accumulated knowledge about what promotes employees to engage in UPB, we know little about how leaders would assess the career potential of employees who engage in UPB. Drawing on affective events theory (AET), we contend that working with employees who conduct UPB would make leaders feel anxious, which in turn leads to their lower ratings on these employees' promotability. Through a vignette-based experiment among 79 MBA students (Study 1) and a two-wave questionnaire survey among 425 working dyads (Study 2), we found support for our speculation. Moreover, we found that leaders are less likely to experience anxiety and assign lower promotability ratings to employees who conduct UPB when they have good leader-member exchange (LMX) relationships with these employees. Our findings advance extant UPB literature, and offer critical implications for practitioners regarding when they can(not) rely on their leaders to manage employee unethical behaviors and career development.

CAR: **The Influences of Enriching Learning Resources in Adolescence on the Formation of Star Employees**

Author: **Chengxi Ren**, *Renmin U. of China*
Author: **Jinyi Zhou**, *U. of Science and Technology Beijing*
Author: **Shiyong Xu**, *Renmin U. of China*

Although previous studies have investigated multiple social influences of star employees, the antecedents of star formation were generally overlooked by these studies. Drawing upon the imprinting theory, we develop a model describing the formation process of stars from the perspective of individuals' early experiences. Specifically, we hypothesize that enriching learning resources in adolescence will enhance individuals' educational status and extraversion but undermine their conscientiousness, and the relationships will be moderated by household poverty status. Moreover, we suggest that these three characteristics will predict individual's future stardom. Using the data from two cultural backgrounds: the China Family Panel Studies in Mainland China and the National Longitudinal Study of Youth (1997) in United States, we found that enriching learning resources in adolescence will facilitate the formation of star employees through improving their educational status and extraversion, but not conscientiousness. Household poverty will weaken the positive effect of enriching learning resources on educational status, and the indirect effect on star formation. Theoretical and practical implications of our study are discussed.

CAR: **Careers in Self-Managed Organizations: Who Gets Ahead When Personnel Management is Decentralized**

Author: **Aino Tenhiälä**, *IE Business School*
Author: **Rocio Bonet**, *IE U.*
Author: **Niina Nurmi**, *Aalto U. School of Science*
Author: **Ivana Radivojevic**, *IE Business School*

Self-managed organizations (SMOs), characterized by decentralization of key organizing processes have been gaining prominence in the last decades, but research on decentralized personnel/performance management remains limited. This is important to study because as decision making about what is valuable in the organization moves from the manager to the peers, employees' priorities regarding where to invest in the organization might shift, with important consequences for their careers. The present research explores what kinds of behaviors are rewarded when important performance management functions, i.e., employee development and compensation, are largely decentralized. We use data from a SMO (SelfCo) where employees worked in customer-facing projects teams and conduct a mixed-methods study to explore how employee development decisions affect their career success in the organization. At SelfCo, employee development was decentralized through an internal digital platform, whereby employees could offer and consume human and social capital-oriented services. We analyze company records over a three-year period to study whether activity on the platform is related to three career-related markers: peer-based salary increases and manager allocation to projects (their quantity and status). Our qualitative data contextualizes our findings. With this research, we hope to expand our understanding of who "gets ahead" when performance management is decentralized.

Session Type: **Symposium**
Program Session: **1065** | Submission: **15761** | Sponsor(s): **(CAR, HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Overcoming Gender Bias in Higher Education Institutions: The Importance of Gender Equality Plans

Session Chair: **Fida Afiouni**, *American U. of Beirut*
Session Chair: **Eleni Apospori**, *Athens U. of Economics and Business*
Organizer: **Fida Afiouni**, *American U. of Beirut*
Organizer: **Eleni Apospori**, *Athens U. of Economics and Business*
Organizer: **Hussein Darwish**, *School of Management, U. of Bath*
Discussant: **Yasmeen Makarem**, *American U. of Beirut*
Presenter: **Jill Gould**, *U. of South Australia*
Presenter: **Carol T. Kulik**, *U. of South Australia*
Presenter: **Ashley Platt**, *U. of South Australia*
Presenter: **Gaby Dijkstra**, *Rotterdam School of Management, Erasmus U.*
Presenter: **Hanneke Takkenberg**, *Erasmus U. Rotterdam*
Presenter: **Tjaša Cankar**, *IEDC-Bled School of Management*
Presenter: **Deirdre Meursing**, *Nehem B.V*
Presenter: **Tamara Van Steeden**, *Nehem B.V*
Presenter: **Fernanda Campanini Vilhena**, *U. of Deusto*
Presenter: **María Pilar Rodríguez**, *U. of Deusto*
Presenter: **María Silvestre Cabrera**, *U. of Deusto*
Presenter: **Eleni Apospori**, *Athens U. of Economics and Business*
Presenter: **Fida Afiouni**, *American U. of Beirut*
Presenter: **Sophie Alkhaled**, *Lancaster U. Management School*
Presenter: **Jelena Angelis**, *Stockholm School of Economics*
Presenter: **Hussein Darwish**, *School of Management, U. of Bath*
Presenter: **Jan De Schampheleire**, *168606*
Presenter: **Marie-Anne Guerry**, *Vrije U. Brussel*
Presenter: **Sarah Jack**, *Stockholm School of Economics*
Presenter: **Stathis Katopodis**, *Athens U. of Business & Economics*
Presenter: **Yasmeen Makarem**, *American U. of Beirut*
Presenter: **Irene Nikandrou**, *Athens U. of Economics and Business*
Presenter: **Ella Oelbrandt**, *Vrije U. Brussel*
Presenter: **Nancy Pouloudi**, -
Presenter: **Natalya Radko**, *Lancaster U.*
Presenter: **Bert Schreurs**, *Vrije U. Brussel*
Presenter: **Malin Skanelid**, *Stockholm School of Economics*
Presenter: **Valerie Stead**, *Lancaster U.*
Presenter: **Mariangela Trompeta**, *Research Associate at Athens U. of Economics and Business*
Presenter: **Christos Tsanos**, *Athens U. of Economics and Business*
Presenter: **Christophe Vanroelen**, *Vrije U. Brussel*
Presenter: **Karol Vieker**, *Stockholm School of Economics*
Presenter: **Konstantinos G. Zografos**, *Lancaster U. Management School*

Business & Management (B&M) schools and the wider academic context have been characterized as based on a traditional, linear male model according to which academics focus on their career only, work full- time, and have no family responsibilities In line with the current AOM theme "Putting the Worker Front and Center", this symposium brings together four papers that showcase theoretical and practical insights to achieve gender equality in higher education institutions. The symposium starts by providing a scoping review of gender bias in academia and goes beyond shedding light on barriers, to focus on showcasing effective actions taken to reach gender equality in academic institutions in Lebanon, and across a variety of European countries including Greece, Sweden, the UK, Netherlands, Spain, Slovakia, Slovenia, Germany, France, and Belgium. The takeaways of this symposium provide culturally diversified insights into the progress made towards achieving gender equality in academia, with reflections on both theoretical and practical implications on gender equality in academia.

Planning with incomplete data: A scoping review of gender bias in academia

Author: **Jill Gould**, *U. of South Australia*
Author: **Carol T. Kulik**, *U. of South Australia*
Author: **Ashley Platt**, *U. of South Australia*

Equal 4 Europe: Paving the Way toward Gender Equality in European Business Schools

Author: **Gaby Dijkstra**, *Rotterdam School of Management, Erasmus U.*
Author: **Hanneke Takkenberg**, *Erasmus U. Rotterdam*
Author: **Tjaša Cankar**, *IEDC-Bled School of Management*
Author: **Deirdre Meursing**, *Nehem B.V*
Author: **Tamara Van Steeden**, *Nehem B.V*

Participatory approaches to initiate change: Creating a Handbook on the gender perspective in HEIs

Author: **Fernanda Campanini Vilhena**, *U. of Deusto*
Author: **María Pilar Rodríguez**, *U. of Deusto*
Author: **María Silvestre Cabrera**, *U. of Deusto*

TARGETED MPI: GEPs implementation in Europe and Lebanon: sharing progress and lessons learned

Author: **Eleni Apospori**, *Athens U. of Economics and Business*
Author: **Fida Afiouni**, *American U. of Beirut*
Author: **Sophie Alkhaled**, *Lancaster U. Management School*
Author: **Jelena Angelis**, *Stockholm School of Economics*
Author: **Hussein Darwish**, *School of Management, U. of Bath*
Author: **Jan De Schampheleire**, *168606*
Author: **Marie-Anne Guerry**, *Vrije U. Brussel*
Author: **Sarah Jack**, *Stockholm School of Economics*
Author: **Stathis Katopodis**, *Athens U. of Business & Economics*
Author: **Yasmeen Makarem**, *American U. of Beirut*
Author: **Irene Nikandrou**, *Athens U. of Economics and Business*
Author: **Ella Oelbrandt**, *Vrije U. Brussel*
Author: **Nancy Pouloudi**, -
Author: **Natalya Radko**, *Lancaster U.*
Author: **Bert Schreurs**, *Vrije U. Brussel*
Author: **Malin Skanelid**, *Stockholm School of Economics*
Author: **Valerie Stead**, *Lancaster U.*
Author: **Mariangela Trompeta**, *Research Associate at Athens U. of Economics and Business*
Author: **Christos Tsanos**, *Athens U. of Economics and Business*
Author: **Christophe Vanroelen**, *Vrije U. Brussel*
Author: **Karol Vieker**, *Stockholm School of Economics*
Author: **Konstantinos G. Zografos**, *Lancaster U. Management School*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1066** | Submission: **17421** | Sponsor(s): **(CAR, OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

Work, Occupations, and Inequality

Organizer: **Andrea Wessendorf**, *U. of Edinburgh business school*
Discussant: **Melissa Mazmanian**, *U. of California, Irvine*
Presenter: **Chelsea Lei**, *Boston College*
Presenter: **Sharon Koppman**, *U. of California, Irvine*
Presenter: **Sandra Portocarrero**, *Columbia Business School*
Presenter: **Audrey Holm**, *HEC Paris*
Participant: **Curtis Kwinyen Chan**, *Boston College*
Participant: **Melissa Mazmanian**, *U. of California, Irvine*
Participant: **Christopher Bauman**, *U. of California, Irvine*
Participant: **Christopher James Lam**, *UC Irvine*
Participant: **Kimberly Rocheville**, *Creighton U.*

This symposium brings together ongoing research projects on work, occupations, and inequality. Inequality is one of the grand challenges of our time. This symposium seeks to create new knowledge about how work and occupations contribute to patterns of inequality. The projects adopt qualitative and mixed methods and explore different "stages" of work and occupations, covering occupational emergence, access to established occupations, work allocation on the job, and how day-to-day work can unintentionally recreate patterns of inequality. Specifically, these projects discuss how pressures for occupational closure and inclusion can be managed during the professionalization process to maintain openness for different perspectives and practices; how class signals enable and constrain access to established occupations based on intersecting social group memberships; how the racialization of work affects task distribution within the workplace; and how managing tensions between competing imperatives can help individuals cope in their day-to-day work but unintentionally recreate inequality. This symposium, which is both relevant and topical, will yield interesting insights for researchers and practitioners looking to address patterns of social inequality. We hope that this symposium will provide a forum for discussion about what we can learn from these projects and provoke insights into future directions for research.

Pluralism Without Anything Goes: The Inclusive Professionalization of Visual Practice

Author: **Chelsea Lei**, *Boston College*
Author: **Curtis Kwinyen Chan**, *Boston College*

Getting into Silicon Valley: The Interplay of Cultural Capital and Race in Big Tech Hiring

Author: **Sharon Koppman**, *U. of California, Irvine*
Author: **Melissa Mazmanian**, *U. of California, Irvine*
Author: **Christopher Bauman**, *U. of California, Irvine*
Author: **Christopher James Lam**, *UC Irvine*

The Ideal Race-Typed Worker

Author: **Sandra Portocarrero**, *Columbia Business School*

To Care or To Cream: Leveraging Competing Imperatives in Reentry Work

Author: **Audrey Holm**, *HEC Paris*
Author: **Kimberly Rocheville**, *Creighton U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1067** | Submission: **21061** | Sponsor(s): **(CM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Ethics and Workplace Deviance

Session Moderator: **Liat Eldor**, *UPenn*

CM: **Workplace Insult: A Slight Event with Important Consequences**

Author: **Liat Eldor**, *UPenn*
Author: **Michal Hodor Star**, *Coller School of Management, Tel Aviv U.*
Author: **Peter Cappelli**, *U. of Pennsylvania*

We study how manager-to-employee insults affects employees' subsequent work efforts as measured by sickness absence, working hours, and appraisal awards. We use a unique individual-level monthly data over two years from a large chain of retail stores that has a longstanding practice in which store managers personally hand a birthday gift card to an employee on his or her birthday. Using a quasi-experimental design that exploits an unexpected insult shock of receiving a late birthday gift card, we identify a causal effect of the insulting event by implementing dynamic and static difference-in-difference models. We find that receiving a late birthday gift is associated with a detrimental effect on employees' work effort while waiting for the gifts, as represented by an increase of 38% in sickness absences, a reduction of more than two hours a month in working hours, and a decrease of 44% in employees' appraisal awards. Moreover, we find that the duration of waiting for the birthday gift card influences the insult strength and intensity. Our findings provide the first causal evidence of the impact of workplace insults, and expand our understanding of the various factors that shape the employee-manager relationship.

CM: **The Plurality Effect: People Behave More Unethically Toward Group Than Individual Targets**

Author: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*
Author: **Ruodan Shao**, *York U.-SSB*
Author: **Ann Tenbrunsel**, *U. of Notre Dame*
Author: **Daniel Skarlicki**, *U. of British Columbia*

Research on unethical behavior has tended to focus on the attributes of the actor who engages in organizational misconduct rather than on characteristics of the target. To extend knowledge of when and why unethical behavior (in particular, deception) might occur in organizations, we examine whether target plurality (i.e., whether the target is an individual or a group of individuals) influences deception directed toward the target and whether the target's group status and the actor's cultural values moderate this effect; further, we investigate moral concern as a unique explanatory mechanism for these findings. Across three pre-registered experiments and two supplemental studies, we find that individuals engage in more deception when interacting with groups as opposed to individual targets, which we label the plurality effect. Mediation and moderation results reveal that (a) the actor's moral concern toward the target explains the plurality effect, (b) when the target is outgroup, the plurality effect is stronger among actors with high (versus low) collectivistic values, and (c) moral concern explains the interaction between plurality, group status, and actor's collectivism. Practically, these findings can help organizational actors guard against an increased likelihood of behaving unethically and help potential victims in organizations avoid the costs associated with deceptive practices targeted at them.

CM: **The Devaluation of Honest Leaders: Causes and Solutions**

Author: **Elizabeth Huppert**, *Northwestern Kellogg School of Management*

Honesty is a fundamental human value. Yet, the world has witnessed increasing indifference and disdain towards honesty over the past several years. This article provides novel theorizing to explain this lack of regard for truth. We theorize that intergroup conflict elicits a zero-sum mindset, leading people to focus on the short-term success of their in-group (often at the cost of an out-group), which influences leader preferences. People care more about social values that are linked with short-term in-group success – parochial benevolence, competence, and authenticity – and will prioritize these values over honesty, which is often perceived to be less beneficial in the short-run. This devaluation of honesty is exacerbated when people perceive a leader's dishonesty as signaling these social values. We begin by explaining how honesty and dishonesty relate to these social values. We integrate recent findings in organizational behavior, moral psychology, political science, and sociology to explain how intergroup conflict leads people to prioritize them over honesty. We conclude by discussing new strategies that individuals and organizations can implement to promote honesty. Ultimately, this research deepens our understanding of honesty and the forces that promote and impede its development in leaders and their followers.

CM: **Intergenerational Abusive Leadership: How Attributions Perpetuate the Cycle of Abuse**

Author: **Danbee Chon**, *Stanford U.*
Author: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*

Abusive supervision is associated with a number of adverse individual and institutional outcomes—for the abuser, the abused, and their organization. Yet, abusive leadership seems to persist from one generation of leaders to another. In this work, we offer an intergenerational account of abusive supervision by proposing that the attributions subordinates grant to their leaders' abusive behaviors—whether they ascribe these behaviors to self- or other-oriented intentions—further maintain the cycle of abusive leadership. Across three studies including two multiphase field studies and one experimental (pre-registered), we find that subordinates who perceive the leader's abusive behavior to genuinely benefit the subordinate (performance promotion) rather than to enact harm (injury initiation) not only morally license their leaders' abuse, but also endorse similar leadership style for themselves. By recognizing the ramifications of reframing actions of abusive leaders as benevolent, our work explains how the cycle of abusive leadership perpetuates over time.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1068** | Submission: **11669** | Sponsor(s): **(CM, OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Novel Insights into Who, Where, and Why We Trust

Session Chair: **Einav Hart**, *George Mason U.*
Session Chair: **Thomas Bradford Bitterly**, *HKUST Business School*
Presenter: **Julian Jake Zlatev**, *Harvard Business School*
Presenter: **Cecily Cooper**, *U. of Miami*

Trust is a psychological state that reflects the beliefs and expectations one person has toward another regarding the positive nature of their behavior and intentions in situations entailing risk and vulnerability. Trust is essential for effective interpersonal and professional relationships. In this symposium, we present novel research on the psychological, interpersonal, and contextual factors underlying the decision to trust another person. In doing so, we present important contributions to the literature on both establishing and repairing trust. We highlight the importance of observing people's (consistent or inconsistent) decisions over time, and show how people interpret others' trust in them. In particular, the papers presented will show that (1) individuals distrust others who switch political parties, even when they switch into the evaluator's own political party; (2) the relationship between deception and trust differs when being deceptive once versus being completely deceptive; (3) across different trust-violations, temporal distance increases apology effectiveness for trust repair; and (4) employees can appraise and react to felt trust differently, depending on their organization-based self-esteem and how consistent this trust is with their own self-view. This set of papers discusses novel theories and findings, integrating results from the lab and from the field. We highlight the importance of investigating trust using a broader lens, reflecting multiple timepoints and different interpersonal and organizational contexts.

Change We Can't Believe In: Distrust of Political Newcomers

Author: **Julian Jake Zlatev**, *Harvard Business School*
Author: **Amos Schurr**, *Ben Gurion U. of the Negev*
Author: **Nir Halevy**, *Stanford U.*

The Psychometrics of Deception and Trust

Author: **Thomas Bradford Bitterly**, *HKUST Business School*

Apologize, Then Give It Some Time: The Roles of Time and Anger in Trust Repair

Author: **Rachel Lea Campagna**, *U. of New Hampshire*
Author: **Alexandra A. Mislin**, *American U.*
Author: **Einav Hart**, *George Mason U.*
Author: **Jonathan Lee**, *U. of Minnesota Duluth*
Author: **Kurt T Dirks**, *Washington U. in St. Louis*

Work-Home Implications of Felt Trust

Author: **Dejun Kong**, *U. of Colorado, Boulder*
Author: **Cecily Cooper**, *U. of Miami*
Author: **Craig D. Crossley**, *U. of Central Florida*
Author: **Jian Peng**, *Guangzhou U.*
Author: **Réka Anna Lassu**, *Pepperdine U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1069** | Submission: **20394** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Sensemaking From the Top

Session Moderator: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*

CMS: **Elitization, Sensemaking Narratives, and Conspiracy Theories**

Author: **Israel Fortin**, *Goa Institute of Management*
Author: **Nitesh Bhat**, *Indian Institute of Management, Bangalore*

In this article, we elaborate on the connection between organizational elites and conspiracy theories by uncovering a continuum of elitization. This continuum of elitization starts with aspiring elites, progressively moves to more exclusive elites, and dives deeper into opaque and invisible elites that might not even exist. Approaching organizational elites at different stages of a continuum of elitization allows clearer definitions of the term 'elite' and helps to explain why conspiracy theories about elites are naturally produced and disseminated. This article elaborates on the connection between conspiracy theories about elites and the concept of elite and why studies of self-identified, visible, or legitimate elites remain incomplete. Using the notion of sensemaking narrative, we offer an explanation for the association between the concept of elite, the absence of sensemaking cues, and conspiracy theories. Investigating how elitization generates conspiracy theories appears especially relevant today considering recent claims that we might be entering a post-truth era.

CMS: **737 Max and New Technology Adoption: Entanglement in Risky Contexts**

Author: **Amy L. Fraher**, *Independent Scholar / Researcher*

This paper investigates how temporal rhythms and sociomaterial processes entangled to compromise safety during development of the Boeing 737 Max airliner resulting in two airline crashes within a five-month period and the death of 346 people. The analysis demonstrates that Boeing adopted a flawed flight control system designed for a different aircraft and the FAA certified the system, thereby passing known controllability problems on to the airline customer, leaving pilots to sort out the automation's shortcomings in real time. By theorizing how shortsighted, overly optimistic, recycled solution-making during adoption of new technologies can detrimentally impact performance in real-time, this paper makes a problem-driven theoretical contribution. Findings paradoxically signal ways that heightened trust between regulators and manufacturers during development of advanced technologies—particularly when involving the expanded use of automation—do not always enhance safety or improve performance, and can instead negatively impact frontline practice.

CMS: **Video Analysis of the Boeing 737 Max: A Contribution to Apology Theory**

Author: **Amy L. Fraher**, *Independent Scholar / Researcher*
Author: **Gina Martfeld**, *US Coast Guard Academy*
Author: **Theresa McBride**, *US Coast Guard Academy*

This article analyzes The Boeing Company's response to the crash of two 737 Max airliners and the death of 346 people. Considerable management research documents what should be said and when after crisis, yet few studies examine how spokespeople behave when making an apology and how emotions impact the post-crisis message. In this study, we draw on Tavuchis' (1993) sociology of apology theory, using video to evaluate the verbal, nonverbal and emotional responses of families, reporters and politicians to Boeing's apology. The emotional dynamics among these interlocutors vary. However, we found Boeing's evasion of accountability, obfuscation of facts, culture of concealment, and lack of remorse, revealed a disingenuousness that invalidated the sincerity of Boeing's apology. Not only did Boeing's post-crash response fail to facilitate closure and restore confidence in ways management theory dictates, Boeing's narrative increased people's anger, stoking resentment and a sense of retaliation. The result was the most extensive government investigation in transportation history, longest airliner grounding ever, significant fines, and criminal charges against Boeing. Our findings suggest that society may be embarking on a 'new normal' in crisis management in which Kabuki-like performances by corporate executives fail to convince interlocutors, make victims unwilling to settle for fiscal remuneration, and workers unwilling to coverup their employers' misdeeds.

CMS: **Managing and Accounting as Usual? Major Bank Supportive Narrative on Brazilian Labor Reform**

Author: **Luciana Holtz**, *Uffj*
Author: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Author: **João Paulo Resende Lima**, *U. of Glasgow*

The paper analyses the development of a supportive narrative, in corporate reports, from one of the Brazilian major banks regarding Brazil's labor reform of 2017. Embracing the potential of the political economy of accounting and narrative analysis, we consider corporate reports as means to understand interests, events, and actions adopted by powerful banking corporations. We collected corporate reports from 2014 to 2017, contrasting the workers union's perspective and the country's political scenario. The analysis reveals how the bank reports established and controlled reality in agreeance with its dominant interests; presented a limited and unilateral standpoint omitting contradictions; smoothed the bank financing of electoral campaigns and its impartial interest in the proper functioning of the country's democratic institutions. Different narrative angles over the same events account for specific interests that were unilateral and constrained. Hence, Labor reform was accounted as necessary and beneficial by a major banking corporation, while an increase in precarious labor relations imposed by the reform of bankers' unions. Finally, the inquiry uncovers novel dynamics of corporate influence and workers' resistance; in terms of the political economy of accounting, it reinforces the role of management and accounting in the margins of financial capitalism.

Session Type: **Paper Session**
Program Session: **1070** | Submission: **20123** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Constructing Solidarities Across Difference

Session Moderator: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*

CMS: **Organizing for Collective Action: Female Activists Fighting Marginalization**

Author: **Lucia Garcia-Lorenzo**, *London School of Economics and Political Science*
Author: **Lucia Sell-Trujillo**, *U. of Sevilla*
Author: **Paul Donnelly**, *Technological U. Dublin*

Activism entails provoking, opening and/or maintaining ongoing dialogues to enable those in unstable, unequal or precarious conditions to become visible and have a voice. A generative engagement with activism, however, requires not only the ability to speak, occupy, and perform in public spaces but also to open them up to allow for alternative perspectives and conditions to emerge. Drawing on Goffman's work, we look at female activism through the lens of performance to understand how a group of Spanish female activists develop spaces for dialogue when fighting against precarity. We use a qualitative study, conducted over nine years, focusing on the experiences of participants of two activist collectives in Seville, southern Spain, that emerged in consequence of the Great Recession. Our analysis illustrates how the activists crafted 'backstage', 'frontstage' and 'offstage' spaces during their fight against precarity to engage different audiences in dialogue. On the one hand, activists built safe spaces in which they could (re)imagine their subjectivities and develop resistances to hegemonic voices. On the other hand, they staged and enacted contestation scripts by appropriating and opening up private, public, and institutional spaces. Our results expand current understanding of dialogical organising, especially among female activists, by looking at the spatial and dialogical practices whereby precarious actors, who do not have a 'place' within the symbolic distribution of places, create spaces for themselves and for the possible through ongoing dialogue.

CMS: **Mobilizing Solidarity Across Difference: The Radical Politics of a Dialogized Corporeal Ethics (WITHDRAWN)**

Author: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Author: **Carl Rhodes**, *U. of Technology, Sydney*

This paper builds on discussions of corporeal ethics in organisations, focusing on the relations between situated bodies. We attend to how this ethics, while arising in each body, gains effect when it is mobilized collectively as a response to the injustice of inequality. Corporeal ethics is reimagined as form of embodied dialogue, where the social and material intertwine across a multitude of unequal differences. Drawing the Bakhtinian distinction between monologue and dialogue, we show that corporeal ethics serves as a decentralising force that disturbs systems of oppressive power without seeking to instantiate a new form of domination. We consider a dialogized corporeal ethics in relation to Judith Butler's work on recognition and assembly, avowing that bodies (workers) can work together to disrupt the prevailing power of monological accounts that shut down difference, opposing them with more plural, democratic and tolerant alternatives. Working together, assembled bodies become a site of collective corporeal ethics, perpetuated by political dialogue, grounded in situatedness, and enacting an ethical sensibility between bodies in relation to each other. In sum, the paper avers a political project where assembly can be understood a dialogical practice of radical democracy where solidarity is mobilized across difference.

CMS: **Daily Concerns**

Author: **Alexandre Faria**, *EBAPE/FGV*
Author: **Sadhvi Dar**, *Queen Mary U. of London*

In this paper, the authors mobilize an intentionally fragmented dual-ethnographic method to provide and share a thick description of their daily concerns with doing critical academic work during the dual-pandemics of Covid and white supremacist violence. This method harnesses works by and about the decolonial Caribbean feminist, Sylvia Wynter, to show how academic work can make space for acts of re-humanization in daily, often hidden, forms of orality that mediate experienced fragmentation under racial oppression. The daily concerns described in this paper engage directly with recent calls to address epistemic/epistemicidal injustices that structure racist knowledge production in Management and Organisation Studies. Extending recent calls from Black and Brown scholars for 'collective intellectual activism' to disrupt and transform racist knowledge structures, this dual-ethnographic method highlights the importance of making space for personal accountability and deep reflection alongside coalitional and solidary movements that build community. The paper contributes a method for making such spaces in our academic work as well as setting out findings from this engagement in the form of three sites for interventions that this engagement identified: critique(s); white de/colonization; and border situations and mestiza consciousness.

CMS: **"We All Stand Together" (Or Do We?): Understanding the Emergence of Solidarity at Work**

Author: **Anne Antoni**, *Grenoble Ecole de Management*
Author: **Heather Connolly**, *Grenoble Ecole de Management*

Why and when do we feel the impetus to act in solidarity with others? This question has long been tackled by labour scholars to understand the rise and fall of trade unionism and by social movement theorists trying to illuminate the ability of activists to mobilize for collective action. On the contrary, management and organization scholars have only recently started to study solidarity as an organizational phenomenon. In this article, we build on moral and organizational psychology to refine our understanding of the contingency of the emergence of solidarity at work. We distinguish conceptually solidaristic feelings and solidaristic actions and theorize that solidarity is contingent on the interactive construction of collective identity and perception of injustice. Based on this theorization, we unpack why new forms of management are so efficient to prevent the emergence of solidarity in organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1071** | Submission: **11043** | Sponsor(s): **(CMS, SIM, ONE)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Developing a Research Agenda for Climate Justice in Management and Organization Studies

Organizer: **Nichole Kay Wissman**, *U. of San Diego*
Organizer: **Seray Ergene**, *U. of Rhode Island*
Organizer: **Erim Ergene**, *Bryant U.*
Organizer: **Oscar Jerome Stewart**, *U. of San Francisco*
Organizer: **Jennifer DeBoer**, *Western Colorado U.*
Panelist: **Bobby Banerjee**, *Bayes Business School (formerly Cass), City, U. of London*
Panelist: **Steffen Boehm**, *U. of Exeter Business School*
Panelist: **Marta B. Calas**, *U. of Massachusetts, Amherst*
Panelist: **Alec Foster**, *Illinois State U.*
Panelist: **Maria Ehrnström-Fuentes**, *Hanken School of Economics*
Panelist: **David Levy**, *U. of Massachusetts, Boston*
Panelist: **Gail Whiteman**, *U. of Exeter Business School*

This panel symposium is an opportunity to discuss the neglected area of grand challenges-- the intersection of social equity, justice, and climate change. The unprecedented disasters from climate change disproportionately affect marginalized communities, people of color, women, indigenous communities, the disabled, and those socioeconomically disadvantaged, particularly the global south. Further, those who contributed the least to carbon emissions will be the most affected. With the critical need to address the climate crisis and intersecting inequalities, in this symposium, we ask, how can organization and management scholars engage with climate justice? The panelists and audience will explore ideas around climate justice, engage interdisciplinary perspectives and ontological and epistemological approaches, and discuss implications for stakeholders and paths for future research and engaged scholarship. The symposium aims to deepen engagement with climate (in)justice in MOS scholarship and forge new routes for equity and climate change engagement.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1072** | Submission: **20380** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Executive Management Communication

Session Moderator: **Shijun Xia**, -

CTO: **Vulnerability to Investment Risk: How CEOs Seek to Repair Trust in Communication with Investors**

Author: **Terhi Chakhovich**, *LUT U., School of Business and Management*
Author: **Johanna K. Moisander**, *Aalto U.*
Author: **Marja-Liisa Kuronen**, *Independent Researcher*

Perceptions risk, trust, and vulnerability play complex roles in investor relations. In this paper, we set out to examine how companies seek to manage investor trust and perceptions of investor vulnerability to risk in CEO letters of annual reports. While much of the existing research has examined how investors perceive and make sense of their vulnerability to risk as trustors, we draw analytical attention to how companies seek to manage these perceptions and about the complex roles that CEOs play as trustees in the communicative processes involved. Based on an empirical study of 69 CEO letters, in which CEOs attempted to repair trust during and after the financial crisis of 2008–09, we identify two main strategies with which executives discursively manage risk to repair trust in themselves and their companies: destruction of investor vulnerability and managed CEO vulnerability. While the purpose of the first strategy is to decrease apparent investor vulnerability, the purpose of the second is to make vulnerability that cannot be decreased feel more bearable to investors by connecting this vulnerability to CEOs rather than investors. We thus show how vulnerability to risk is decreased but also purposefully and strategically celebrated. Trust is valorized as a construct that connects investors and CEOs as human beings, marketing a hubris of "companionship" in financial markets. This works towards discursively constructing financial markets as non-vulnerable.

CTO: **Roles of CEO Twitter Post and Corporate Press Release in Predicting Acquisition Outcomes** ☯ 💻

Author: **Xinran Joyce Wang**, *Zicklin School of Business, Baruch College, City U. of New York*
Author: **Jiyu WANG**, *U. of Texas at Dallas*
Author: **Jun Xia**, *U. of Texas at Dallas*
Author: **Rui Yang**, *Tongji U.*

While management research has given attention to public communications, we know little about how personalized and depersonalized communications affect strategic outcomes differently. Drawing from communication research, we theorize that CEO tweets and firm press releases represent personalized and depersonalized communication modes, respectively. We argue that acquirer CEOs' tweets with increased sentiments after deal announcement demonstrate intimacy at a distance, thereby increasing acquisition completion and reducing acquisition duration. In contrast, acquirer press releases with increased sentiment exhibit unilateral acquirer power to bargain, adversely impacting acquisition outcomes. Moreover, both main effects are attenuated by acquirers' corporate social responsibility. Using a sample of acquisition deals announced by S&P 500 firms during 2009–2019, we find support for our theoretical predictions.

CTO: **A Blessing and a Burden! The U-Shaped Relationship Between Managerial Tone and Corporate Risk Taking**

Author: **Hanqing Zhao**, *Sun Yat-Sen U.*
Author: **Heng Liu**, *Sun Yat-Sen U.*
Author: **Man Yang**, *Hanken School of Economics, Finland*
Author: **Huiyang Li**, *Lingnan College*

Although current research has demonstrated that linguistic communication of top managers could shape stakeholder expectancy and evaluations, these studies have largely neglected the potential hazards of executive communication and firms' follow-up responses. Integrating expectancy violation theory with prospect theory, we explore how different levels of managerial tone influence corporate risk-taking by shaping different stakeholder expectancy violation scenarios, thus presenting an overall U-shaped relationship between managerial tone and corporate risk-taking. Using a computer-aided approach to identify managerial tones, our empirical study among 2007-2019 panel data of Chinese listed firms indicates that managers tend to take more risks (illustrated by high earnings volatility and acquisition spending) after delivering high-level (optimistic) or low-level (pessimistic) linguistic tones at an earnings communication conference. The study also finds firm prominence as a key moderator, that is, the managerial tone has a more significant effect on the risk-taking of prominent firms than obscure firms. The results are robust by employing alternative measures, a random-effect model, 2SLS, and GPSM. These findings contribute to the tone literature and expectancy violation theory by suggesting that managerial tone is a double-edged sword, which strongly influences firms' following-up decisions on risk-taking.

CTO: **Executive Tenure and the use of Social Media**

Author: **Jule Klass**, *U. of Goettingen*
Author: **Yannik Gehrke**, *U. of Goettingen*

This study finds that executives' use of social media increases over their tenure. We explain this by executives' increased career concerns in early tenure that decrease with time spent in their role. We examine executives' use of social media as a function of tenure using a sample of 2,459 quarter-year observations of 122 executives listed in Execucomp between 2008 and 2021. Additional tests reveal that the positive relationship between tenure and the use of social media is more pronounced for executives that are less busy and have a high reputation. We contribute to research on factors determining executives' use of social media.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1073** | Submission: **20393** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Platform Ecosystem Strategy

Session Moderator: **Laurin Arnold**, *U. of Bayreuth, Fraunhofer FIT, Germany*

CTO: **The Varying Effects of Standardization on Digital Platform Innovation: Evidence from OpenStreetMap**

Author: **Laurin Arnold**, *U. of Bayreuth, Fraunhofer FIT, Germany*
Author: **Philipp Hukal**, *Copenhagen Business School*

We investigate the effects of standardization as a measure of direct control on digital platform innovation. Specifically, we study the standardization of parameters and procedures implemented in the web editing API on the popular geo-data platform, OpenStreetMap. Using a regression based approach to interrupted time series analysis, we assess the quantity and quality of new output generated on the platform before and after the standardization. We find that the intervention had varying effects on the innovations generated on OpenStreetMap: While the output in total number of affected data objects as well as the rate with which they were added decreased with the intervention, the level of detail with which data objects are described increased -- but only for those objects that were not in the immediate focus of the standardization. We frame these findings through the rich body of work on standardization and innovation in the technology management literature and engage a long standing tension in research on digital platforms -- the balance between control and innovation on platforms. We discuss the prospect of standardization as one way to directly control the balance between desirable and undesirable variation necessary for platforms to innovate as standardization restricts some activity, while enabling others.

CTO: **Disentangling Trust in Voice Assistants - A Configurational View on Conversational AI Ecosystems**

Author: **Andreas Janson**, *U. of St. Gallen*
Author: **Anuschka Schmitt**, *U. of St. Gallen, Institute of Information Management*
Author: **Tatjana Bevilacqua**, *U. of St. Gallen*

Voice assistants' (VAs) increasingly nuanced and natural communication via artificial intelligence (AI) opens up new opportunities for the experience of users, providing task assistance and automation possibilities, and also offer an easy interface to digital services and ecosystems. However, VAs and according ecosystems face various problems, such as low adoption and satisfaction rates as well as other negative reactions from users. Companies, therefore, need to consider what contributes to user satisfaction of VAs and related conversational AI ecosystems. Key for conversational AI ecosystems is the consideration of trust due to their agentic and pervasive nature. Nonetheless, due to the complexity of conversational AI ecosystems and different trust sources involved, we argue that we need a more detailed understanding about trust. Thus, we propose a configurational view on conversational AI ecosystems that allows us to disentangle the complex and interrelated factors that contribute to trust in VAs. We examine with a configurational approach and a survey study, how different trust sources contribute to the outcomes of conversational AI ecosystems, i.e., in our case user satisfaction. The results of our study show four distinct patterns of trust source configurations. Vice versa, we show how trust sources contribute to the absence of the outcome, i.e., user satisfaction. The derived implications provide a configurative theoretical understanding for the role of trust sources for user satisfaction that provides practitioners useful guidance for more trustworthy conversational AI ecosystems.

CTO: **Empirical Analysis of Interdependence Between Same and Cross-Sided Network Effects**

Author: **Lijun Wang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Tammo Bijmolt**, *U. of Groningen*
Author: **John Dong**, *Trinity Business School, Trinity College Dublin*

Online labor platforms have become an essential channel for freelancers to find short-term contracts and for employers to find high-quality labor forces. This is especially true during the pandemic as more people prefer less physical connections with others or even work online. However, given that platforms mainly profit by charging employer users, most research about online labor platforms has focused on improving matching efficiency or employers' hiring experience rather than from the perspective of freelancers' utility. Moreover, as a typical two-sided platform, the existence and influence of same- and cross-sided network effects in online labor platforms still need to be clarified. Using transaction data from a Dutch healthcare online labor platform, we empirically quantify the same-sided network effect, cross-sided network effect, and their interaction effects from freelancers' perspectives. Specifically, our results show that the same-sided freelancer size negatively impacts a freelancer's income. By contrast, cross-sided employer size can significantly increase freelancers' income. More importantly, our paper first attempts to demonstrate a positive interaction effect of same-sided freelancer size and cross-sided employer size on freelancers' income. The reason is that cross-sided employers provide more job opportunities and thus ease the intense competition among freelancers. Overall, this research suggests that platform owners should increase the user size of both sides to maintain network effects and ensure freelancers benefit from the platform.

CTO: **A Turning Point Perspective on Orchestrating a Nascent Hi-Tech Innovation Ecosystem**

Author: **Valerie Rashanthi Handunge**, *Warwick Business School*
Author: **Eivor Oborn**, *U. of Warwick*
Author: **Michael Barrett**, *U. of Cambridge*

Amidst our increasingly dynamic world, new innovation ecosystems are being assembled, often by imaginative start-ups, in the hopes of incentivising heterogeneous participants to collectively cocreate coherent service offerings for unresolved social problems. This nascent phase of ecosystem emergence can be characterised by dramatic upheaval, with rearranging of collaborative relations which can shape the course of the future innovation trajectory. This ongoing dramatic change in the nascent stage of ecosystem formation is characterised by points in time where fundamental and irreversible changes occur, what has been termed turning points – abrupt moments of change that give rise to a new reality which is irrevocable. Through a qualitative case study involving semi-structured interviews and observations at field configuring events, we show that orchestrating a nascent innovation ecosystem develops through turning points as it emerges and is constituted by its innovation trajectory, and the wider entrepreneurial landscape. We inductively identify three types of turning points, namely focalizing, prognostic, and inertial turning points, whose patterning are consequential to our understanding of orchestrating nascent innovation ecosystems. We conclude with practical implications for the orchestration of nascent innovation ecosystems.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1074** | Submission: **20392** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Digital Innovation & Organizations

Session Moderator: **Cristina Simon**, *IE U.*

CTO: **How to Manage Human-AI Complementarities: Developing Teaming Capabilities at Santander Bank**

Author: **Cristina Simon**, *IE U.*
Author: **Elena Revilla**, *IE U. - IE Business School Madrid, Spain*
Author: **Maria Jesus Saenz**, *Massachusetts Institute of Technology*

The potential of artificial intelligence (AI) to support knowledge-based tasks requires to consider it as an active agent that learns by interacting effectively with humans. This raises questions on how to build human-AI teaming capabilities to leverage their complementarities. Relying on the dynamic capabilities view, we report a case study of the implementation of an algorithm at a national subsidiary of Santander bank. We discuss how human-AI teaming as a DC was created through the management of tensions that emerge as both agents collaborate at three levels: at the structural level to attain interoperability (to create a smooth and effective co-operation), at the cognitive level to produce mutual knowledge (to capitalise on the complementarities of both agents) and at the relational level to build trust (to maximise the augmentation of human capabilities through AI). The development of human-AI teaming reveals as a path-dependent learning process based on cycles of sensing-seizing-transforming of internal resources, for mutual understanding and ultimately organisational performance improvement.

CTO: **The Social Construction of Equity in Global Offshoring Arrangements**

Author: **Jennifer Gibbs**, *U. of California, Santa Barbara*
Author: **Julia Eisenberg**, *Pace U.*
Author: **Dina Nekrassova**, *Independent Scholar*

This study examines the differing ways in which perceptions of equity and justice are constructed among global contractors involved in global outsourcing arrangements. A comparative case study of two global software organizations involved in offshore outsourcing reveals that global contractors across sites constructed different equity perceptions of similar foreign assignments. Drawing on theory on equity and organizational justice, we find that moving onsite activated the role of temporary contractor, but that this took on different meanings as global contractors from one site felt stigmatized as "second-class citizens" while those at the other site felt empowered as "free agents". Our emergent model suggests that the construction of different equity perceptions can be explained by an interplay of social and structural factors arising from both the outsourcing model and social interactions onsite. The findings have implications for global work design more broadly.

CTO: **Leveraging Dynamic Sourcing in Digital Innovation: Collaborative Innovation and Efficient Scaling**

Author: **Mathias Larsson Carlander**, *Stockholm School of Economics*
Author: **Magnus Mahring**, *Stockholm School of Economics*
Author: **Martin Sköld**, *Stockholm School of Economics*

Digital innovation work is typically driven by short, rapid, and iterative development cycles involving flexible recombination of digital assets. While digital innovation often involves drawing on external assets, the literature is surprisingly silent on the role of sourcing relationships in this context. Interestingly, the IT outsourcing (ITO) literature, including recent work on strategic innovation and sourcing, predominantly understands sourcing relationships as evolving from transaction-based towards collaborative and innovation-oriented, with long-term relationship development a prerequisite for collaborative innovation between providers and their customers. This apparent temporality mismatch leads to the question of whether and how firms pursuing digital innovation through flexibility, speed, and scaling can innovatively leverage more dynamic sourcing relationships. We pursue this topic through an in-depth case study of an incumbent firm integrating dynamic and flexible sourcing practices into its digital innovation work. We identify a set of dynamic sourcing activities that allow onboarding sourcing partners directly into collaborative innovation work and then transitioning the collaboration to efficiency-focused deployment and contract-based scaling. Our study thus articulates the role of dynamic sourcing in digital innovation and disconfirms core assumptions about ITO relationship evolution.

CTO: **The Algorithmic Infrastructure of the API Economy: The Case of Online Booking Services**

Author: **Roser Pujadas**, *U. College London*
Author: **Erika Valderrama**, *Department of informatics Umea U.*
Author: **Will Venters**, *London School of Economics and Political Science*

Digital infrastructures underly most social and economic practices today and play an increasingly important role within service provision. This study uncovers the important role of web Application Programming Interfaces (APIs) in reconfiguring digital infrastructures, and thus service provision, in the context of the so-called API economy. Employing digital research methods, we show empirically how web APIs have resulted in significant changes in the infrastructure of online hotel booking, resulting in new dynamics of service provision. Our research reveals that web APIs not only help constitute a de-centralized infrastructure that blurs organizational boundaries, but also involve the automation of processes and interactions, generating strong interdependencies between the processes and services of multiple organizations. Thus, we conceptualize the digital infrastructure underlying service provision in the so-called API economy as an algorithmic infrastructure, which executes distributed automated decision-making.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1075** | Submission: **20574** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Computational Approaches

Session Moderator: **Sunniva Hermann**, *NOVA School of Business and Economics*

CTO: **Estimating Global Bilateral Music Flows in the Streaming Age: The Role of Distance Measures**

Author: **Sunniva Hermann**, *NOVA School of Business and Economics*
Author: **Qiwei Han**, *Nova School of Business and Economics, U. Nova de Lisboa*

This study explores the relationship between bilateral music flows and consumer preferences in the streaming music era. A set of distance measures between countries to account for their connection in various dimensions is proposed and evaluated on the Spotify charts data during 2017-2021, considering the impact of digitization. The analysis shows that while traditional distance measures such as geographical proximity remain essential, cultural, economic and social distances are also significant factors. A composite measure is suggested to be more appropriate for accounting for consumer preferences in music streaming. The study provides insights into how the rise of music streaming has changed the pattern of international music demand.

CTO: **Ranking Pull Requests in Open Source Software**

Author: **John Patrick Lalor**, *U. of Notre Dame, Mendoza College of Business*

Issue tracking is an important part of the open source software (OSS) development process. Users submit bugs, new features, and other requests to OSS maintainers as issues, and new code to address these issues can be submitted by the OSS community as pull requests. It is up to a maintainer to prioritize these pull requests for review and inclusion into the code base. Estimating the importance of a pull request before reviewing it, however, is a difficult task. We propose and evaluate a new framework for classifying pull requests that incorporates community, contributor, and content features. These features take into account three important aspects of the OSS ecosystem: (1) Community consent as measured by the sentiment analysis of issue comments, (2) Contributor competence as determined by the frequency a contributor commits to the OSS code base, and (3) Content importance as determined by the number of times a particular file has been changed. Our evaluation on over 4000 closed issues across 54 popular GitHub repositories shows that the proposed features significantly contribute to the prediction of an issue's time to close. With Area Under the ROC Curve (AUC) scores up to 0.75, the results further show that these features are suitable predictors for classifying pull requests by importance and that repository-specific classifiers perform well with only a few hundred training examples.

CTO: **A Mimetic Theory of User Behaviors in Online Communities: A Computational Study of GitHub**

Author: **Thomas Grisold**, *HSG U. of St. Gallen*
Author: **Michael Gau**, *U. of Liechtenstein*
Author: **Youngjin Yoo**, *Case Western Reserve U.*

Online communities are virtual communities where users exchange knowledge, organize tasks, and accomplish work. We focus on how individual users influence the ways others behave. We draw from mimetic theory and leverage computationally intensive theorizing to examine the influence of popular developers on other developers in GitHub, the largest and most popular open source software development community. Analyzing a subsample of 324 projects, we find that the behavior of rockstars –i.e. exceptionally popular developers– is imitated by other developers, and thus strongly influences overall work patterns in projects. We further find that this effect is stronger when a rockstar is more active in a project. Our findings offer important contributions for research on online communities, specifically by shedding light on the significant role that individual actors can have in such communities. Crucially, to our knowledge, our study offers the first empirical evidence that online communities actually change user behaviors through memetic processes.

CTO: **Validity of Computationally Derived Patterns: An Algorithmic Inference Quality Framework**

Author: **Malmi Amadoru**, *HEC Montreal*

Computational algorithms are increasingly being adopted to construct theory within information systems and management disciplines. Computationally derived patterns are core to this type of research. Although there is adequate guidance on validating quantitative, qualitative, and mixed methods research, there is little guidance to assess the validity of computationally derived patterns in the process of theory construction. Therefore, drawing on the mixed method inference quality framework, we devised an algorithmic inference quality framework to assess the inference quality of computationally derived patterns. The algorithmic inference quality assesses how plausible computationally derived patterns are and the interpretations of these patterns by the researcher. Our framework consists of one design quality criteria – algorithmic performance and two explanation quality criteria – algorithmic interpretability and human interpretability. We demonstrated the utility of our framework by applying it to a topic modeling algorithm. We also offer guidance in applying our quality framework.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1076** | Submission: **19924** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 2:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

DEI Social Event - 50th Anniversary Lunch Celebration

Program Chair: **Florence Villeseche**, *Copenhagen Business School*
Division Chair-Elect: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Division Chair: **Eddy S. Ng**, *Queen's U.*
Professional Development Workshop Chair: **Sujana Adapa**, *Associate Professor*
Past Director: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Judith A Clair**, *Boston College*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Participant: **Waheeda Lillevik**, *College of New Jersey*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Participant: **Darryl Rice**, *Miami U.*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Raymond Trau**, *Macquarie U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Ny Mia Tran**, *Springfield College, MA*
Participant: **Kayla Follmer**, *West Virginia U.*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Farnaz Ghaedipour**, *Stanford U.*
Participant: **Kristin Burton**, *Purdue U. Northwest*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Participant: **Yang Yang**, *Rowan U.*

2023 marks our 50th anniversary! Way back in 1973 we began as the Status of Women Interest Group and Minorities Interest Group, and ten years later, in 1983, we became an official Division of AOM--Gender and Diversity in Organizations. 2023 marks 50 years, and also the start of our new name for a new era: Diversity, Equity, and Inclusion (DEI)! So we have lots to celebrate. We hope you will join us for a special Monday Social and Celebration where we will honor some long- standing members and celebrate each other, what we do, and what we stand for.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1077** | Submission: **20659** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Entrepreneurship in times of crisis

Session Moderator: **Elie Abi Saad**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*

ENT: **Supporting Entrepreneurship in Times of Crisis: The Role of Intermediaries in Fostering Resilience**

Author: **Elie Abi Saad**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*
Author: **Marine Agogue**, *HEC Montreal*

Supporting entrepreneurship has become an explicit priority during a crisis. The challenge, however, is to understand why and how some entrepreneurial support initiatives can be more successful than others at responding to emerging business development challenges in such context. In this paper, we blend organizational sponsorship and resilience theories to explore the adaptive behaviors of entrepreneurial support organizations—intermediaries that manage and monitor the development of new ventures—during a crisis. We show that the resilience of both local businesses and that of the broader ecosystem can be reinforced through ensuring a dynamic "fit" between entrepreneurial support activities and evolving needs and priorities. Our analysis is grounded in observations, interviews, discussions, and archived data gathered during an in-depth case study investigating the impact of the Lebanese crisis on the state of the country's entrepreneurial ecosystem. We discuss the implications of this research on theories and practice of resilience and entrepreneurship in times of crisis.

ENT: **Business Model Innovation in a Crisis: A Longitudinal Qualitative Analysis**

Author: **Ben Spigel**, *Babson College*
Author: **Kautsar Ramli**, *Newcastle U.*
Author: **Fumi Kitagawa**, *U. of Edinburgh*
Author: **Giovanna Campopiano**, *U. degli Studi di Bergamo*
Author: **Daniel Prokop**, *Cardiff U.*
Author: **Tim Vorley**, *Oxford Brookes Business School*

The Covid pandemic highlighted the speed and intensity with which an external shock can impact the ability of firms to continue to create and capture value using their existing business model. The business models of entrepreneurial firms are particularly malleable as founders test the market and adapt their offerings, networks, and activities. This makes studying how entrepreneurial firms engage in business model innovation (BMI) in the face of external crises critical, which helps to better understand how firms grow and innovate in a dynamic environment. This paper explores how entrepreneurial firms engage in BMI during crises through three research questions: (1) What drives firm to engage in BMI during a crisis, (2) what types of firms engage in BMI during a crisis, and (3) what activities did crisis-exposed firms undertake and what types of resources did they use to transform their business models? The paper draws on 238 interviews with 85 high-growth UK entrepreneurs conducted over the course of the pandemic. We develop a novel methodology for multiple readers to review each transcript to identify changes in firms' business models. Through thematic coding we identify the underlying drivers that trigger BMI during the crisis and the organizational processes that are used to change firms' business models.

ENT: **Navigating Crisis Through Polymathy: The Impact on Self-Efficacy for Entrepreneurs and Employees**

Author: **Michael Araki**, *U. of Louisville*
Author: **Carl P. Maertz**, *U. of Louisville*
Author: **Roberto Falcão**, *Unigranrio - U. do Grande Rio*
Author: **Eduardo Cruz**, *U. Federal Fluminense*
Author: **Renata Casado**, *U. of Western Australia*

Past literature has explored how maintaining high self-efficacy is vital for workplace outcomes across occupational choices. We build on theories regarding the acquisition and the mobilization of cognitive resources to investigate the relationship between the novel construct of polymathy—active engagement in multiple interests or endeavors that draw upon or synthesize vocations or avocations—and the self-efficacy of entrepreneurs and non-entrepreneurs during and after a crisis event. We develop a contingency approach hypothesizing that the effect of polymathy on the capacity to maintain self-efficacy is contingent on the presence of strong stressors and varies according to occupational choice. Using a sample of 533 respondents, we find support for our contingency approach suggesting differential effects based on occupational choice (entrepreneurs or non-entrepreneurs) and the level of exigencies (strong or weak) faced during a crisis event. For entrepreneurs, polymathy is shown be a key asset, predicting post-shock self-efficacy above and beyond traditional personality constructs, especially for those facing strong exigencies. For non-entrepreneurs, the effects of polymathy on post-shock self-efficacy are less pronounced or non-significant. Additional post estimates offer a nuanced analysis of the extent and the conditions whereby polymathy matters. Implications for theory and practice are discussed.

ENT: **Entrepreneurial Resilience: Experimenting to Pivot Business Models During External Crises**

Author: **Xueqi Yuan**, *Imperial College Business School*
Author: **Erkko Autio**, *Imperial College Business School*

The Covid-19 pandemic presented an unprecedented external shock in which both challenges and opportunities arose. Entrepreneurial firms and communities needed to develop resilience to bounce back from the crisis and be ready to exploit emerging opportunities. Extant literature on organisational resilience offers limited insights on how resilience manifests itself in entrepreneurial businesses and how the process unfolds during an external crisis. To address this knowledge gap, we conducted a longitudinal inductive study of 15 entrepreneurial firms in China over a period of 12 months. We present two process models developed through a four-stage grounded theory approach. Our findings suggest that entrepreneurial firms engage in mission sustaining and mission reorientation activities in response to the firm-level shock and benefit from support enabled by the community-level shock, which jointly support two resilience outcomes. We also illustrate how entrepreneurial firms combined three distinct experimentation logics – causal, scientific, and effectual logics – to conduct business model experimentation when seeking to proactively adjust and upgrade their business models to pursue opportunities that arose during the external shock.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1078** | Submission: **21032** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Entrepreneurship in Different Environmental and Industry Contexts 2

Session Moderator: **Michael Stuetzer**, *Ilmenau U. of Technology*

ENT: **A Golden Opportunity: The Gold Rush, Entrepreneurship and Culture**

Author: **Michael Stuetzer**, *Ilmenau U. of Technology*
Author: **Abel Brodeur**, *U. of Ottawa*
Author: **Martin Obschonka**, *U. of Amsterdam*
Author: **David Audretsch**, *Indiana U., Bloomington*
Author: **Jason Rentfrow**, *U. of Cambridge*
Author: **Jeff Potter**, *Atof Inc*
Author: **Samuel Gosling**, *U. of Texas at Austin*

We study some origins of entrepreneurship clusters in the United States. For the analysis we make use of a natural experiment – the gold rush in the second part of the 19th century. We argue that the presence of gold attracted individuals with entrepreneurial personality traits. The analysis shows that gold rush counties have higher entrepreneurship rates from 1910 until the present and a more entrepreneurial personality profile compared to control groups. We find empirical evidence that a genetic founder effect, continued selective migration and an entrepreneurship culture were mechanisms explaining the link between the gold rush and entrepreneurship.

ENT: **How Entrepreneurial Support Organizations Navigate Constraints In Nascent Ecosystems** ✈

Author: **Giovanni Negri**, *U. Cattolica del Sacro Cuore*
Author: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Author: **Christina Theodoraki**, *Toulouse Business School*
Author: **David Littlewood**, *U. of Sheffield Management School*

Current research on nascent entrepreneurial ecosystem is focusing on support organizations which should enable productive and sustainable entrepreneurship. However, not all the contexts offer an umbrella of resources and skills to activate such support, as in resource-constrained nascent ecosystems. The present research aims to contribute to the extant understanding on how organizations overcome resource-constraints of a nascent ecosystems, such as the African context of Uganda. We conducted inductive qualitative research on 27 entrepreneurial support organizations (ESOs) in Uganda. We built a conceptual model which depicts how ESOs face challenges in resource-constrained ecosystem (1), engaged with strategies to navigate the constrained ecosystem (2), and implement diverse approaches to entrepreneurial support (3). We uncover how some ESOs engage in adaptation strategies to navigate the contextual challenges, or with collaboration and transformation, as more agentic strategies to navigate the ecosystem's constraints. Thus, we define such two practices as 'Ecosystem Works' as efforts implemented to create, maintain, and disrupt the nascent ecosystem. Finally, the model documents how the navigating practices shape the ESOs' approach to entrepreneurial support: while adaptation brings about stagnating entrepreneurial support, the ecosystem works generate sustainable entrepreneurial support. We offer contributions to research on nascent ecosystems and entrepreneurial support organizations in resource-constrained contexts, as well as practical implications.

ENT: **Unpacking the Emergence of Digital Entrepreneurship Ecosystems: Qualitative Evidence from Malanshan**

Author: **Ya Su**, *Central South U.*
Author: **Jin Han**, *Hunan U. of Technology*

Digital entrepreneurial ecosystems (DEE) command increasing attention from policy makers and scholars, yet DEE in peripheral area is underdeveloped and extant studies about the emergence of DEE is insufficient. We adopt the actor–network theory as our theoretical lens and conduct an in-depth case study at Malanshan, China. Case analysis reveals that the quadruple-E framework is formulated to demonstrate the Malanshan DEE emergence, in each mechanism digital elements and space providing different degrees of affordances with different contents and completing translation process by resolving controversies. Our study contributes to the DEE literature by splitting digital elements from organizations and providing a temporal perspective for the emergence of DEEs. It also contributes to the digital transformation on the ecosystem level, which has mainly focused on the individual firm, network, and business ecosystem levels. Regarding practical implications, policymakers can use our findings to develop their local DEEs.

ENT: **Entrepreneurship of College Students: An English / Chinese Literature Review & Research Agenda**

Author: **Yancheng Fan**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*
Author: **Dimitris G. Assimakopoulos**, *CEREN, EA 7477, Burgundy School of Business - U. Bourgogne Franche-Comté*
Author: **Liting Liang**, *U. of Vaasa*
Author: **Martin Meyer**, *U. of Vaasa*

College student entrepreneurship (CSE) research is a growing field fostering both economic growth and social development in East and West. Scholars have examined CSE literature in its distinct linguistic sources, yet different language, cultural and political barriers have lessened the exchange of ideas between the relevant scientific and policy making communities. To increase mutual understanding, theory development and offer suggestions for a forward-looking research agenda, we provide a systematic comparative literature review of western (Web of Science, WoS / Social Science Citation Index, SSCI) and Chinese (Chinese Social Science Citation Index, CSSCI) literature. We use bibliographic coupling and content analysis to discover and compare the main themes in this field of English and Chinese scientific literature. Based on a carefully selected sample of 1457 SSCI (WoS) papers and 1346 CSSCI papers, we identify and discuss four (SSCI) and five (CSSCI) main thematic clusters. The WOS research areas are entrepreneurial a) learning, b) intentions, c) self-efficacy, and d) education. The CSSCI areas are entrepreneurial a) intentions, b) education, c) ability, d) ecosystem, and e) policy. CSSCI is more oriented to macro-issues and development suggestions. It also highlights Chinese features, such as mass entrepreneurship, college student village officer, Internet plus, and others. Furthermore, we identify future common research themes such as entrepreneurial ecosystems and the role of human biology in CSE.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
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Developing Entrepreneurial Intentions

Session Moderator: **Erika Lisboa**, *FGV-EAESP / UnB*

ENT: **Entrepreneurial Intention in Biotechnology Bachelor Courses**

Author: **Erika Lisboa**, *FGV-EAESP / UnB*
Author: **Cristina C. L. Souza**, *UnB*

This investigation aims to depict the factors likely to explain the entrepreneurial intention of Biotechnology undergraduate students. It is based on a survey conducted with Brazilian undergraduate students. Data collection instrument aimed to collect students' perceptions (Likert scale) in four blocks of variables: attitude toward planned behavior, social norms, perceived controlled behavior, and entrepreneurial education. Data are analyzed using OLS, factor, and structural equation modeling regression analysis. The study has innovation as it deals with a new research locus (a field of knowledge without regard to managerial and business paradigms). As a result, there is evidence that entrepreneurial education will likely make a difference in undergraduate Biotechnology students' entrepreneurial intentions. However, the curricular structure needs to be designed to provide information and experiences during the course in a systematic way.

ENT: **Exploring the Influence and Inspiration of Role Models in the Context of Entrepreneurship**

Author: **Martin Stockhaus**, *Chalmers U. of Technology*
Author: **Jeffrey M. Pollack**, *NC State U.*

Data collected from interviews with Master's level students engaged in a venture creation program (N=33) enabled us to elaborate on the academic construct of role models in the context of entrepreneurship. Qualitative analysis of interview transcripts revealed two main themes: knowledge and actions alongside moral and values, and three sub-themes: legacy and impact, advice on life, gratification, and embracing failure. Exploring these themes further, we highlight how the role models can be entrepreneurs or, importantly, non-entrepreneurs—this is consistent with our framework derived from social cognitive theory, and we discuss multiple theory-focused as well as practical implications that emerge from our work.

ENT: **Curiosity and Curious Search, in Entrepreneurship**

Author: **Chih-mao Hsieh**, *SUNY Korea*
Author: **Luke A. Pittaway**, *Ohio U.*

Entrepreneurship research rarely explores and explains how people approach ambiguity differently during the earliest stages of the startup process or considers the endogenous search behavior of entrepreneurs. In this paper we introduce curiosity as a key concept that simultaneously addresses these shortcomings. While curiosity can help to address these concerns, however, the range of entrepreneurial behavior is not well-described by terminology found within the curiosity literature because types of curiosity are characterized with excessively 'configurational' mixes of features. By focusing on three dimensions—the approach towards ambiguity, emotional valence, and experimentation versus theorization—we develop a unique 3x2 typology of 'curious search'. The six forms of curious search— tweaking and contemplating (what we call 'clarifying' types of curious search), spelunking and stargazing ('adventuresome' types), and fiddling and woolgathering ('bored' types)—are described and illustrated in a variety of entrepreneurship situations, and also shown to apply to a variety of existing entrepreneurship research topics.

ENT: **A Model for Predicting Entrepreneurial Intentions Based on the Theory of Planned Behavior**

Author: **Muhammad Salman Shabbir**, *UBD School of Business and Economics*
Author: **Rabia Salman**, *U. Sains Malaysia, Malaysia*

The primary goal of this research study was to inspect the role of entrepreneurial skills in influencing entrepreneurial intentions as well as the mediating role of attitude towards behavior (ATB) on the relation between entrepreneurial skills and intentions. The analysis shows that although some work has been done on intentions, attitude, and behavior in general, but a very limited work has been done on the association of these constructs with entrepreneurship. This presents a gap in literature, and this research article effectively grasps this opportunity to address this gap. A cross-sectional study design was used to collect data from employees of registered IT firms in Punjab province of Pakistan. The responses of 387 Pakistani information technology professionals were gathered through a self-administrative survey utilizing a simple random sampling technique. PLS-SEM was used for the study of measurement and structural model. According to the findings of PLS-SEM, a high perceived feasibility to start a venture mediates the association between entrepreneurship competencies and entrepreneurial intentions. The results of this paper have important implications for government and higher education institutions in terms of enhancing entrepreneurial capacity. This is one of the pioneer studies that examines the relationship of entrepreneurial skills and intentions as well as the arbitrating role of attitude towards behavior, as there exists a gap in literature. This research sheds light on the Theory of Planned Behavior in a novel way as the exogenous and mediating variables adopted in this research have not been tested before in the same theoretical model.

Session Type: **Paper Session**
Program Session: **1080** | Submission: **20619** | Sponsor(s): **(ENT)**
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Entrepreneurial Exit or Failure 1

Session Moderator: **Naryoung Yu**, *Ivey Business School*

ENT: **When Do Entrepreneurs Exit Failing Ventures?**

Author: **Naryoung Yu**, *Ivey Business School*
Author: **Simon Parker**, *Ivey Business School*

Determining the timing of exit is an important but complicated decision for entrepreneurs which is often predicated on expectations about the uncertain future value of a business. We explore the effects of risk and uncertainty on entrepreneurs' decision about when to exit from a failing venture – specifically, whether entrepreneurs choose their exit date optimally, or whether they are optimistic and delay exit. Comparing theoretically derived optimal exit timings with outcomes from a lab experiment, we find that participants' exit decisions are inconsistent with optimal exit behavior under both risk and uncertainty; excessively delayed exit is the norm.

ENT: **Exhausted Entrepreneurs' Exit Behavior**

Author: **Naryoung Yu**, *Ivey Business School*

The unique nature of entrepreneurship exposes entrepreneurs to a greater risk of experiencing mental health issues. I conceptualize entrepreneurs' mental health as human capital that influences entrepreneurial exit decisions and examine how emotional exhaustion, combined with other factors, determines exit behaviors and routes. More specifically, I hypothesize that social support and risk attitude moderate the effects of emotional exhaustion on entrepreneurial exit, and that exhaustion affects the likelihood of exit through business closure. Using panel data covering 1,871 exit cases in the United States from 2006 to 2020, I find that both social support and risk attitude reinforce the negative influences of exhaustion on entrepreneurial exit, and emotional exhaustion is positively related to exit by business closure.

ENT: **A Subjectivist Approach to Theorizing Entrepreneurial Failure**

Author: **Marcus Crews**, *Loyola Marymount U.*

Recent decades have witnessed a growing body of literature on entrepreneurial failure (EF). Yet, a single, integrated approach to conceptualizing entrepreneurial failure is yet to be articulated, which ultimately hampers scientific progress due to an absent foundation upon which to accumulate the body of knowledge. The present research addresses this gap by leveraging insights from subjectivism to introduce a theory of entrepreneurial failure. In so doing, we introduce an approach to defining EF that accounts for its multi-level and multi-dimensional nature and develop an expanded typology to represent the many forms EF may assume. The study concludes with a discussion of implications for management, policy, and pedagogy and suggests avenues for future research.

ENT: **Identity Transitions Following Business Failure: A Dual Process of Recovery**

Author: **Anna Saies Jenkins**, *U. of Queensland*
Author: **Orla Byrne**, *U. College Dublin*
Author: **Marina Biniari**, *U. of Sussex Business School*
Author: **Karin Maria Kristina Hellerstedt**, *Jonkoping International Business School*

Business failure is likely to threaten entrepreneurs' work-related identity. However, while existing studies have focused on how and when entrepreneurs learn from and cope with business failure, studies on whether and how entrepreneurs reconstruct their work-related identities as part of their recovery process remain rare. We draw on identity theory and work-related identity literature to address this underexplored aspect of recovery from business failure. The analysis of narrative interviews with sixteen entrepreneurs whose businesses failed reveals two distinct patterns of identity reconstruction following business failure. With the first pattern, entrepreneurs looked backward to move forward by drawing on previous work-related identities to solidify their new work-related identities as they progressed and recovered relatively fast after business failure. The second pattern presents a more complex process of identity reconstruction whereby the entrepreneurs attempt to create a new work-related identity while struggling to let go of who they were to become someone new. Our study contributes to the entrepreneurship literature on business failure and recovery by illuminating the significance of identity reconstruction mechanisms.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1081** | Submission: **20638** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

Entrepreneurial Teams

Session Moderator: **Carmen Anna Elisa Baur**, *Technical U. of Munich*

ENT: **How Founding Teams Process and Respond to Feedback on Their Opportunities**

Author: **Carmen Anna Elisa Baur**, *Technical U. of Munich*
Author: **Rebecca Preller**, *U. of Bayreuth*
Author: **Holger Patzelt**, *TUM School of Management, Technische U. München*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

Gathering feedback is key for founding teams to develop their opportunities to market. However, while feedback may help to develop business ideas, it may often be contradictory (i.e., feedback from different sources leading to different opportunity development directions), thus increasing founding teams' uncertainty about potential future opportunity development paths. To develop theory about how founding teams deal with contradictory feedback for opportunity development, we draw on a social information processing perspective and an inductive study following up on seven founding teams that received contradictory feedback. Our model shows how founding teams differ in social processing of contradictory feedback and how this processing influences opportunity development. Specifically, we show that teams facing similar contradictory feedback situations, enter either a "team-oriented processing path" (leading to making decisions for quickly developing their opportunities to market) or "specialist-oriented processing path" (leading to making decisions only under external pressure) depending on how they share responsibilities within their teams. Our findings have implications for the literatures on opportunity development, decision-making in founding teams, and more broadly for the literatures on social information and feedback processing as well as important practical implications.

ENT: **Founding Team Formation Process and its effect on Firm Performance - Evidence from India**

Author: **Willy Das**, *college of business, Lehigh U.*
Author: **Andreea Noemi Kiss**, *Lehigh U.*
Author: **Satyasiba Das**, *Indian Institute of Management Raipur*

We address gaps in the entrepreneurial team formation (ETF) literature by employing a longitudinal perspective to investigate ETF processes in 13 new ventures in India over a period of three years. We find that dual formation strategies based on resource dependency and interpersonal attraction attributes extend beyond the selection of initial co-founders and that the primacy of these attributes varies over time, with interpersonal attraction playing an important role in the context studied. Oscillations in the primacy of attributes employed in EFT formation are associated with differences in firm performance and national cultural attributes further influence the observed patterns.

ENT: **How Entrepreneurial Team Informational and Social Category Faultlines Affect New Venture Performance**

Author: **Yongjun Mo**, *School of Economics & Management, Tongji U.*
Author: **Yi Yang**, *School of Economics & Management, Tongji U.*
Author: **Hongmi Jiang**, *Shanghai Pinghe School*

The topic of entrepreneurial team faultlines has been gaining ground in entrepreneurship research, as it provides novel insights into entrepreneurial team composition. However, extant research on how entrepreneurial team faultlines affect new venture performance is underdeveloped, especially the different effects of informational and social category faultlines. Drawing on the challenge–hindrance stress framework and conservation of resources theory, we develop and test a model to explore the mechanisms between the two types of faultlines and new venture performance. On the one hand, informational faultlines, serving as initial resource gains, are positively associated with team-shared challenge stress, which, in turn, increases new venture performance (i.e., a gain spiral). On the other hand, social category faultlines, serving as initial resource losses, are positively associated with team-shared hindrance stress, which, in turn, decreases new venture performance (i.e., a loss spiral). The results from 104 entrepreneurial teams that included 406 members support our hypotheses. By clarifying the impacts of entrepreneurial team informational and social category faultlines and revealing the mediating effects of team-shared stress, this study contributes to a better understanding of entrepreneurial team composition and stress.

ENT: **Do I Like You or Do I Need You - Understanding the Co-Founder Selection Process**

Author: **Willy Das**, *college of business, Lehigh U.*
Author: **Satyasiba Das**, *iim Raipur*

Unlike other teams, entrepreneurial teams are endogenously formed i.e. rather than being exogenously assigned, entrepreneurs, select the partners with whom to work. So it is important to understand what criteria founders prefer while choosing their co-founders and how this decision impacts the firm's performance. We use conjoint analysis to capture 5160 real time decisions made by 172 nascent entrepreneurs and the impact of these choices on the firms performance. We find that competing motivation coexists in selecting a co-founder. This study provides an understanding of how they coexist and their hierarchical order in terms of the preference of the lead entrepreneur. Thus justifying the selection of a specific set of individuals as the co-founders. We also find that Internal state similarity overrides the ascribed state similarity in the choice for a cofounder. Finally, using dual formation strategy from the start increases the chances of firm's success as opposed to shifting between strategy with each member addition. Additionally we provide justification of why common prior work affiliations are a significant source of cofounders. This study provides an integrated understanding of entrepreneurial founding team formation.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1082** | Submission: **20627** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **111**

Entrepreneurial Finance; Venture Capital 1

Session Moderator: **Thomas Schmitz**, *U. of Duesseldorf*

ENT: **VC Investor Types and the Professionalization of Marketing Organizations and Activities**

Author: **Thomas Schmitz**, *U. of Duesseldorf*
Author: **Andreas Engelen**, *Heinrich-Heine U. of Dusseldorf*

Financial intermediation theory suggests that the role of traditional financial intermediaries (e.g., banks) is to cost efficiently select and monitor the entities they finance. Hellmann and Puri (2002) expand this view towards venture capitalists (VCs) as the major investor type for new ventures and show that VCs go beyond their initial role, by adding value through the professionalization of their investees. Little however is known about the effect of corporate venture capitalists (CVC) as the second major and increasingly relevant investor type for new ventures. This is particularly the case regarding both investor types' relative effects on marketing, as one of the most crucial functions for new ventures' survival. We therefore address this research gap by determining VCs' and CVCs' relative association with the development of new ventures' marketing organizations as well as their active marketing of products and services. We base our research on a panel of 2,254 technology based new ventures, their respective trademarks, and profiles of well over 200,000 former and current employees including their functional and hierarchical positions. Our findings suggest that both investor types are positively related to the growth of new ventures marketing departments but that the association of VCs is stronger than of CVCs. Furthermore, the association of VCs maintains longer. Additionally, only in the case of VCs' a positive relation with new ventures' active marketing activities can be identified.

ENT: **Paving The Way: The Impact of Investor Portfolio Composition on New Ventures' Exit Likelihood**

Author: **Lisa Tatjana Fischer**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

Acquisitions and IPOs reflect desired exit outcomes for new ventures and ultimate opportunities for capital gain for entrepreneurs and investors. In this paper, we investigate the composition of new ventures' investor portfolios and its impact on the likelihood to exit via acquisition or initial public offering (IPO). We include a broad range of 22 investor types covering even emerging forms such as venture debt or micro venture capital. Applying cluster analysis to a sample of 57.242 ventures, we identify seven distinct types of investor portfolios, each combining a set of different investor types. Drawing on signaling theory, our findings show that portfolios with a strong signaling effect and a high exit likelihood differ: For acquisition, ventures that combine venture capital and corporate venture capital as dominant investor types in their portfolio have the highest exit likelihood. For IPO, this applies to ventures with a dominant combination of private equity, investment banks & funds as well as venture capital. For both exit outcomes, ventures with dominant informal or niche investor types have the lowest likelihood to exit. Our findings contribute to the debate on the interplay and interconnectedness between investor types and accounts for the emergence of new funding sources.

ENT: **The Role of Fear of Missing Out on VC Investment Decisions**

Author: **Eduardo Andres Boada**, *IE Business School*
Author: **Daniel Lerner**, *IE Business School*

Traditionally, research in the field of VC decision making has focused on the objective criteria that VCs use to screen new investment opportunities. However, the impact of behavioral factors on VC decision making remains largely unstudied. This work introduces the fear of missing out (FoMO), an emotion argued to feature both individual and social antecedents, as a construct related to counterfactual thinking that can also have an effect on decision makers, specifically VCs in the context of the evaluation of an investment opportunity. Although FoMO and its effects have not been studied in the VC setting, evidence of their relevance can be found in the industry itself. Literatures from the fields of behavioral economics and sociology are used to define FoMO in this context as an inducible state that is hypothesized to affect the likelihood that VCs will invest in an opportunity. We present a theoretical model that accounts for both individual and social considerations that may antecede FoMO and argue for the relevance of studying this phenomenon in the context of new venture funding. Our framework offers theoretical contributions to the literature of VC decision making, as well as to the growing body of work that explores FoMO and its consequences.

ENT: **Impact of Government Sponsorship on Social Capital and Economic Performance of Venture Capital Firms**

Author: **Xiaoteng WU**, *NUS Business School*
Author: **Arzi Adbi**, *National U. of Singapore (NUS)*
Author: **Ishtiaq Pasha Mahmood**, *NUS Business School*

Prior research suggests that government policies can augment factor markets that fuel entrepreneurship. However, the impact of the transition from governments' preferential policies for businesses to their sponsorship of firms is underexamined. We use an unanticipated policy transition in China in 2014 to shed light on this question. We examine how the consequences of the policy transition may vary between venture capital firms that receive government sponsorship (GVCs) and those that do not (IVCs). We use the novel synthetic difference-in-differences method to overcome the fundamental identification challenge that arises from the difficulty of constructing the appropriate counterfactual for GVCs. Our analysis reveals that, compared to the synthetic control, GVCs are associated with greater expansion of their inter-organizational networks manifested not only in direct connections but also in network communities (membership in cohesive network structure). Intriguingly, however, the policy transition does not lead to the superior economic performance of GVCs relative to synthetic control. We test possible mechanisms to uncover this puzzle and find that GVCs tend to make more geographically distant investments, which usually entail syndication partnerships but do not outperform proximate investments. We discuss the implications for the growing literature at the intersection of public-private partnership and entrepreneurship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1083** | Submission: **20870** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Entrepreneurs Affect and Emotions

Session Moderator: **Lauren Atkinson Zettel**, *Central Michigan U.*

ENT: **Feeling Flexible: Emotion and Adaptation in Motivated Goal Pursuit**

Author: **Lauren Atkinson Zettel**, *Central Michigan U.*
Author: **Robert P. Garrett**, *U. of Louisville*

Existing scholarship on motivation has focused on the propensity for positive emotions to bolster the amount of effort an entrepreneur devotes to pursuing their venture goals. However, motivation is reflected not only in the amount, but also the direction of effort, which is the strategy used to achieve a goal. The strategy may be equally important to goal attainment, particularly when challenges arise that make past tactics less effective. In this research, the authors draw on the broaden-and-build theory of positive emotions and the affect-as-information perspective to examine the effect of emotions on entrepreneurs' propensity to adapt their strategy when encountering a challenge. Drawing on a sample of nascent technology entrepreneurs, the researchers find that both positive and negative emotions may instigate strategic adaptation. This research highlights the often-overlooked role of negative emotion in motivation, and offers a path for reconciling the seemingly contradictory implications of the broaden-and-build theory and affect-as-information perspective for entrepreneurs' motivated goal pursuit.

ENT: **Emotional Arcs of Entrepreneurial Narratives as Emotion-Symbolic Work: Evidence from Ted Talks**

Author: **Bogdan Prokopovych**, *U. of Massachusetts, Amherst*

The existing literature has shown that the emotion-symbolic work of entrepreneurs involves the use of emotions to attract attention to a cause of interest and appeal to stakeholders. This paper examines a linguistic mechanism of how this happens. By drawing on a construct of emotional arc, it uses the texts of Ted Talks of entrepreneurs and social entrepreneurs to compare their sentiment and its trajectory throughout the narratives. It shows that social entrepreneurs, on average, use more negative language. The emotional arcs of both entrepreneurs and social entrepreneurs are of a similar shape but with a larger negative dip in the middle of the story. The emotional arcs of both groups overall differ from the existing typical arcs shown in the literature. However, there is a partial semblance to the "Man in a Hole" and "Cinderella" emotional arcs types.

ENT: **The Role of Entrepreneurs' Affect in their Opportunity Assessment: Accuracy or Overconfidence**

Author: **Celia Díaz-Portugal**, *U. of Burgos, Spain*
Author: **Juan Bautista Delgado-Garcia**, *U. de Burgos*
Author: **Virginia Blanco-Mazagatos**, *U. de Burgos*

This paper studies the influence of negative and positive affect in opportunity evaluation and how this influence may lead to accurate/inaccurate assessments and so to overconfident perceptions. Based on the informational effects of affect—affective congruence—and on the processing effects—affect influences how information is processed via assimilation or accommodation, this chapter explores how negative affect may lead entrepreneurs to accurate while positive affect may lead leads to inaccurate assessments. In addition, this chapter analyses how positive affect also leads to an overconfident image of the opportunity and to a higher willingness to act entrepreneurially.

ENT: **The Microfoundations of Stakeholder Strategy: Entrepreneurs' Dispositional Affects and Intentional Behaviors**

Author: **Ileana Maldonado-Bautista**, *Iowa State U.*
Author: **Huiqing Ju**, *Iowa State U.*
Author: **Peter G. Klein**, *Baylor U.*

There is growing interest in the crossroad of stakeholder theory and entrepreneurship research. Studies have largely focused on understanding the role of stakeholders—including financiers, employees, customers, suppliers, and communities—in the process of new venture formation. Seldom studies, however, have focused on the decisions of entrepreneurs to engage in specific stakeholder strategies: narrowly-oriented vs. broadly-oriented. In this article, we suggest that entrepreneurs' dispositional characteristics influence the nature of a firm's stakeholder strategy. Specifically, we hypothesize that entrepreneurs with high positive affect—who emphasize "diverse" and "novel" decisions—will be associated with engagement in broadly-oriented stakeholder strategies that promote social and environmental wellness. By contrast, entrepreneurs with high negative affect—who emphasize "conservative" and "narrow" decisions—will be associated with engagement in narrowly-oriented strategies that promote governance and shareholder initiatives. We further unpack the effects of positive and negative affects on stakeholder strategies by exploring diverse intentional behaviors of entrepreneurs: stock ownership and prosociality, which moderate in countervailing ways the effects of affects. We find strong support for our hypotheses in a sample of 306 entrepreneur-led firms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1084** | Submission: **20541** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Family Firm and Professionalization

Session Moderator: **Matthias Waldkirch**, *EBS Business School*

ENT: **"For the Benefit of the Whole". A Multi Case Study on the Sensemaking of Dismissals in Family Firms**

Author: **Reimar Belschner**, *WHU Otto Beisheim School of Management*
Author: **Nadine Kammerlander**, *WHU Otto Beisheim School of Management*

We conduct an inductive multi case study of six family firms to investigate how family firms dismiss long-term employees. To date, research on family firms in general and employment practices in particular has largely ignored this topic. Extant theory suggests that family firms do not to exhibit such practices, as they are guided by non-financial considerations and value relationships with their employees. However, we can show how family CEOs overcome family firm related constraints and ultimately decide to dismiss long-term employees. Building primarily on 62 interviews collected over 15 months, we map their sensemaking. First, we determine two sensemaking paths that differ in their underlying mechanisms and result. While one path is governed by an emotional mechanism leading to a fast and clear decision to dismiss, the other relies mainly on cognitive mechanisms causing a delayed and difficult dismissal decision through adaptive sensemaking. Second, we identify the four cognitive mechanisms that drive the adaptive sensemaking of family CEOs and let them overcome the constraints. These mechanisms are: exaggerate, redefine, rationalize and separate. We contribute to a better understanding of how family firm CEOs dismiss long-term employees, and also make transparent how the process of updating in adaptive sensemaking works.

ENT: **Too Much of a Good Thing? Professionalization as a Multiple Practice Adoption in a Family Firm**

Author: **Matthias Waldkirch**, *EBS Business School*
Author: **Leif Melin**, *Jonkoping International Business School*
Author: **Mattias Nordqvist**, *Stockholm School of Economics*

Professionalization has become ubiquitous among a broad range of organizations, promising increased efficiency and legitimacy. However, extant research depicts professionalization mostly as a binary change and largely ignores its temporal and processual nature, resulting in a lack of insights into how professionalization unfolds and how organizations deal with its inherent tensions. Therefore, we take a processual perspective on professionalization, studying it as a transformation toward a more rationalized, managerialized, and formalized organization through multiple practice adoption. Relying on a longitudinal single case study of a Swedish family firm that professionalized its business and family ownership domains, our processual analysis reveals unique types of professionalization and four practice interaction mechanisms through which organizations deal with tensions in the professionalization process. We contribute by conceptualizing a process model of professionalization, casting light on practice interaction mechanisms, and outlining implications of professionalization for organizational goals.

ENT: **All that Glitters is not Gold—Reconceptualizing Family Firm Professionalization**

Author: **Jana Hermle-Boersig**, *WHU Otto Beisheim School of Management*
Author: **Matthias Waldkirch**, *EBS Business School*
Author: **Nadine Kammerlander**, *WHU Otto Beisheim School of Management*

Theory and practice depict professionalization as a key challenge for family firms. Despite the importance of this concept, it is surprising that findings surrounding family firm professionalization are scattered and contradictory. We argue that these pitfalls stem from the lack of theoretical foundation of the concept and from the implicit assumption of professionalization as a natural transformation. Our manuscript builds on institutional theory and research on institutional pressures to reconceptualize the process of professionalization in family firms and provide a cohesive theoretical framework. We theorize four types of professionalization and argue under which conditions (non-)professionalization is beneficial for family firms. Consequently, our theorizing contributes to family firm professionalization research by drawing attention to the concepts of legitimacy and decoupling, thus highlighting that family firms, under certain conditions, might profit from non-professionalization and suffer from professionalization. Moreover, we contribute to institutional discourse by introducing the concept of reference dimensions, thereby shedding light on how family firms discretionarily—instead of isomorphically—react to institutional pressures as well as on a novel explanation of why means-ends-decoupling unfolds in organizations.

ENT: **Who Versus What You Know: Managerial Social and Human Capital's Impact on Family Firm Exit Success**

Author: **Tim Maximilian Vollmer**, *WIN Lehrstuhl RWTH Aachen*

What is the most critical CEO capability to succeed when exiting a family firm? From 2012 to 2022, family firm exits increased by 72%. Following this trend, ~95.000 German family firms are expected to be sold, acquired, or liquidated in the next five years. Therefore, particularly family firm CEOs need to be aware of the impact of their CEO capabilities on exit outcomes. Although first studies investigated corresponding relationships empirically, how managerial social and human capital influence family firm exit success remains unclear and contradictory. To address these current research gaps, we build on upper echelons theory and investigate how managerial social and human capital relate to the four dimensions of exit success (i.e., personal financial benefits, personal reputation, employee benefits, and firm mission persistence). Leveraging data from 113 responses from former family firm CEOs who exited their firm within the last 15 years, we contribute to family firm literature by clarifying the impact of the CEO's managerial social and human capital on exit success and explaining underlying mechanisms. We add to the ongoing discussion on contradictory findings and reveal insights on the impact of managerial social and human capital towards a successful exit.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1085** | Submission: **21028** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

Psychology in Entrepreneurship 1

Session Moderator: **Samuel Aryee**, *U. of Surrey*

ENT: **Fostering Entrepreneurial Behavior in Organizations: The Role of Entrepreneurial Leadership**

Author: **Samuel Aryee**, *U. of Surrey*
Author: **Li-Yun Sun**, *Macau U. of Science and Technology*
Author: **Hsin-Hua Hsiung**, *National Taiwan U.*

Although the success of corporate entrepreneurship is dependent upon managers fostering the entrepreneurial behavior of others, the process through which this can be done is not well understood. Drawing on social cognitive and broaden-and-build theories, we used multi-wave and multi-source data to examine why and when entrepreneurial leadership relates to individual entrepreneurial behavior. Results of multilevel structural equation modeling (MSEM) reveal three core findings. First, entrepreneurial leadership positively relates to leader encouragement of entrepreneurial behavior. Second, leader encouragement of entrepreneurial behavior indirectly relates to individual entrepreneurial behavior through entrepreneurial self-efficacy but not through activated positive affect. Lastly, the indirect influence of leader encouragement of entrepreneurial behavior through entrepreneurial self-efficacy is conditional upon job autonomy such that this relationship is stronger when job autonomy is high but not low. We discuss these findings in terms of the ecosystem needed to enact individual entrepreneurial behavior and ultimately, corporate entrepreneurship strategy.

ENT: **A Daily Diary Study of Appraisal, Entrepreneurial Hustle, and Eudaimonic Well-Being**

Author: **Michael Lerman**, *Iowa State U.*
Author: **David W. Williams**, *U. of Tennessee*
Author: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*
Author: **Tim Michaelis**, *Northern Illinois U.*
Author: **David James Scheaf**, *Baylor U.*

Stress management is critical for entrepreneurs' well-being, yet our understanding of entrepreneurs' day-to-day appraisal of stressors, coping, and well-being processes remains limited. Drawing from the Lazarus' Transactional Model of Stress and adapting it to entrepreneurship, we develop a day-level model of entrepreneur stress. Using a combination of experience sampling and day reconstruction methods, in which entrepreneurs self-identify the most significant stressor they expect to encounter each day, we find that morning challenge appraisals promote entrepreneurial hustle during the workday, which in turn facilitates evening eudaimonic well-being. Further, we find that hustle most benefits eudaimonic well-being when entrepreneurs also make progress in overcoming stress, and when they engage in low amounts of recovery behavior. Our findings offer fresh insights for research on entrepreneur well-being and coping in entrepreneurship.

ENT: **Considering Time: A Conceptual Model of Team Influences on Entrepreneurial Self-Efficacy Over Time**

Author: **Juliane Friedrichs**, *U. of Kassel*
Author: **Sandra Ohly**, *U. of Kassel*

Entrepreneurial self-efficacy (ESE) is a key driver for entrepreneurial actions. However, a significant proportion of new ventures are team-based and previous research has neglected to address the extend to which the team affects ESE. In our study, we unveil three ways the team, in particular team processes and collective efficacy, affects ESE. We do so by connecting team process taxonomy with social cognitive theory and considering the dynamic nature of self-efficacy. We argue that team transition-, action-, and interpersonal team processes trigger specific sources of self-efficacy. Furthermore, our model outlines how the proposed team influences might change over time. The model adds to the rapidly expanding field of ESE by focussing on social influences and simultaneously taking the dynamic nature of ESE into account. In doing so, our model opens a new perspective to understand the emergence of ESE during the new venture creation process and the interrelations associated with ESE. Additionally, we add to recent calls for more theories addressing dynamics in entrepreneurship.

ENT: **Entrepreneurial Orientation Training Made My Career Successful! Multi-Wave Experimental Insights**

Author: **Ahmad Raza Bilal**, *Lahore Business School, The U. of Lahore*
Author: **Tehreem Fatima**, *Lahore Business School, The U. of Lahore*
Author: **Muhammad Kashif Imran**, *The Islamia U. of Bahawalpur, Pakistan*
Author: **Sobia Shabeer**, *U. of Gujrat, Pakistan*

The rising importance of entrepreneurial psychological training is witnessed in the current era. This study aims to test the impact of individual entrepreneurial orientation (IEO) training on small business owners' IEO behaviour, career resilience, and career success (financial attainment, satisfaction, and achievement) via a 4-wave randomized controlled field experiment (T0= at the time of training, T1: 6 months after training, T2:1 year after training, and T3: 2 years after training); of 527 small business owners (training group=256, control group=271) in Pakistan. In addition, this study has evaluated the outcomes of IEO training via a serial mediation model including IEO behaviour and career resilience. The findings have unpacked that IEO training enhances small business owners' career success through the development of IEO behaviour and career reliance.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1086** | Submission: **20552** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Gender Diversity and Entrepreneurial Outcomes

Session Moderator: **Jannis Von Nitzsch**, *TUM School of Management, Technical U. of Munich*

ENT: **The Yin and Yang in the Angel Market: Angel Group Gender Diversity and Investment Performance (WITHDRAWN)**

Author: **Jianhong Chen**, *U. of New Hampshire*
Author: **Wan-Chien Lien**, *National Yunlin U. of Science and Technology*
Author: **Jeffrey Edward Sohl**, *U. of New Hampshire*

In this study, we examine whether and when angel group gender diversity influences investment return. Drawing on the information processing perspective and social role theory, we argue that gender diversity will provide information and social benefits for angel groups, facilitating superior return. We further examine two sets of contingencies in this relationship: task contexts (angel group structure and geographic scope) and social contexts (overlapped co-working experience and male vs female dominated industries). Using a longitudinal sample of 201 angel groups over 11 years from 2010 to 2020, we find that angel group gender diversity is positively related to investment performance. Moreover, this relationship is stronger when angel group structure is loosely structured, angel groups have a broad geographic scope of investments, and angel groups have a higher percentage of portfolio ventures in men-dominated industries. Our study makes contribution to the angel research and the broad field of entrepreneurship by being one of the first studies to link angel group gender diversity to investment return.

ENT: **Owners' Gender Composition and Firm Growth in Small and Medium-Sized Enterprises**

Author: **Jannis Von Nitzsch**, *TUM School of Management, Technical U. of Munich*

While the controversially discussed female underperformance hypothesis posits lower performance of female entrepreneurs, management scholars identified business teams characterized by a gender mix to often exhibit superior performance. Thus, the relation between the gender composition of private firm owners (or entrepreneurial teams) and their firm's performance is far from clear. However, surprisingly, entrepreneurship scholars rarely focused on the group level when studying the effect of female involvement on firm performance. To fill this void, we study how the gender composition of the owners of private, entrepreneurial firms influences firm growth—the most important organizational indicator of performance for such firms. Employing a sample of 22,008 Italian, French and Spanish private firms, we provide evidence that an increase in shares held by female owners is associated with decreased growth rates, and that this effect is mitigated with an increasing number of owners. Importantly, we show evidence that this effect is idiosyncratic to firm growth as opposed to performance in general. Our findings make important contributions to the literature on entrepreneurship, and emerging literature on the strategic role of owners in a firm's performance and value creation.

ENT: **Gender, Entrepreneurship and the Structuring of Employee Compensation**

Author: **Jeroen Neckebrouck**, *IESE Business School*
Author: **Kimberly A. Eddleston**, *Northeastern U.*

Taking a social constructivist view of gender, we propose that how founders structure employee compensation in their ventures and how their employees respond to changes in compensation are expressions of gender that reflect their view of the employer-employee relationship. Using a matched, longitudinal dataset of 1,367 male- and female-founded ventures, we find substantial support for our theorizing. Male founders structure employee compensation to vary with firm performance and, in turn, their employees respond to increases in compensation with greater labor productivity, particularly as their workforce is comprised of more men. In contrast, employee compensation varies less with firm performance and employees' productivity is less dependent on employee compensation in female-founded ventures. Thus, we demonstrate a 'female-style' of management that is reflected in the employer-employee relationship.

ENT: **Private Firm Responses to Changing Public Investor Sentiment: Gender Diversity on Boards**

Author: **Martin Kenney**, *U. of California, Davis*
Author: **Melissa Mongan**, *U. of California, Davis*
Author: **Don Patton**, *U. of California, Davis*
Author: **Siri Ann Terjesen**, *Florida Atlantic U.*

In the last decade, the lack of gender diversity in entrepreneurship has received enormous popular press and academic research attention. Remarkably little is known about the changes in gender diversity in entrepreneurship. The IPO is a particularly interesting moment in an entrepreneurial firm's evolution, as its governance changes from a private one within which a small group of venture capitalists (VCs) with their beliefs about what a good management team is provide capital and vet, monitor, and guide the firm's growth to a public firm with institutional investors. We suggest that the VCs through decades of enormous financial success developed a mental model of a "good investment" that, particularly, in the information and communication technologies (ICT) values "tech bro". In this mental model, there is little "space" for women. We suggest that this model continues to dominate in ICT investing. While the tech bro model was highly celebrated in the 1990s, recently, the lack of diversity in ICT startup leadership is increasingly criticized by politicians and become a signal of inadequate governance. We use a database of entire population of 4,872 entrepreneurial firm IPOs from 1990-2020 to explore the changes in the gender composition of the ICT "tech bro" firms. To capture the clash between VC and institutional investor mental models, we compare the gender of individuals that were added to the firm immediately prior to the IPO to those with longer tenure in the firm. Our expectation is that the changes in the public investors' view of proper governance will show that personnel added immediately prior to the IPO will be more diverse than those with a longer tenure. Finally, to corroborate that this change is particularly salient in the ICT industry, we will contrast it with the university research-based biotechnology industry, which has not been the recipient of such criticisms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1087** | Submission: **20902** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Entrepreneurship Across Social Categories

Session Moderator: **Tenzin Yeshi**, *U. Bremen*

ENT: **"Systematic Literature Review on Refugee Entrepreneurship: A Context on the Current Research Status.**

Author: **Tenzin Yeshi**, *U. Bremen*

The refugee entrepreneurship study has piqued the attention of academicians and policymakers worldwide in recent years. Particularly, since 2015, the rate of research publications on the issue has increased dramatically due to the global refugee crisis. According to UNHCR global appeal figures for 2023, there are over 29.3 million refugees worldwide. Refugee entrepreneurship research is emerging, and many studies have been published in the last few years addressing relevant issues such as characteristics, intentions, motivations, networks, barriers, potentials, etc., but overarching literature reviews, particularly papers published in ranked journals, are not sufficiently considered. Thus, there is a pressing need for a comprehensive overview of refugee entrepreneurship studies. To fill these gaps, this study aims to conduct a systematic literature review to examine and classify the main contributions published on the refugee entrepreneurship research covering academic journal guide (AJG) ranked journals published until October 2022. Therefore, this study addresses two main research questions: What are the research studies carried out under refugee entrepreneurship studies? How do the studies on refugee entrepreneurship evolve? Building on the 40 academic journal guide (AJG) entrepreneurship-ranked journals, this study acknowledges that there has been a significant increase in publications on refugee entrepreneurship studies in top-tier entrepreneurship journals in recent years. Moreover, the initial finding identifies that the literature on refugee entrepreneurship studies now proceeds toward the potential and embeddedness, particularly through increased local collaboration and incubation programs that enhance refugees' entrepreneurial performance in the host country. It further lays a roadmap for future research direction on refugee entrepreneurship.

ENT: **Are Underdog Entrepreneurs Less Generous? The Role of Social Trust and Gender**

Author: **Juelin Yin**, *Sun Yat-Sen U.*
Author: **Jiaxin Zhao**, *School of Business,Sun Yat-sen U.*

Entrepreneurs' status is increasingly recognized as an important factor in entrepreneurial decision-making. Different with prior studies focus on entrepreneurs with high-social-status, recently, we focus on underdog entrepreneurs and investigate how low social status resultant from entrepreneurs' prior occupation affects their social decision-making. Building on insights from social role theory and social trust literature, this study enriches this line of research by investigating the influence of regional social trust on underdog entrepreneurs' philanthropic engagement. Using data from Chinese privately owned firms, we find a curvilinear relationship (U-shaped) between regional social trust and their philanthropic engagement among underdog entrepreneurs. In addition, considering gender role incongruity, we find that male role strengthens the curvilinear relationship (U-shaped) between social trust and underdog entrepreneurs' philanthropic engagement. The above results not only highlight the important role of social trust as a critical component of informal institutions in underdog entrepreneurs' philanthropic decisions but also reveal the boundary conditions of the social trust—underdog entrepreneurs' philanthropic behavior linkage from the combined effects of entrepreneurs' social and gender roles.

ENT: **What is Good Enough For me is Nor Good Enough for you: Life Course and Refugee Entrepreneurship**

Author: **Ali E. Ahmed**, *Warwick Business School*
Author: **Deniz Ucbasaran**, *U. of Warwick*
Author: **Gabriella Cacciotti**, *Baylor U.*

Although research has shown that entrepreneurship can build psychological resilience in the aftermath of adversities, this emerging work is still to account for the differences in adversity experiences between individuals. This study examines how these differences can shape the extent to which entrepreneurship can build resilience in the aftermath of adversity through a qualitive investigation of the life stories of 51 refugee entrepreneurs in Egypt. We found that different trajectories of adjustment unfold in light of engaging in entrepreneurship, not all of which indicate resilience. These trajectories are shaped by the pre-migration life of the entrepreneurs in conjunction with their adversity appraisal. The study reveals key boundary conditions of studying resilience in management studies, and it shows how entrepreneurial activity can emerge after multiple adverse events. It also responds to calls for elaborating the dark side of resilience.

ENT: **Social Class Origins and Entrepreneurship**

Author: **Anna-Lena Rönnert**, *U. of Hohenheim*
Author: **Leif Brändle**, *U. of Hohenheim*

There is a renewed interest in social class research among management scholars. Yet, the emerging research on social class origins in entrepreneurship is fragmented across layers of abstraction and disciplines. To synthesize existing literature, we develop a systematic integrative review and explore how different dimensions of social class origins interplay in forming entrepreneurial outcomes. Based on 159 articles, we identify four mechanisms in the current literature (i.e., Role Modeling, Social Support, Resource Mobilizing, and Skill Transformation) that explain how social class origins translate into entrepreneurial outcomes. Additionally, our framework yields two pathways of Imprinting and Emancipation, which indicate how family backgrounds translate into social closure or social mobility. Our framework contributes to an integrative perspective of social class origins in entrepreneurship and shows opportunities for future contributions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1088** | Submission: **20547** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Strategic Behaviour in Family Firms

Session Moderator: **Chengcheng Xia**, *Shanghai Jiao Tong U.*

ENT: **Congruence Effect of Family Member Ratios of the Board and Management on R&D**

Author: **Hengyuan Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Chengcheng Xia**, *Shanghai Jiao Tong U.*
Author: **Lina Zhu**, *East China U. of Science and Technology*
Author: **Hanqing Chevy Fang**, *U. of Missouri / Rolla*

Given the ubiquity of family members in family firms' governance structures, this study articulates how the idiosyncratic interplay between family and nonfamily members within the board and management affect the presence of agency issues and further research and development (R&D) investments. Invoking the congruence framework, the authors elucidate that the congruence between family director ratio (FDR) and family executive ratio (FER) at high and low levels, indicating consistent family power in supervision and management, mitigates asymmetric altruism and principal–agent issues. By contrast, high-FDR low-FER incongruence leads to high principal–agent issues, whereas low-FDR high-FER incongruence arouses asymmetric altruism issues. Furthermore, the ownership structure that complements the governance mechanism induces principal–principal issues. Using Chinese listed family firms as an empirical background, the authors find that the congruence of FDR and FER can mitigate agency issues and thereby facilitate R&D investment. Moreover, high family ownership increases the positive effect of FDR–FER congruence. Explicating the interconnectedness of the three agency issues, the findings bring in-depth insights into family agency problems and contribute to family R&D investments.

ENT: **Values and Internationalization of Family Firms: Insights From the Wine Industry**

Author: **Barbara Maggi**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Francesco Debellis**, *U. of Vienna*
Author: **Salvatore Sciascia**, *LIUC U. Cattaneo, Castellanza (VA), Italy*

This study investigates how values affect family firm internationalization. Coherently with the exploratory nature of this study, we adopt a qualitative research design based on a comparative analysis of two case studies. In particular, we focus on two Italian family firms both founded in 1880 and operating in the wine industry, a sector where values such as the connection with the original terroir have a fundamental relevance. Our findings thus show how firm strategic choices related to internationalization can be traced back not only to different values, but also to a different interpretation and implementation of the same values by the owning family. By identifying four types of values (i.e., product quality, legacy with the territory, family harmony and time orientation), our study advances current understanding of the link between values and family firm internationalization.

ENT: **The Influence of Digitalization on The Family Firm Business Model**

Author: **Donella Caspersz**, *U. of Western Australia, UWA Business School*
Author: **Pi-Shen Seet**, *Edith Cowan U.*
Author: **Mare Stevanovski**, *U. of Western Australia*

How will the family business model continue given the disruptions that using digitalization may have on their business model? This paper discusses this question by exploring the influence of digitalization drawing on a fifth-generation family business. We found that while digitalization shifts the processes of value creation and value capture in the business, paralleling these were shifts in the family's affective wealth. These shifts guided the decisions they made about the business transitions as a result of digitalization. We subsequently develop a process model and highlight a feedback loop between the family's affective wealth changes and business transitions as a result of the influence of digitalization of the business. The paper contributes to knowledge about changes in family business models given the future of work.

ENT: **Dominant Strategy in Related Diversification and Family Business**

Author: **Hanqing Chevy Fang**, *U. of Missouri / Rolla*
Author: **James J Chrisman**, *Mississippi State U.*
Author: **Esra Memili**, *U. of North Carolina, Greensboro*
Author: **Zhiyong Yang**, *Miami U. Ohio*

Drawing upon the behavioral theory of the firm with a focus on family firms' propensities (i.e., personalism, particularism, and parsimony) (Carney, 2005), we compare publicly-traded family and non-family firms in terms of applying a dominant strategy across related multiple business units, also the reinforcing effects of family management on the link between the dominant strategy and firm performance among family firms. By analyzing S&P 1500 firms between 1996 and 2013, we find that family firms, especially those with substantial family ownership also managed by family members, are more likely to use a dominant strategy and also benefit from doing so across related multiple business units. We also discuss the theoretical implications and future research directions.

ENT: **Fooling Investors by Paying them More? The Role of Proxy Advisors in Listed Family Firms**

Author: **Laura Jimenez**, *IE U. - IE Business School Madrid, Spain*
Author: **Cristina Cruz**, *IE Business School*
Author: **Claudia Imperatore**, *Bocconi U.*

We counter previous speculations suggesting that Proxy Advisors (PAs), information intermediaries that enable shareholders to exercise their voting rights, play a limited role as external monitors in listed family firms as these firms have strong internal monitoring capabilities. To do so, we look at dividend payout, a mechanism implemented by firms to reduce investor´s dissent. We theorize that family firms that pay high dividends have lower investor´s dissent compared to nonfamily firms. Nevertheless, we hypothesize that when the PA suggests voting against the Board recommendation (what we call PA-Board conflict), the effectiveness of dividend payout in reducing investor´s dissent would be reduced in the case of family firms, as the "PA-Board conflict" raises investors suspicion about the potential risk of expropriation they may be facing. Using Fortune 1000 firms between 2011-2017, our hypotheses are supported, and we conclude that investors in listed family firms trust PAs as external monitors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1089** | Submission: **20562** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Social Identity in Entrepreneurship

Session Moderator: **Tatiana Zabara**, *U. of Fribourg, Switzerland*

ENT: **Founder Social Identity Formation: An Empirical Study into the Role of Values and Prior Experience**

Author: **Tatiana Zabara**, *U. of Fribourg, Switzerland*
Author: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*
Author: **Ganqi Tang**, *U. of Fribourg*

Despite the growing interest in social entrepreneurs, we still know very little about who these individuals are and what drives them in pursuit of their social goals. This may be attributed to the fact that there is no agreed definition or scope of what constitutes a social entrepreneur. Building on the social identity framework, we (1) distinguish between entrepreneurs who act out of consideration for others (pro-others) vis-à-vis those whose primary concern is economic self-interest (pro-self) based on their identity type, and (2) examine how these identity types emerge, i.e., how they are influenced by the founders' prior experience and personal identity, defined as their personal values. We argue that due to the greater prototype clarity of the profit-driven entrepreneurs' identity that is engrained in the traditional view of an entrepreneur, the pro-self archetype is best predicted by the founders' prior experience, but not by values. In contrast, due to the high prototype ambiguity, the socially driven identity archetype is best explained by the founders' personal values, but not by prior experience. We test our hypotheses on a sample of 110 early-stage entrepreneurs founded in Switzerland after 2017 and find general support for our hypotheses suggesting that prior experience and personal identity infuse founder identity differently depending on the clarity of the corresponding identity prototype.

ENT: **Tackling Community Resistance to Entrepreneurial Identities**

Author: **Stella Seyb**, *Neeley School of Business - Texas Christian U.*
Author: **Trang Dinh**, *Hanken School of Economics, Finland*
Author: **Dean Shepherd**, *mendoza*
Author: **Joakim Wincent**, *Luleå U. of Technology*

Despite entrepreneurs' desire for social identities that both feel and appear authentic, and substantial between-actor disagreement about what it means to be authentic, there has been little research on the role of authenticity in social identity development. We address this gap in the context of individuals with rural backgrounds who faced significant community opposition when they returned home to develop a new entrepreneurial social identity. We develop an authenticity-based framework of identity development using interview data from 70 entrepreneurs and community members in rural Vietnam. Our findings illuminate discrepancies between entrepreneurs' and community members' views of authenticity and provide insights into how entrepreneurs might resolve these tensions. We extend previous work integrating authenticity-as-consistency and authenticity-as-conformity (e.g., O'Neil et al., 2020). Specifically, we find evidence of authenticity-as-connection and theorize on its importance as a bridging mechanism for stepwise alignment of authenticity assessments of entrepreneurs and their communities. Further, we demonstrate how conformity- and consistency-based authenticity each have both positive and negative effects on social identity development and entrepreneurs' ability to overcome community resistance. While much of the literature assumes actors' assessments of authenticity are reasonably uniform and stable over time, our authenticity-driven framework illustrates the benefits of relaxing these assumptions, advancing understanding of the role of authenticity assessments in both causing community resistance and helping entrepreneurs overcome it.

ENT: **Race, Status, and Entrepreneurial Intentions**

Author: **Ambra Mazzelli**, *SKEMA Business School*
Author: **Robert Nason**, *McGill U. - Desautels Faculty of Management*

Drawing on social identity theory, we examine the role of race in entrepreneurial entry intentions. We argue that the appeal of entrepreneurship for a specific racialized group is likely to be conditional upon the perceptions of "entrepreneur" as a status-enhancing social identity, which, in turn, is affected by racial participation in the entrepreneur social category. We undertake three experimental studies to examine how these mechanisms play out in US racialized groups' entrepreneurial entry intentions. We find that the likelihood to consider entrepreneurial entry differs between US Black and Latinx individuals as the portrayal of the racial composition of entrepreneurship is manipulated (i.e. exclusively White vs. involving in-group race members). Latin-American participants' entrepreneurial intentions are stronger when entrepreneurship is portrayed as associated with White individuals. In contrast, we find that African-American participants' entrepreneurial intentions are stronger when entrepreneurship is associated with ingroup peers, the type of entrepreneurship is associated with high socioeconomic status, and the structural barriers between racial groups are permeable. Overall, our theory draws attention to the importance of racial stratification to explain the varying appeal of entrepreneurship.

ENT: **Inclusion or Exclusion?: An Intersectional Analysis of the Cannabis Industry**

Author: **Heather-Jean MacNeil**, *Northeastern U., D'Amore-McKim School of Business*

Through an investigation of the emerging Massachusetts cannabis industry, this study examines how social identity shapes entrepreneurship in a new industry context. By applying an intersectional framework, this work shares insights into how both systems-level power structures and identity influence venture development, ultimately identifying factors that contribute to, and detract from, entrepreneurial inclusion. This work directly builds on the intersectionality scholarship by illustrating how new majority entrepreneurs are challenged by interlocking and nested systems of power across the interpersonal, structural, disciplinary, and hegemonic domains. Through this multi-level analysis, this study raises awareness to the impact of race and gender on the interwoven requirements of early-stage entrepreneurship, including priority and social status, the acquisition of real estate, knowledge, and financial and cultural capital. Despite these challenges, study participants are driven by an activist identity and a desire to build this growth industry into a diverse and equitable playing field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1090** | Submission: **10741** | Sponsor(s): **(ENT, IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Multi-Level Theory and Practice on Institutions and Entrepreneurial Ecosystems

Organizer: **Fei Qin**, *School of Management, U. of Bath*
Organizer: **Tomasz Marek Mickiewicz**, *Aston Business School*
Panelist: **Per Davidsson**, *Jönköping International Business School*
Panelist: **Victor Martin-Sanchez**, *U. of Southern Denmark*

Multi-level analysis enables us to avoid both the ecological fallacy (drawing conclusions about individuals based on macro level data) and compositional fallacy (drawing conclusions at macro level from individual data). Multi-level modelling, connecting macro- meso- and micro-levels, is particularly useful when applied to entrepreneurship ecosystems and institutions seen in a comparative or international perspective. The purpose of this panel symposium is to engage a group of panelists in a timely, interactive discussion on multi-level theories and practice on institutions and entrepreneurship ecosystems. Centering around a coherent, common theme of multi-level theorization and analysis of institutions and entrepreneurship ecosystems, the panelists will draw from each of their own work and speak on a number of interrelated and complementary topics, including theorization and operationalization of institutional context in entrepreneurship and IB research, institutions and agency in entrepreneurship, the role of meso-level in multilayered structures of entrepreneurship ecosystems, institutional configurations that promote or damper internationalization patterns of start-ups, and country-level institutional conditions and individual-level entrepreneurship dynamics.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1091** | Submission: **18912** | Sponsor(s): **(ENT, STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Corporate, Industrial And Wicked Acceleration: Tackling Grand Challenges Through Novel Approaches ☯ ✈

Moderator: **Cristobal Garcia Herrera**, *Imperial College Business School*
Panelist: **Sheryl Winston Smith**, *BI Norwegian Business School*
Panelist: **Jana Thiel**, *ETH Zürich*
Panelist: **Markus Perkmann**, *Imperial College London*
Panelist: **Ferran Giones**, *U. of Stuttgart*
Organizer: **Andreas Leubner**, *TUM School of Management, Technical U. of Munich*

Entrepreneurial ventures drive disruptive innovation and industrial change in many industries, requiring deft responses and anticipatory innovation from corporates. A burgeoning approach by which incumbent firms can react to or potentially tap into entrepreneurial ventures' innovative potential is through Corporate Accelerator Programs (CAP). Yet, many CAPs fail, and extant research provides limited understanding of how incumbents can effectively harness innovation through these novel corporate-start-up engagements that go beyond traditional approaches like acquisitions and alliances. This panel symposium will highlight the ongoing state of research on distinct types of accelerators (with a focus on corporate-backed ones), the current tools deployed for experimentation and scaling as well as their shortcomings to address disruption and wicked problems across industries. We will extend our understanding of different acceleration modalities, including corporate accelerators, industrial consortia, moonshot, and wicked acceleration, and suggest ways for developing new and existing theories using the CAP context. Our panel of leading scholars and practitioners will share their views on how innovation and entrepreneurship theory relate to CAPs, how CAPs are distinct from conventional approaches to firm innovation and industrial change, and how academic research can contribute to a better design, management, and impact of CAPs in the face of disruption and grand challenges. This panel symposium builds on the prior successful AoM Annual Meeting Symposium, with new and returning panelists, industry practitioners, and cutting-edge research. This distinctive panel symposium will be of great interest to the STR, TIM and ENT Divisions.

KEY TO SYMBOLS

Teaching-oriented ☯ Practice-oriented ✈ International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1092** | Submission: **16448** | Sponsor(s): **(ENT, TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

How Do New Ventures Pivot? Advancing Research on the Process of Entrepreneurial Pivoting

Organizer: **Christian E. Hampel**, *Imperial College Business School*
Organizer: **Alicia DeSantola**, *U. of Washington*
Organizer: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Panelist: **Greg Fisher**, *Indiana U.*
Panelist: **Stine Grodal**, *Northeastern U.*
Panelist: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Panelist: **Siobhan O'Mahony**, *Boston U.*
Panelist: **Tiona Zuzul**, *Harvard Business School*

This Symposium sheds new light on entrepreneurial pivoting from key theoretical and methodological perspectives. Pivoting is a critical activity that many emerging organizations undertake but often ends in failure. Bringing together leading scholars, this Symposium explores (1) the triggers of pivoting, (2) core organizational pivoting processes that span levels of analysis (identity, legitimacy, and ecosystem management), and (3) the process methods that enable scholars to study pivoting in a fine-grained, longitudinal manner. The session will start with an introduction to the frontiers of pivoting research, and then feature insights from each of the panelists, followed by an integrative Q&A discussion session with the audience. The Symposium intends to inspire lively intellectual discussion and equip scholars to advance the nascent research on the important but understudied phenomenon of entrepreneurial pivoting. By advancing scholarship on the process of pivoting, we also hope to inspire further research on the processes by which new ventures become fully- fledged organizations that contribute to resilient societies.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1093** | Submission: **21057** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

HCM Best Papers (Session 1)

Session Moderator: **Nicholas Edwardson**, *U. of New Mexico*

HCM: **The Harmony of Creativity and Standardization in High-Stakes Work: Lessons from the Bedside in ICUs**

Author: **Yuna Lee**, *Columbia U.*
Author: **Robert Litchfield**, *Washington and Jefferson College*
Author: **Lucy L. Gilson**, *U. of New Hampshire*

Resolving how to be creative amid standardization is frequently part of the professional work experience. Yet, few studies have examined how workers harmonize the relationship between creativity and standardization, and the individual, team, and organizational factors that facilitate this balance. Nowhere is the pressure between creativity and standardization more consequential than in hospital intensive care units, where decisions can have life-or-death outcomes. In this study, we conduct 60 in-depth interviews with intensive care unit professionals of differing roles, tenures, and specializations, in six intensive care units in a large hospital system. This hospital system explicitly aims to simultaneously lead in both standardization and innovation. Our inductive, grounded theory approach identified three types of harmony between creativity and standardization: a system-driven type we label agitated jazz, a phenomena-driven type we term revise and remix, and a theory-driven type we call compositional mastery. While professionals mix these types differently as they gain latitude at work and based on the culture created by leadership, all types continue to be utilized to some extent at all levels of experience. A repertoire of different ways to manage creativity and standardization offers a variety of pathways for units to achieve innovations resulting in patents, grants, and new definitions of best practices while maintaining a high quality of care, but did result in tradeoffs that likely led to higher costs of care. This work provides a new way of understanding creativity and standardization as complementary, with implications for how managers and organizations can foster harmony between the two to foster innovation, well-being, and social impact.

HCM: **A Mixed-Methods Study of Patient and Care Provider Expectations for Health Care Relationships**

Author: **Cheryl Rathert**, *Saint Louis U.*
Author: **Jessica N. Mittler**, *Virginia Commonwealth U.*
Author: **Timothy J. Vogus**, *Vanderbilt U.*
Author: **Yuna Lee**, *Columbia U.*

Therapeutic connections (TC) between patients and providers are foundational to patient-centered care co-produced between patients and care providers. This necessitates that we understand what patients expect from TCs, the extent to which providers know what patients expect, and what providers expect. The purpose of this study was to examine nine TC dimensions and determine which are most important to patients, which dimensions providers believe are most important to patients, and which are most important to providers. An online survey of patients (n=388) and care providers (n=433) was conducted in the USA. Respondents rated the extent to which the nine TC dimensions were important to them, followed by open-ended questions to expand upon what matters. The quantitative responses were rank-ordered and rankings were compared across groups. All groups ranked “doing what is best for the patient no matter what” as the top expectation. Patients also ranked caring commitment and being “on the same page” as highly important. Providers were relatively accurate in ranking what they believed was most important to patients. Respondents affirmed the TC elements in the qualitative results, adding nuance and context, such as feeling “heard” and providers that go “above and beyond.” Providers ranked dimensions differently for themselves, prioritizing full presence and emotional support. This study is among the first to examine expectations for TC. TC could play an explanatory role in understanding variation in patient experience ratings and other outcomes.

HCM: **Using Innovation Contests to Increase Employee Voice: A Field Experiment in Community Health Centers**

Author: **Olivia Jung**, *UCLA*

By definition, employee voice is informal, discretionary, and status-quo challenging; speaking up entails sharing unsolicited improvement-oriented suggestions face-to-face or using direct communication mechanisms, rather than formal ones. Because of this definition, the attention given to studying social antecedents and consequences of voice has far outweighed the attention given to studying the role of formal, structured channels on voice behavior. This begs the question: Can formal structures and processes that invite employee input cultivate informal voice behaviors? Addressing this question is important as employees likely use both formal and informal channels to voice ideas. This study presents findings from a field experiment which examined the causal effect of implementing innovation contests, a formal channel and opportunity for employees to voice ideas, on employees’ informal voice behavior. For this experiment, I recruited 54 community health centers (CHCs), which are primary care clinics that serve an underserved area in the United States. Half of the randomly assigned CHCs implemented innovation contests as an organizational intervention. Based on my analytic sample of 3,343 employees, I find that innovation contests increased informal voice behaviors (reported by supervisors) by 9%. This effect was more pronounced among support staff (e.g., medical assistants, nurses, receptionists), as they may find speaking up to be especially difficult and risky. These findings advance new perspectives on voice that simultaneously examine formal and informal mechanisms for soliciting employee input and also on open innovation that considers downstream, spillover effects of opening up the innovation process on employee behaviors in organizations.

HCM: **Workload and Errors: Utilizing Data Collected Through Sensors in an Outpatient Cancer Facility**

Author: **Eitan Naveh**, *Technion Israel Institute of Technology*
Author: **Noa Nissinboim**, *Technion - Israel Institute of Technology*
Author: **Ryan Leib**, *Fred Hutch Cancer Center*
Author: **Jessica Cleveland**, *Dana-Farber Cancer Institute*
Author: **Partha Das**, *DaVita International*
Author: **David Frank**, *Winship Cancer Institute*
Author: **Craig Bunnell**, *Dana-Farber Cancer Institute*
Author: **Sara Singer**, *Stanford U.*

Errors, an everyday concern in virtually all organizations, are occasionally attributed to heavy workload. In this paper we re-examined the relationship between workload and errors. While it is usually assumed that heavy workloads lead to increased frequency of errors, we explore the counterintuitive experience of diminished error rates in such work conditions. In the absence of an acceptable theoretical explanation, this is commonly attributed to a measurement flaw in the form of incomplete or diminished error reporting. We draw on a new and advanced sensor-based data collection method, usually employed for inventory purposes, to locate individuals in order to test an alternative explanation. The results are based on real-time location data of 53 staff members and a daily average of 321 cancer patients, collected by 1,000 sensors every three seconds throughout a two-year period in six infusion units in one outpatient cancer facility. The resulting data are integrated with a second data set of patients' scheduled appointments and a third data set of error reports for the same period of time. This allows us to show that the nurses' positive adaptive behavior during periods of heavy workloads leads to a valid process improvement that diminishes the error rate in such situations. In addition to contributing to our understanding of the workload-error relationship, this paper demonstrates an empirical example, so far rare, of the use of powerful new data collection technologies in operations management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1094** | Submission: **21048** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

Come Together: Examinations of Organizational Culture, Composition & Customs

Session Moderator: **Peter F. Martelli**, *Suffolk U.*

HCM: **Speaking up in Healthcare: Collective Ethos and Voice Politics**

Author: **Senia Kalfa**, *Macquarie U.*
Author: **Amrita Gautam**, *Macquarie U.*
Author: **Lucy Taksa**, *Deakin U.*

In this paper we examine employee voice in a private healthcare setting. Through 28 in-depth interviews with perioperative nurses, accredited practitioners (surgeons and anaesthetists), and hospital administrators we explore the drivers of speaking up in healthcare and the tactics that healthcare workers use to get their voices heard. We find that a collective ethos drives speaking up in hospitals, one that is largely informed by a duty of care to the patient, workers' professional identities as craftspeople or patient advocates, and long-term, close working relationships. Our evidence suggests that voice is inherently a political move, one that entails the mobilisation of power and resources. In contrast to research that views politics in a negative light, we argue that engaging in politics enhances the likelihood that one's voice will be heard. Sources of power in our data include the freedom to exit the organization and relational sources, such as using more powerful actors to act as one's voice advocate. Finally, we draw attention to the tactics used when speaking up and highlight the issue of timing which is somewhat neglected in existing research. Overall, our findings illustrate that a political lens to voice is a fruitful avenue for further research.

HCM: **Cultural Diversity in Healthcare Teams: Review and Research Agenda**

Author: **Manuela Schmidt**, *Kristianstad U.*
Author: **Magnus Berndtzon**, *Jönköping Region*
Author: **Timur Uman**, *Jönköping International Business School*

Team-based work is considered key to improving the quality of national health systems, yet adverse events in relation to teamwork account for up to a third of all incidents. Teams in healthcare are typically multi-professional and diverse in many dimensions, with cultural diversity being one of the biggest challenges. The objective of this systematic integrative literature review is to analyse the literature to better understand the impact of cultural diversity in healthcare teams on team processes and team and patient outcomes. The study also explores the conditions that enable or hinder team functioning. The results of the review based on 43 articles suggest that cultural diversity threatens to have a negative effect on team processes, team performance, team climate, and patient safety, both directly and indirectly. Culturally sensitive leadership, cultural training, open and transparent procedures appear to mitigate issues associated with cultural differences in healthcare teams. Based on these findings and utilizing SWOT, we identify strengths and weaknesses as well as future research opportunities and threats to the field's future development.

HCM: **Relationships Between Patient Safety Culture and Performance on CMS Value-Based Purchasing Metrics**

Author: **Pejmon Noghrehchi**, *The Ohio State U. College of Public Health*
Author: **Jennifer Hefner**, *Ohio State U.*
Author: **Daniel M. Walker**, *Ohio State U.*

As patient harm persists within the U.S. healthcare system, it remains critical to evaluate the effectiveness of patient safety efforts and related health policy initiatives. The purpose of this study was to explore the relationship between hospital perceptions of patient safety culture and performance on CMS Hospital Value-Based Purchasing (HVBP) metrics. Our work is guided by an adapted logic model mapping the impact of public policy changes on the relationship between patient safety culture and hospital performance. The cross-sectional study design used three secondary datasets: the Hospital Survey on Patient Safety Culture, the American Hospital Association annual survey, and the Hospital Compare data from CMS. We used two multivariable linear regression models to examine the relationship between organizational perceptions of patient safety culture and hospital performance. We found a positive association between overall perceptions of patient safety and a hospital's total performance score (TPS) ($b = 15.78$, $r < 0.1$), and a positive and significant association between patient safety grade and TPS ($b = 16.66$, $r < 0.05$). We additionally found a positive association between both overall perceptions of patient safety and patient safety grade with the patient and community engagement TPS domain. Our findings suggest that higher performance on CMS quality metrics is contingent on healthcare managers' ability to foster a culture of patient safety within their organization. Our findings offer additional insights to help guide the future of the CMS HVBP program as motivators of patient safety.

HCM: **Organizational Routines in Healthcare: A Systematic Scoping Review**

Author: **Nadine Boesten**, *PhD candidate Vrije U. Brussel*
Author: **Leen Ackaert**, *U. Ghent*
Author: **Sem Van Belleghem**, *Sem Vanbelleghem*
Author: **Selien Vancaillie**, *Ghent U.*
Author: **Melissa De Regge**, *Ghent U.*
Author: **Vincent Peters**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

This paper provides a systematic scoping review to map existing literature on organizational routines in healthcare and discover knowledge gaps and opportunities for further research. We identified 43 studies, proving that organizational routines as theoretical framework in healthcare has gained interest over the years. The data extracted from the studies differ in terms of which aspect of organizational routines is investigated, the setting, the type of intervention or subject and the research design. Further research on organizational routines studying the interactions between different organizational routines or networks of organizational routines is recommended.

HCM: **Birds of a Feather, Not Always Better: Heterogeneity in Organizational Culture as a Resource**

Author: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*
Author: **Hassina Bahadurzada**, *Harvard Business School*
Author: **Michaela Kerrissey**, *Harvard U.*

In health care, aligning organizational culture is considered vital, yet empirical evidence of this strategy's effectiveness remains limited. Given the multidisciplinary context of healthcare, the value of cultural alignment may be limited if perceptions of culture vary across organizational members for good reasons. However, past research has focused on describing culture as the average set of values and norms (i.e., cultural content) and has not deeply explored the (dis)advantages of (dis)agreement on values and norms among organizational members (i.e. cultural structure). This study measured both cultural content and structure (conceptualized as heterogeneity in culture perceptions) in a large healthcare system across 26,314 workers and associated cultural measures with outcome measures of perceived care quality, intent to stay and manageable job stress. We found substantial heterogeneity in perceptions for multiple culture types. Cultural heterogeneity measures were highly significant predictors of all outcomes, but not in uniform ways. Heterogeneity in culture types emphasizing core organizational values associated negatively with outcomes, while heterogeneity in culture types relating to organizational practices associated positively with outcomes. Cultural content also associated significantly with outcomes, though less consistently. Our findings have implications for studying and leveraging culture in health care, particularly highlighting the importance of addressing heterogeneity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1095** | Submission: **20848** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

HR Strength and HR Implementation

Session Moderator: **Evelina Gillard**, *Vrije U. Amsterdam*

HR: **Human Resource Management Strength: Its Sources, Processes, and Outcomes**

Author: **Evelina Gillard**, *Vrije U. Amsterdam*
Author: **Susanne Beijer**, *Vrije U. Amsterdam*

The concept of human resource management strength has attracted considerable interest in recent years due to its promise to facilitate organizational performance. However, mixed results from empirical studies point to the need for a deeper conceptual clarification. This paper presents a systematic review of the human resource management strength that covers its sources, processes, and outcomes. It synthesizes existing literature to identify the literature streams on this construct, offer a crisper definition, and develops a conceptual integrative model of human resource management strength as organizational property. To conclude, this review proposes future research avenues and managerial implications.

HR: **Cultural Values as Predictors of Congruence between Employee and Supervisor HR Strength Perceptions**

Author: **Rakoon Piyanontalee**, *Penn State U.*
Author: **Elaine Farndale**, *Penn State U.*
Author: **Dorothea Roumpi**, *Pennsylvania State U.*
Author: **Gaye Özçelik**, *Istanbul Bilgi U.*
Author: **Dorra Yahiaoui**, *Kedge Business School*

Since employee perceptions of human resource management (HRM) can differ from their manager's perception, it is important to study both sources of perceptions along with their degree of congruency. While countless studies exist on the role of congruency as predictors of employee attitudes and behaviors, few have been conducted on congruence as outcomes in general. Furthermore, none has examined the antecedents of congruency in the context of HRM. We overcame fundamental limitations of congruence research by using a novel methodological approach – the Directional and Nondirectional Differences (DNDD) framework. The current study contributes to the HRM process literature by exploring the antecedents of congruence between employee and supervisor perceptions of "strength" in the HRM system. Incorporating data from 782 employees and 244 supervisors across six countries, our results provide nuanced insight into the nature of congruency between employee and supervisor perceptions of HR strength. Specifically, we showed how the level of agreement between these two perceptions as well as their shared and unique variations can be predicted based on the cultural values of employees.

HR: **Managing the Tension Between Intended and Implemented HRM Practices: Line Managers' Job Crafting**

Author: **Ai Yu**, *U. of Southampton*
Author: **Qi Wei**, *Kingston U.*

Line managers have been acknowledged as key actors who implement human resource (HR)-related initiatives designed by organizational directives in the devolvement of human resource management (HRM) duties to the line. While existing literature explains 'why' the tension between intended and implemented HR practices exists, and even persists, little is known about 'how' line managers make changes to their HRM responsibilities and roles to handle this tension. Using a job crafting lens, we conducted 43 interviews with line managers in two pharmaceutical multinational corporations (MNCs) in China, complemented by secondary data, to demonstrate the different patterns of their job crafting practices, which made their HRM responsibilities and roles more bearable. Our study contributes to the HR devolution literature by emphasizing the 'how' questions of HR implementation without assuming tension resolution is necessary, let alone positive. Instead, we argue that line managers' HR implementation should be understood as job crafting shaped by the dynamic interplay between agentic capacity and contextual configurations.

HR: **Employees' Perception of HRM Systems and Turnover Intention**

Author: **SANG HOON HAN**, *The Ohio State U. Fisher College of Business*
Author: **Howard Klein**, *The Ohio State U. Fisher College of Business*

This study investigates how personal and environmental factors interact with human resource management (HRM) systems to affect employees' turnover intentions. A negative relationship between HIWSs and employees' turnover intentions is proposed based on the likely effects of HIWSs on turnover. Further, the moderating effects of age, gender, educational level, managerial status, and labor market conditions on the relationship between HIWSs and turnover intentions are suggested. These hypotheses were tested using a sample of employees of the U.S. Federal government agencies that participated in the Federal Employee Viewpoint Survey from 2006 to 2019. The results, based on mixed effect logit regressions, indicated that employees' experience of HIWSs had a negative relationship with their turnover intention, and the negative relationship was stronger for younger employees than for older employees and for those without managerial status than for those with managerial status. Moreover, the results showed that the negative HIWSs-turnover intentions relationship is potentially stronger when the labor market condition is unfavorable. The theoretical and practical implications were discussed based on the results, where the roles of HRM systems and their interaction with personal and environmental factors were emphasized. Keywords: High-involvement work practices; turnover intention; individual characteristics

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

Spotlight on Star Employees

Session Moderator: **Michelle C. Hong**, *North Dakota State U.*

HR: **Star Employees: Conceptualization, Scale Development, and Measurement Validation**

Author: **Michelle C. Hong**, *North Dakota State U.*
Author: **Elham Asgari**, *Michigan Technological U.*

The growth in sectors demanding highly productive individuals shows no signs of abating. Extant scholarship exploring the nexus between market dynamism and human capital almost unanimously propounds the importance of attracting and retaining star performers. Yet, a growing body of research suggests that the roles and impacts of stars are quite complex and that any meaningful assessment of the influence exerted by star performers requires deeper theorization and more sophisticated measurement tools. Stars have been defined, conceptualized, and measured inconsistently across literature, resulting in difficulties in identifying and interpreting their impact on organization-level outcomes. To address these maladies and enhance the intelligibility of the star construct, we develop and validate a parsimonious instrument to capture the multi-dimensionality of the construct. Our study indicates that the proper measurement of stars incorporates performance, status, visibility, and social capital. We discuss the implications and guidelines for using our scales in future scholarship.

HR: **Breaking from Orbit: Star Identification Drift Following Perceived Status Gain**

Author: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Author: **Rory Eckardt**, *Binghamton U.-State U. of New York*

While we understand how employees with and without professional status (i.e., profession-wide recognition as high performers) might behave and be retained, we have yet to theorize the near-term cognitive and behavioral changes associated with perceived professional status gain (PPSG). We thus develop a conceptual model of star identification drift, theorizing how PPSG – founded in the accrual of visible general human capital – increases professional identification while decreasing organizational identification, thus creating a desire to revise one's psychological contract in ways likely to spark exploratory job search. We then theorize a series of anchoring and unfastening effects whereby leaders and colleagues might revise, or perhaps further violate, the employee's psychological contract to increase / further diminish their chances of retaining them. We root this model in our development of the Affirmation and Reduction as Perspective (ARP) model, which holds that opportunities to affirm one source of identification will likely decrease others and provides several theoretical implications for strategic human capital and organizational behavioral scholars alike.

HR: **Clutch Performers**

Author: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Author: **Lamar Pierce**, *Washington U. in St. Louis*
Author: **Xiaoli Tang**, *Bocconi U.*

There is a widespread belief that some employees exhibit the attribute of "clutch" or "anti-clutch" performance, consistently raising or lowering their performance in pressure-filled periods. We subject this lay theory to the first empirical test in typical firms, using over one million new automobile sales by 21,896 salespeople at 1,034 franchised dealerships. Salespeople in these dealerships regularly face high month-end performance pressure due to lucrative manufacturer sales targets. We first establish common belief in a lay theory of clutch performers using an online study, then employ multiple analytical techniques to show clutch and anti-clutch performers to be rare and of limited economic importance in our setting. Employees' average performance under pressure closely mirrors their low-pressure performance, with the few clutch performers that do exist having little economic importance to the firm and are unlikely to be identifiable to management. We conclude that the ability to respond to pressure is not a meaningful source of employee heterogeneity in our setting. Star salespeople are consistently stars, while average employees are consistently average. We caution researchers and managers against categorizing employees as "clutch performers" or "anti-clutch" performers, given the risk that anecdotal or small-sample performance differences under pressure might reflect random chance and not underlying employee value.

HR: **The Shades of Stardom: Stars in the Organizational Nexus of Practices**

Author: **Verena Timmer**, *Witten/Herdecke U.*
Author: **Erik Robert Strauss**, *U. of Witten/Herdecke*
Author: **Nadine Gerhardt**, *Witten/Herdecke U.*

Stars are extraordinary, highly performing actors who add tremendous value to an organization. However, managing stars is complex, creates dependencies, and challenges organizational routines because stars usually fall out of normal patterns of behavior. Based on a longitudinal case study in a growing IT consultancy, we explored how the consultancy restructured its organizational practices to utilize a star employee. Our results show how the organization restructured its routines by (i) deploying supportive actors and (ii) using supportive artifacts to promote the relational interaction of the star and provide better guidance for non-stars. Drawing on these findings, this study introduces a relational perspective on stars and the nexus of practices they are entangled in to emphasize the reciprocal influence on star performance. In a dynamic nexus of practices, to maintain performance is a result of the interplay between star and organization, the change in the star's tasks — e.g., from technical to managerial tasks — must be supported by organizational developments — e.g., when interaction with other actors becomes more important than the purely technical tasks. The findings also offer three practical insights: Managers (i) are encouraged to question whether the stars' extraordinary performance in some tasks outshines other tasks in which star employees struggle, (ii) need to question whether stars need (more) supportive actors and artifacts, and (iii) should reflect if non-stars can work with artifacts a star has developed.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1097** | Submission: **20896** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Workforce Planning and Job Design

Session Moderator: **Dayoung Kim**, *Fox School of Business, Temple U.*

HR: **Work Schedule Unpredictability: How Last-Minute Schedule Changes Impact Workplace Behaviors**

Author: **Dayoung Kim**, *Fox School of Business, Temple U.*

In this paper, I explore the effects of an unpredictable work scheduling practice: last-minute schedule changes. Drawing upon psychological contract theory, I contextualize last-minute schedule changes as a psychological contract breach and identify two forms of last-minute schedule changes: hour additions and hour reductions. I argue that experiencing more last-minute schedule changes precipitates employees' feelings of psychological contract violation, and in turn, influences engagement in counterproductive work behaviors and that these two forms of last-minute schedule changes provoke employees' reactions differently. Further, I argue that schedule input functions as a moderator that weakens this effect. Results of a three-wave online survey suggest that experiencing more last-minute hour additions and reductions to one's work hours incites feelings of violation, which increases the likelihood of employees' engagement in counterproductive work behaviors. However, the conditional indirect effect was significant only for last-minute hour additions. Theoretical and practical implications are also discussed.

HR: **We're All in this Together! Job Crafting and Prosocial Behaviours Among Low-skilled Workers**

Author: **Sara Dotto**, *IAE Paris - Sorbonne Business School*

In today's world of work the awareness is increasing as for the importance of achieving well-being, to find meaning in one's job, and to cope with high workloads in an effective way. While this seems to be more easily achievable for highly skilled employees, it looks more difficult for low-skilled workers. Low-skilled workers are mostly employed in simple, routinary jobs, which don't offer much room for career progression, nor for finding motivation and realisation. Indeed, low-skilled workers face the risk of demotivation, stress, alienation (Bakker and Demerouti, 2017): consequently, the turnover is high. This can lead to an increased instability in job and precarity in life. In this paper, we focus on how low-skilled workers manage to engage in job crafting activities to cope with stress and to boost their motivation both at the individual and team level. We carried out our qualitative study conducting a participant observation (Spradley, 1980) among the warehouse workers in a manufacturing firm in France. Our observation was carried out in two periods: a calm and a more stressful one, to assess the differences between the two. In our study, we show how job crafting is largely present among low-skilled workers, with very constraining jobs, and we underline how helpful it is to reduce stress and cope with challenging moments. Indeed, job crafting is used to optimize the job demands and increase efficiency. Moreover, we notice that individuals engage in job crafting with prosocial intentions too, especially in tough times: this helps them reinforce the union of the team and maintain the flow. Job crafting also promotes innovation, as the practices spontaneously created by individuals can then be integrated into unwritten but shared rules. Thanks to our study we can contribute to the literature in various ways. First, adopting the point of view of the social regulation theory (Reynaud, 1979; 1988; 2002), we show how job crafting can be approached to an autonomous, bottom-up way for workers to generate new rules that suit better to them. Second, we aim at contributing to the unification perspective in the literature on job crafting: while this argument has been proposed theoretically (Zhang and Parker, 2019), we propose an empirical proof. Moreover, we show how the process of regulation of job demands and job resources consists in a process of optimization of job demands (Zhang and Parker, 2022), trying to maximise their outcome without the risk of burnout due to high levels of stress (Bakker and Demerouti, 2007).

HR: **Empirically-Based Organizational Layoff Taxonomies: Alternatives, Supplements, and Explanations**

Author: **Nita Chhinzer**, *U. of Guelph*

Corporate layoffs are a prolific management-initiated activity aimed at changing the quantity and quality of an organization's workforce. Yet, our understanding of the layoff phenomenon remains focused on layoff causes and consequences. This study evaluates 646 internal mass layoff announcements in Ontario from March 2013 until December 2019 to explore how layoffs are part of a broader management strategy, differentiating between layoff explanations, alternatives, and supplements used. Data analysis includes usage rate calculation, correlation analysis, as well as dimension reduction and factor analysis using principal component analysis with varimax rotation. The most prolific layoff explanations are plant closing, restructuring, and slump in demand. The most used layoff alternatives are location transfers and bumping. The most common layoff supplements are job search assistance and EAP support. bundles of explanations are structural, financially motivated, market economics, and competitive advantage-based reasons; of alternatives are labour utility focused, internal mobility, unpaid leave, talent retention, and early retirement; and of supplements are total rewards/compensation, reemployment support, exceeding legal requirements). Furthermore, regression analysis of all of the bundles of layoff explanations, alternatives, and supplements demonstrates which bundles are used in isolation and which are part of a broader management strategy.

HR: **The Influence of Transformational Leadership on Job Design in Blue-and White-collar Jobs**

Author: **Danina Mainka**, -
Author: **Annika Pestotnik**, *Heinrich-Heine U. of Dusseldorf*
Author: **Sarah Altmann**, *Hochschule Niederrhein U. of Applied Science*

This study investigates the influence of transformational leadership on job design. Whereas job crafting and idiosyncratic deals (i-deals) have primarily been studied in white-collar jobs, there is a lack of research on job design in the area of less skilled and highly structured work. Our study addresses this gap by analyzing the effects of transformational leadership on job crafting and i-deals in both blue- and white-collar jobs. To test our hypotheses, we surveyed 285 employees in the German craft industry, using structural equation modeling for data analysis. Our results show that transformational leadership is a strong predictor of job crafting and i-deals but that its influence depends on the occupational context. More specifically, the moderating role of the occupational group in the relationship between transformational leadership and job crafting differs with respect to job crafting's dimensions. With regard to i-deals, transformational leadership's influence on both development i-deals and task i-deals is stronger in white-collar jobs than it is in blue-collar jobs. The study extends research on the role of leadership in job design based on the occupational context.

HR: **Mapping Human Resources Outsourcing Research. A Systematic Review and Bibliometric Analysis**

Author: **Debora Gottardello**, *Edinburgh Business School - School of Social Sciences*
Author: **Josep Ubalde Buenafuente**, *U. de Lleida*
Author: **Akanksha Jaiswal**, *Loyola Institute of Business Administration*
Author: **Ji-Won Song**, *U. of Edinburgh business school*

Human Resource Outsourcing (HRO) has increased in all dimensions of the HR functions. However its nature and scope has developed and adjusted thanks to technological development, and global institutional changes. With increased interest, this study offers the first systematic, bibliometric review of 165 articles on HRO from 1993 to 2020 to provide a comprehensive overview of the topic. Our findings present theoretical foundations, major topics in the field, the antecedents of HRO decisions, and the impact of HRO on firm performance while identifying research gaps. We therefore provide several theoretical, methodological, and context considerations for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Session Type: **Paper Session**
Program Session: **1098** | Submission: **20820** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Digitalization's Influence on Employees and Firm Performance

Session Moderator: **Caroline Rothert-Schnell**, *U. of Hannover*

HR: **Investigating Employee Digital Stress**

Author: **Christopher Funke**, *U. of Hannover*
Author: **Caroline Rothert-Schnell**, *U. of Hannover*
Author: **Federico Mangiò**, *U. of Bergamo*
Author: **Giuseppe Pedeliento**, *U. of Bergamo*
Author: **Gianfranco Walsh**, *U. of Hannover*
Author: **Ikuo Takahashi**, *Keio U.*

The continually soaring mobile and social media use worldwide, across private and work lives, causes users to feel digitally stressed, which might undermine important behavioral outcomes. Hall et al. (2021) have established a digital stress scale (DSS), developed among U.S. adolescents and young adults; the current study offers a cross-cultural test of the scale and proposes a shortened version, by almost 60%. Social media use tends to blur work and nonwork spheres, and psychometric scales need to be cross-culturally valid, so the present study tests perceived digital stress among employees from three countries. The well-established validation procedures and samples from Germany, Italy, and Japan affirm the reliability, validity, and cross-national applicability of a 10-item short DSS. The extended application also reveals the impact of perceived digital stress on three sets of employee outcomes. In turn, this research offers implications for both research and practice.

HR: **Why Employees Support or Resist Enterprise Digital Transformation? Transactional Theory of Stress** ☯ 🗨 💻

Author: **Xin Liu**, *Renmin U. of China*
Author: **Bo Lv**, *School of Management, Shandong U.*
Author: **Qiwei Zhou**, *Ocean U. of china*

Employee digital transformation support is a vital component of enterprise digital transformation, and a clearer understanding of its mechanism is crucial to succeed in this transformation. Drawing upon transactional theory of stress, we examine when and how employees support or resist enterprise digital transformation. A field study of 121 employees in a company undergoing digital transformation demonstrates that challenge appraisal and hindrance appraisal are two countervailing mechanisms that mediate the relationship between enterprise digital transformation and employee digital transformation support. The results also show that employees' regulatory focus moderates the indirect effect of enterprise digital transformation on employee digital transformation support through their challenge or hindrance appraisal of the digital transformation. Specifically, employees with higher promotion (prevention) focus are more likely to make challenge (hindrance) appraisal and further support (resist) enterprise digital transformation. Theoretical and managerial implications are provided for employee management during enterprise digital transformation.

HR: **Digital Productisation of HRM and Delivery of Human Resource Services: A Case of Tencent** 💻

Author: **Xiaolan Fu**, *U. of Oxford*
Author: **Wei Wei**, *U. of Oxford*

The application of digital technologies and products not only creates innovations in business operations and services provision, but also enables management innovation. There has been increasing scholarly attention on management innovation on one hand and on the application of digital technologies/products in management practices on the other hand, leaving significant gaps in terms of the role of digital technologies/products in management innovation. Through integrating perspectives of management innovation, product development and human resource management (HRM), this paper explores how digital products play out in management innovation as a form of digital productisation of HRM and the mechanisms through which such management innovation is achieved. Drawing on an inductive single case study in a leading IT company – Tencent that designs and develops various digital HRM products for different HR functions and for different actors, the findings suggest that HRM teams deliver HR services to multiple actors in (and even beyond) the organisation, through the productisation of HRM; and these products not only enhance efficiency, support organisation policies, but also improve employees' experience. In addition, this paper examines the mechanism of digital productisation of HRM and highlights the main features in the process. Managerial implications and future research directions are also discussed.

HR: **Digital Workforce: From the Generational to the Strategic Approach in HRM Research and Practice**

Author: **Edvalter Holz**, *Insper Institute of Education and Research*
Author: **Luciana Cardia-da-Silva**, *Insper Institute of Education and Research*
Author: **Renzzo Portes**, *Insper Institute of Education and Research*

An emerging body of research has assumed digital workforce (DW) as a set of competences developed by individuals in their everyday non-work-related use of digital technologies, and that can be leveraged at work. We call such body of research a generational approach of DW, and we claim that these studies have neglected DW as a discipline within strategic human resources management (SHRM). In the present study, we aimed to analyze how organizations operating in the digital landscape align digital strategy and human capital. We adopted the perspective of digital strategy regarding digital transformation (DT) and the perspective of SHRM regarding workforce to conduct an inductive qualitative study of the alignment between digital strategy and human capital in both the financial services sector and the agri-food sector. We applied the principles and techniques of the grounded theory to analyze secondary data describing DT processes in 82 organizations. We formulated a typology of digital workforce strategies, i.e., different types of alignment between digital strategy and human capital in organizations operating in the digital landscape. Based on this typology, we propose a strategic approach of DW and discuss its critical aspects in comparison to those of the generational approach.

KEY TO SYMBOLS

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Advancing HR: Exploring Functions and Competencies of Professionals

Session Moderator: **Alexandra Ballnat**, *ESCP Business School*

HR: **Dynamic Capabilities of HRM in a Crisis – A Qualitative Study on PSFs**

Author: **Surabhi Singh**, *Doctoral Scholar, Indian Institute of Management, Indore, India*

The role of HRM during a crisis has been a crucial area of investigation for the scholars and the practitioners. The present study addresses the evolving role of HRM in Professional Services Firms (PSFs) during a crisis. We conducted a multi-phase, qualitative study spanning over ten weeks and collected data from 50 PSF employees (knowledge workers) and 10 HR practitioners. The findings reveal the dynamism with which HRM shifted its focus i.e., from enabler to facilitator and facilitator to therapist. The study informs the dynamic capabilities framework by exploring how swiftly HRM evolved with each passing phase of the crisis. The paper contributes to the academic literature on the dynamic role of HRM in PSFs, an under-researched area so far. The findings provide insights on the strategic role of HRM in crisis, which will inform the practitioners.

HR: **Moving Beyond Mode-2: Knowledge-Production in Scholar-HRM Practitioner Collaborations**

Author: **Martina Kohlberger**, *U. of Innsbruck*
Author: **Julia Brandl**, *U. of Innsbruck*

HRM literature is full of suggestions about how scholar-practitioner collaborations should be conducted but has remained silent about how they actually are conducted. We therefore do not know what collaborative research participants really do in such collaborations and what helps and hinders their producing knowledge. To discover how scholars and HRM practitioners generate knowledge in practice, this paper combines field data from a collaborative project with insights from institutional theory. We found three modes of knowledge-production that practitioners use in collaborative research: Mode-1 (pursuing theoretical gaps), Garbage-can (developing a laundry list of potential solutions to unspecified problems) and Mock-mode-2 (granting concessions to pursue individual knowledge production interests). Garbage-can and Mock-mode-2 are new and have not been established in the literature on knowledge-production, thus offering new insights into how scholar-practitioner collaborations are carried out in practice. Our study uses participants' perspectives and insights about their efforts to carry out such collaborations and pursues to better understand the value of such collaborative projects from the participants' point of view.

HR: **The HR Function and Mandatory Non-Financial Reporting: On the Road to Enhanced Sustainability?**

Author: **Alexandra Ballnat**, *ESCP Business School*
Author: **Marion Festing**, *ESCP Business School*
Author: **Ihar Sahakiants**, *CBS International Business School*
Author: **Thomas Steger**, *U. of Regensburg*

Organizations are becoming increasingly more involved in non-financial reporting (NFR) due to legal obligations and stakeholder pressure. Although NFR is not a primary human resource management (HRM) activity, its involvement is in line with current research emphasizing the potential contribution of HRM to enhancing corporate sustainability. In the context of the European Non-Financial Reporting Directive (NFRD), this qualitative study investigates the impact of mandatory NFR regulations on organizational practices in relation to sustainable HRM. When analyzing interview data on NFR practices from large German companies, we recognized that applying arguments from a resource dependence perspective to explain changes in the role of HRM and its practices related to sustainability is a fruitful—but so far overlooked—avenue of enquiry. In this vein, we suggest a theoretical framework outlining how organizational resource dependencies are managed by HR and sustainability departments through NFR, and how these dependencies lead to the enhanced strategic relevance of HRM in terms of contributing to corporate sustainability. Our major contributions consist of a rich primary empirical dataset, which draws our attention to a new explanation of the role of HRM in the context of NFR applied in the suggested framework and includes theoretical advancement that can enrich future research.

HR: **HR Analytics and the Decision-Making Process: An Evidence-Based Management Approach**

Author: **Amanda Scaf**, *Faculty of Economics, Administration and Accounting - U. of São Paulo*
Author: **Liliana Vasconcellos**, *Faculty of Economics, Administration and Accounting of the U. of Sao Paulo*

HR Analytics (HRA) has gained attention of practitioners and scholars under the promise of providing basis for better decision-making. However, the question about how HRA can be effectively used to support decisions in organizations remains unanswered. Although some scholars suggest Evidence-Based Management (EBM) as a theoretical approach through which HRA would effectively contribute to decisions, the idea has not been empirically tested. Therefore, this study's objective is to analyze how HRA leads to talent decision-making through the EBM approach. The analysis of how HRA leads to decisions was grounded in the interaction between HR Analytics and EBM along the decision-making process (DMP). A qualitative research approach was employed to assess HR Analytics decision processes performed in organizations located in Brazil. The study relied on 8 semi-structured interviews with professionals who have led or played an important role in a HR Analytics decision process. Content and template analyses were employed as data analysis methods. It was found the Evidence-Based Management approach seemed relevant to (a) provide evidence needed to the conduction of a quantitative analysis and (b) to intermediate HRA's inputs to decisions. The results also shed light on the nature and different roles of these inputs.

KEY TO SYMBOLS

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Session Type: **Paper Session**
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Green HRM Practices

Session Moderator: **Farooq Ahmad**, *Fatima Jinnah Women U., Rawalpindi, Pakistan*

HR: **Green HRM Practices, Government Interventions, and Employee Behavior Tie with SME Sustainability**

Author: **Farooq Ahmad**, *Fatima Jinnah Women U., Rawalpindi, Pakistan*
Author: **Khurram Mustafa**, *U. of Okara*
Author: **Muhammad Nawaz Qaisar**, *National Accountability Bureau, Islamabad, Pakistan*

This study looked at the link between green HRM practices and organizational sustainability through green employee behaviors and the moderating influence of green government initiatives. A cross-sectional online survey was used to gather data from 200 professionals from Pakistan's small and medium businesses (SMEs) in the manufacturing sector for this study. According to the findings, green HRM practices are positively associated with organizational sustainability. Green employee behavior mediated this association to some extent, while green government actions moderated it by enhancing the link between green HRM practices and green employee behavior. The findings indicated that green HRM practices and government initiatives are required to instill the green employee behaviors required for the long-term sustainability of SMEs. The ramifications of these discoveries for theory and practice have been discussed.

HR: **Green Human Resource Management, Work Group Green Advocacy, and Employees' Environmental Behavior**

Author: **Qi Lei**, *Shandong U. of Finance and Economics*
Author: **Zhiqiang Pang**, *Shandong U. of Finance and Economics*
Author: **Song Chang**, *Hong Kong Baptist U.*

Although accumulated evidence has shown that Green human resource management (HRM) has crucial effects on employees' environmental behavior, there is limited research on the underlying mechanisms of the link. Drawing on social information processing theory, we develop and test a multilevel model that specifies how and when Green HRM has benefits for employees' environmental behavior. Based on a sample of hotels collected from three data sources, we show that Green HRM is positively related to work group green advocacy, which in turn is positively related to employees' environmental behavior. Moreover, managers' interpretations of environmental issues strengthen the effects of work group green advocacy on employees' environmental behavior. We discuss the theoretical and practical implications of these findings and propose future research directions.

HR: **Green HRM and Employee Green Activism: Roles of Meaningful Work and Harmonious Environmental Passion**

Author: **Muhammad Aamir Shafique Khan**, *Jiangsu U.*
Author: **Jianguo Du**, *School of Management, Jiangsu U.*
Author: **Shakir Hafeez**, *COMSATS U. Islamabad, Abbottabad Campus*
Author: **Shuai Jin**, *Jiangsu U., China*
Author: **Farooq Anwar**, *The U. of Lahore. Pakistan*

In the present study, we aim to examine the direct and indirect (via meaningful work) relationships between green human resource management (GHRM) and employees' beyond-work green activism. We also test the moderating role of harmonious environmental passion in the relationship between perceived GHRM and beyond-work green activism. Survey data were collected using a time-lagged design from 304 supervisor-employee dyads in different manufacturing and service sector organizations in China. Data were analyzed using structural equation modeling in Mplus (8.6). The results revealed that GHRM is positively associated with green activism, both directly and indirectly, via meaningful work. Moreover, harmonious environmental passion strengthens the direct relationship between GHRM and meaningful work, as well as the indirect relationships between GHRM and green activism. The findings offer important recommendations for managers concerned about environmental sustainability that can help them signify the role of business organizations and HR practices in protecting the natural environment. Several scholars have shown that GHRM is positively associated with employees' voluntary green behaviors at work. However, previous studies have largely overlooked the influence of GHRM on employees' voluntary green behaviors beyond the workplace such as employees' participation in and promotion of different types of pro-environmental initiatives, policies, and campaigns outside the organizational boundaries. This study foregrounds an important yet largely ignored role of GHRM in shaping employees' engagement in green initiatives beyond organizational boundaries.

HR: **Investigating the Impact of GHRM Practices on Employee's Green Outcomes through the Lens of AET**

Author: **Rimsha Iqbal**, *Riphah International U., Islamabad*
Author: **Khurram Shahzad**, *Riphah International U.*
Author: **Richa Chaudhary**, *Indian Institute of Technology Patna*

This paper examines the link between green human resource management (GHRM) practices and green employee outcomes through an unattended affective process. Based on affective events theory (AET), we study how GHRM practices influence employees' environmental commitment (EEC) and organizational citizenship behavior for the environment (OCBE) through mediating role of harmonious environmental passion (HEP). Three-wave data were collected from subordinate-supervisor dyads (n = 231) working in manufacturing companies. Results revealed that GHRM practices triggered HEP, which, in turn, led to high EEC and OCBE. Further, HEP partially mediated the relationship between GHRM practices, EEC and OCBE. Findings suggest that HR managers should ensure sufficient resources for earnestly implementing GHRM practices that help evoke HEP amongst employees, which is an essential determinant of employees' eco-friendly attitudes and behaviors.

HR: **Green HRM and Green Innovation: The Roles of Manager Improvisation and Learning Orientation**

Author: **Thomas Garavan**, *Garavan*
Author: **Muhammad Waheed Akhtar**, *Rabat Business School, International U. of Rabat, Morocco*
Author: **Chunhui Huo**, *Liaoning U. Business School*
Author: **Fergal O'Brien**, *Kemmy Business School, U. of Limerick*

Green human resource management (GHRM) has emerged as an important topic within HRM with research focusing on its impact on a variety of employee outcomes. Less research has focused on understanding its impacts on green organizational outcomes such as green innovation (GI). We utilize signaling theory to examine whether, when, and how GHRM impacts GI. We collected data from 263 hospitality firm managers located in Pakistan to investigate the direct relationship between GHRM and GI, the mediating role of manager improvisation (MI), and the moderating role of learning orientation (LO). Our findings based on time-lagged field data reveal that GHRM enhances MI and in turn, GI. The positive relationship between GHRM and MI is stronger when individuals are high on LO. We also found support for the moderating effect of LO on the indirect model via MI. We highlight important theoretical, empirical, and practical contributions.

KEY TO SYMBOLS

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Systematic Reviews on HR Topics

Session Moderator: **Christina L. Stamper**, *Western Michigan U.*

HR: **Perform Well, but not Feel Good: A Meta-analytic Investigation of the Consequences of Failure at Work**

Author: **Yibing Zhou**, *Tsinghua U.*
Author: **Lei Wang**, *Tsinghua U.*

Research on the benefits and costs of workplace failure has undergone a continuing debate over the past few decades. Integrating extant findings, we meta-analytically cumulated 116 independent samples for failure and examined failure's relationships with work-related outcomes. Our findings revealed an overall positive relationship (rho-hat = .057), which was strongest at the team level (rho-hat = .164) whereas weaker at the individual (rho-hat = .042) and firm (rho-hat = .031) levels. This relationship varied with different types of outcomes, such that failure showed a significantly positive relationship with effectiveness-related outcomes (rho-hat = .077), contrary to insignificant positive psychological processes (rho-hat = .039) or proactive behaviors (rho-hat = -.015). It is also notable that unpacking different psychological processes appear to matter regarding this relationship at the individual and team levels: the negative effect of failure was mainly demonstrated in its significant damage on affective reactions (rho-hat = -.227). Moderator analyses were performed regarding conceptual (operationalizations of failure) and contextual (measurement, industry, and culture) factors to resolve heterogeneity. Noteworthy, we also found a more negative impact when discussing the effects of failure in labor-intensive industries and for East Asians. We discussed our theoretical and practical implications and offered guidance for future research efforts.

HR: **In Search of Clarity: Examining the Workplace Exclusion Literature**

Author: **Christina L. Stamper**, *Western Michigan U.*
Author: **Lynn Shore**, *Colorado State U.*
Author: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*

While there seems to be general agreement that workplace exclusion is a worthwhile and important concept to study, there is substantial inconsistency across research in definitions and explanations of this construct. To 'put the worker front and center', researchers and managers need to understand exactly what workplace exclusion is, what it is not, and its contributing factors, to facilitate prediction of any potentially positive or, especially, negative results associated with exclusion in the workplace. We utilize Suddaby's (2010) criteria for construct clarity to provide a detailed analysis of existing definitions of workplace exclusion, highlighting points of concern and confusion. Based on our findings, we delve more deeply into the concept of workplace exclusion, creating an updated definition with corresponding theoretical bases which we believe meets the requirements for construct clarity.

HR: **A Systematic Literature Review on the current state of research on virtual feedback**

Author: **Luisa Koloch**, *WFI - Ingolstadt School of Management*
Author: **Paul Goldmann**, *Zwickau U. of Applied Science*
Author: **Björn Schäfer**, *Free U. of Bozen-Bolzano*

Virtual collaboration has become more widespread in recent years, making virtual feedback an indispensable means for individual and team success. Throughout the last decades, researchers have examined how virtual feedback is received and processed and whether it leads to desired effects, e.g., considering distortions in electronic communication. Unfortunately, there is no comprehensive review that structures and summarizes the disparate literature on virtual feedback. We undertake a systematic review of 88 articles on virtual feedback published between 1986 and 2022 in peer-reviewed academic journals in Business, Management, and Psychology. By drawing on Ilgen et al.'s (1979) feedback process model as a theoretical framework, we analyze the articles and address the process by which virtual feedback influences behavior. This work has three major contributions. First, we identify the aspects of virtual feedback from the literature that influence (a) the way it is perceived, (b) its acceptance by the recipient, (c) the willingness of the recipient to respond to the feedback, and (d) the recipients' behavior. This shows the applicability of the feedback process model of Illgen et al. (1979) in this contemporary context. Second, this systematic organizing of existent literature allows us to identify blind spots that have not received sufficient scholarly attention. Thus, we can propose related future research directions. Third, our implications at the individual and the team level demonstrate guidelines for communicating feedback virtually to reduce misunderstandings, promote feedback acceptance, and foster desired effects of virtual feedback.

HR: **Meta-Analytic Criterion Profile Analyses of Big Five Personality Traits and Life Success**

Author: **Michael P. Wilmot**, *U. of Arkansas Sam M. Walton College of Business*
Author: **Brenton M. Wiernik**, *U. of South Florida*
Author: **Deniz S Ones**, *U. of Minnesota*

Experiencing success in life has been a central human preoccupation for millennia. Accordingly, we quantitatively review and synthesize meta-analyses reporting effects of Big Five personality traits for variables associated with success in life. We summarize findings of 111 meta-analyses reporting effects for 210 variables, which represent $N > 2.2$ million participants across $k > 3{,}200$ studies. The Big Five traits jointly display an overall effect of $R = .24$, indicative of a beneficial effect that is moderate-to-large. By organizing variables into a framework of nine categories of life success, we also offer a more detailed account of traits' effects. Next, we use meta-analytic criterion profile analysis (Wiernik et al., 2021) to identify the trait profile that optimally relates to each variable, and disentangle the predictive contributions of profile means (i.e., level effects) and profile configurations (i.e., pattern effects). Overall, level effects contribute more predictive variance than pattern effects (59% vs 41%), but relative contributions differ by category. Finally, we use clustering algorithms to examine similarities of trait profiles across life success variables. Using these results, in conjunction with existing theory, we synthesize 10 clusters that are nested under three broad meta-clusters. Specifically, contentment (gratification, balance, deference), agentic engagement (accomplishment, high performance, good citizenship, ingenuity/leadership, influence), and self-transcendence (support, inclusion). These "clusters and profiles of success" represent a distillation and theoretical integration of the potent role of Big Five traits in success across the lifespan. We conclude by discussing contributions, limitations, and future directions.

HR: **Leadership Behavior and Employee's Recovery: A Review and Meta-Analysis**

Author: **Lydia Bendixen**, *Europa-U. Flensburg*
Author: **Tabea Eleonore Scheel**, *Europa-U. Flensburg*

Leader behavior is known to affect employees' recovery processes. However, a systematic review and meta-analysis which examined the effect sizes are missing. Further, most research on this topic has not considered the type of leadership behavior (constructive vs. destructive). A search of leadership and recovery studies yielded 42 papers that were systematically reviewed. 23 papers (k = 24) with 12,860 observations were included in a meta-analysis. The review indicates that leader behavior is relevant to employees' recovery experiences (i.e., psychological detachment, relaxation, mastery, and control). The meta-analysis reveals that constructive leadership (supervisor support and justice behavior) relates positively, and destructive leadership behavior adversely, to employee recovery experiences (psychological detachment and relaxation). Employees' age attenuates the relationship between supervisor support and psychological detachment; no further moderation was found. Understanding which and how leadership behaviors relate to employee recovery experiences can help promote recovery in demanding workplaces.

KEY TO SYMBOLS

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Unlocking Leadership Potential ☯ 💻

Session Moderator: **Beatrice Schuldt**, *WWU Münster*

HR: **Creating Sense of Belonging: The Roles of Leadership and Social Capital**

Author: **Beatrice Schuldt**, *WWU Münster*
Author: **Marie Gabel**, *WWU Münster*

Employees' sense of belonging is essential to improving their mental health and lever-aging their performance. Thus, it is relevant for companies trying to support their own human capital and corporate success. Nevertheless, employees' sense of belonging in business set-tings has rarely been considered in the literature. To further advance the sparse research, I examined the influence of leadership behaviour on employees in an environment with and without social capital. An experimental design that yielded 391 responses was analysed using a multiple linear and multi-level mixed linear regressions. The results show a significant posi-tive influence of transformational leadership on employees' sense of belonging. Introducing social capital as a potential moderator, the findings show that social capital and leadership style jointly shape an employees' sense of belonging. These findings support the relevance of leadership and social capital on sense of belonging at work. Contrary to the primary literature on transformational leadership, this study supports the possibility that contextual factors di-minish the positive effects of such leaders. Therefore, future research should focus not only on leaderships' behaviours but also on the contextual factors to paint a more holistic picture.

HR: **No One is an Island: Managerial Success as a Personal Resource**

Author: **Gerard Beenen**, *California State U., Fullerton*
Author: **Shaun Michael Pichler**, *California State U., Fullerton*
Author: **Wangxi Xu**, *U. of Melbourne*
Author: **Andrew Yu**, *U. of Melbourne*

Based on conservation of resources (COR) theory, we propose that managerial success constitutes a personal resource that managers can sustain and extend by facilitating a work unit environment that encourages employee feedback seeking, which then predicts employees' motivation to improve. We further posit procedural justice climate as a cross-level moderator of the relationship between feedback seeking environment and employee motivation to improve. We test and find support for our model with a multi-level sample and analysis of 657 employees nested within 85 work units in a large healthcare organization.

HR: **Effective Coaching for Adaptive Selling: The Role of Leader-Member Exchange and Gender Matching**

Author: **Michele Rigolizzo**, *Montclair State U.*
Author: **Robert Moulder**, *U. of Colorado*
Author: **Jean-François Harvey**, *HEC Montréal*

This study focuses on the role of gender in coaching relationships in the sales context, and extends theory by integrating work on leader-member exchange (LMX) and social role theory (SRT). Specifically, we propose that LMX mediates the relationship between coaching and adaptive selling, but only when the gender of the coach matches that of the employee because men and women enact different role behavior when selling. We test our theory using multiple group moderated mediation in a structural equation model of 564 salespeople and their 69 managers. Results show that, although coaching consistently improves the LMX between managers and employees, it only stimulates adaptive selling when genders match. This study highlights the challenges organizations face when they expect managers to engage in behaviors that are not socially congruent with the expectations of their role. In addition, when the occupation itself is gendered, as is the case in sales, societal norms and beliefs play a large role because coaches may not consider the full variety of strategies that lead to better performance for the opposite gender, and employees of the opposite gender may be less receptive to the coaching. As such, the range of employees who benefit from coaching narrows.

HR: **Empowering Leadership and Work Identity in Times of Crisis**

Author: **Barbara Schmidt**, *U. of St. Gallen*
Author: **Charlotta Agneta Siren**, *U. of St. Gallen*
Author: **Dietmar Grichnik**, *U. of St. Gallen*
Author: **Joakim Wincent**, *Luleå U. of Technology*

The role of empowering leadership in the process of managing change during times of large-scale systemic stress is ambiguous and insufficiently investigated. We develop an intraindividual change model of coping through empowerment that proposes that increasing empowering leadership is necessary to strengthen employees' individual psychological capital over time in order to manage organizational change during crisis. By distinguishing between individual strategies for retaining existing resources and acquiring new ones when exposed to systemic stress, we further develop and test a moderated mediation model that empowering leadership increases coping with change though psychological capital only when work identity as a resource is weak. A strong work identity serves as a source of empowerment, thus providing a competing strategy for resource conservation and a limitation to the impact of empowering leadership on psychological capital. We base our study on longitudinal survey data from nursing staff during the peak wave of the COVID-19 pandemic and integrate the theory of resource conservation and work identity to make these claims. Our findings bring novel insights to our understanding of empowering leadership and the management of employees during high-impact systemic crises.

HR: **Organizational politics and physical health: Do political skill and LMX guard against hypertension?**

Author: **Kunal Kamal Kumar**, *Indian Institute of Management, Udaipur*
Author: **Daniel C. Ganster**, *Colorado State U.*
Author: **Sushanta Kumar Mishra**, *Indian Institute of Management, Bangalore*

Employees' physical health is critical for organizations as it might cause productivity losses leading to severe financial implications. The recent pandemic reinforced the criticality of human resources and the urgency of its actions on employees' physical health. However, scholarly work has not adequately progressed to explain organizational factors affecting employees' physical health. We assessed resting blood pressure as a critical marker of physical health. Based on a multi-method approach, we suggest that work contexts with high perceived politics may constitute a significant health risk for vulnerable employees. Our findings indicate that employees low in political skill have a 22 percent higher risk of prehypertension and a 100 percent higher risk of stage 2 hypertension compared to their counterparts high in political skill. Further, in an environment of high perceived politics, employees with low political skills are likely to have higher systolic blood pressure than those with high political skills. We examined the impact of leader-member exchange relationship on the linkage between perceived politics and employee health. We have discussed the implications of our findings for human resource practitioners.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1103** | Submission: **20833** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Empowering Voices: HR Practices, Learning, and Team Dynamics

Session Moderator: **JUNSU PARK**, *Sungkyunkwan U.*

HR: **Team-oriented Human Resource Management Practices and Team Voice: A Social Construction Process View**

Author: **Jeeyoon Jeong**, *Korea U. Business School*

Team-oriented human resource management (HRM) practices (T-HRM) designed to promote teams' abilities, motivations, and opportunities are gaining attention in HRM literature. We investigated whether and how T-HRM affects team voice. From a social construction perspective, we focused on the mediating role of the following social construction mechanisms in the relationship between T-HRM and team innovation: 1) team cognitive integration, 2) team emotional resources, and 3) team leaders' transformational behavior. We found support for the positive relationship between T-HRM and team voice in a sample of 40 work teams in four different organizations. In addition, the three social construction mechanisms mediated the positive relationship between T-HRM and team voice. This study contributes to HRM research by focusing on the mediating social construction mechanisms that link T-HRM and team voice.

HR: **When Job Reflective Learning Promotes Employees' Voice: The Roles of Risk-taking Climate and Age**

Author: **JUNSU PARK**, *Sungkyunkwan U.*
Author: **Tae Seok Yang**, *Associate Professor of Management (OB/HR), Western Illinois U.*
Author: **SuJin Son**, *Chosun U.*

This study attempts to explore the effects of different types of different types of job reflective learning, namely, job reflective learning from successes (JRLS) and from failures (JRLF) on employee voice and the potential moderating effects of risk-taking climate and age on these relationships. We examined the main and moderating effects using two-wave time-lagged data collected from a sample of 251 working adults in Korea. The results indicated three-way interactions between reflective learning (both JRLS and JRLF), risk-taking climate, and age in predicting promotive voice. For younger employees, job reflective learning from successes and failures predicted promotive voice only under a high risk-taking climate, while for older employees, job reflective learning from successes and failures predicted voice under a low risk-taking climate. The implications of these findings for researchers and practitioners are discussed.

HR: **Platforms for Expression: Enterprise Social Media and its Role in Employee Voicing Behaviors**

Author: **Pam Estell**, *Chaminade U. of Honolulu*
Author: **Elizabeth Davidson**, *Shidler College of Business, the U. of Hawaii at Manoa*
Author: **Kaveh Abhari**, *San Diego State U., Fowler College of Business*

In contemporary business environments, firms frequently look for ways to increase their competitive advantage. Over time, as societal values have shifted, firms have recognized that to sustain continued success they must focus not only on customers, but also employees. Employee engagement is a construct often noted for its positive relationships to improved performance, productivity, and job satisfaction. Due to its perceived value, organizations regularly explore ways to improve employee engagement. When organizations allow for a two-way flow of communication between employees and management, this is referred to as providing opportunities for direct employee voice; an important type of engagement behavior. Creating opportunities for employee voice allows organizations to foster participation between employees and management, and leverage multiple ideas and experiences. With the widespread success of social technologies for personal use, employers have been eager to leverage these technologies by implementing enterprise social media (ESM) to help encourage knowledge sharing and communication. How workplace social media affects employee voicing behaviors and engagement has yet to be fully studied. Drawing on Self-Determination (SDT) and Social Cognitive Theories (SCT), this study develops and tests a theoretical model examining the role of ESM in supporting employee voicing and its outcomes. We assess the impact of psychological motivations, perceived ESM voicing affordances, and organizational voice climate on employee voicing behavior, engagement, and job satisfaction. We validate the model using a field survey of regular ESM users in North America. This research provides important insights on employee technology-enabled voicing behaviors for theory and for practice.

HR: **Employee Voice in Times of Crisis and the Role of HR Practices**

Author: **Margarita Nyfoudi**, *U. of Birmingham*
Author: **Bora Kwon**, *Sacred Heart U.*
Author: **Adrian John Wilkinson**, *Griffith U.*

Drawing on signaling theory, we theorize whether and if so, how organizational voice climate is shaped at times of extreme macro- and organizational instability. In particular, we distinguish between solidary and utilitarian crisis-related HR practices and propose that they send different signals to employees, thus influencing HR system strength and the subsequent (re)formulation of employee perceptions. We also suggest potential interactions between macro- and meso-turbulence and discuss how these situational contexts influence the investigation of employee voice and voice climate during crises.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1104** | Submission: **20878** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Parliament**

Pay Dispersion and Employee Ownership

Session Moderator: **Kyoung Yong Kim**, *Villanova U.*

HR: **Employee Ownership and Credible Capitalism: Does Employee Ownership Decrease Financial Misdeeds?**

Author: **Kyoung Yong Kim**, *Villanova U.*
Author: **Pankaj C. Patel**, *Villanova U.*
Author: **Emily Jo**, *Villanova U.*

Drawing from threshold theory, we examine the association between employee ownership and financial misdeeds. We theorized that incentive and monitoring benefits of employee ownership are two primary theoretical drivers for lowering the possibility of financial misdeeds in employee-owned firms. Based on a sample of 3,421 firm-year observations between 2000 and 2015, we found that employee ownership was negatively associated with organizational financial misdeeds in a curvilinear manner such that the curbing effect of employee ownership was significant only at medium-to-high levels (i.e., an inverted-J-shaped relationship). We also found that organizational size and short-term incentives moderated the inverted-J-shaped relationship. Specifically, the curvilinear relationship was stronger when an organization was smaller or practiced giving short-term incentives. We discuss the theoretical and practical implications of these findings.

HR: **Big Pond and Small Pond: The Effects of Global and Local Pay Standing on Organizational Performance**

Author: **Helen Hailin Zhao**, *U. of Hong Kong*
Author: **Shuning Liu**, *U. of Hong Kong*
Author: **Yue Yuan**, *School of Economics and Management Tsinghua U.*
Author: **Shanshi Liu**, *South China U. of Technology*

Market pricing refers to the process of determining pay levels based on the “market price” of the job. The leading market strategy is found to result in better organizational and individual outcomes. However, the prior research either did not define the market pay at all or operationalized it using arbitrary measures. This omission is critical because pay standing is a relative concept—whether a given organization leads, matches, or lags the market depends on the scope of market referents used. In this paper, we construct a local market and a global market for each organization. The local market is the city in which the focal organization is located, whereas the global market includes all cities in a relatively autonomous economic system. With a representative sample of 1,785 manufacturing firms, we tested the differential effects of local standing and global standing of frontline worker pay on organizational performance. We found support for the positive effect of local pay standing (i.e., being a big fish in a small pond) and further show that the effect is stronger when human capital has lower strategic importance, as indicated by low skill intensity and low pay-for-performance intensity. Additionally, the positive effect of global pay standing is stronger when human capital has higher strategic importance. The paper offers a strategic view to understanding pay levels: Organizations only need to lead in the market that matters more.

HR: **Organization-driven (Versus Market-driven) Pay Dispersion Effects**

Author: **Joonyoung Kim**, *Cornell U.*
Author: **Tae-Youn Park**, *Sungkyunkwan (SKK) U.*

To reconcile the theoretical dilemma regarding pay dispersion (i.e., pay-level differences between employees), researchers have proposed that pay dispersion has positive effects when based on normatively acceptable or legitimate factors such as individual productivity differences. However, the prevailing focus on the sources of pay dispersion has left the strategic part of pay dispersion behind. By deviating from the degree of pay dispersion that is socially and normatively justifiable, a focal organization may practice pay dispersion to communicate its own strategic and cultural values. In this research, we argue that such deviation from the labor market, which we call organization-driven (versus market-driven) pay dispersion, can have positive effects when aligned with other management policies and practices. Drawing on the idea that pay dispersion effects occur through incentive (i.e., motivation enhancing) and sorting (i.e., re-composition of workforce) processes, we hypothesize that organization-driven pay dispersion effects become positive when the organization’s pay-for-performance (PFP) proportion is high and when average employee tenure is low. We further suggest that such benefits are realized when the organization’s capital intensity is low. We find support for our hypotheses using a 5-year (2015–2019) panel dataset of 130,010 employee-year observations in 799 organization-year observations from South Korean companies.

HR: **CEO Compensation and Say on Pay: Does CEO-to-Employee Pay Ratio Matters?**

Author: **Muhammad Arslan**, *Open Polytechnic New Zealand*

In recent years, pay gaps between top management and employees have received significant attention. Therefore, it has provoked political and social tensions among investors. This study explores the magnitude of shareholders’ say on pay votes and its impact on future CEO compensation. This study draws its sample from US Russell 3000 companies, consisting largest US companies, for the period of 2011 to 2019. We further divided our sample into Russell 3000 and S&P 500 for peer comparison by creating a dummy variable. The study employs descriptive statistics, correlation analysis, and pooled OLS regression and finds that future CEO compensation is significantly negatively associated with pay gap opposition. The coefficient and t-stat were higher for S&P 500 as compared to Russell group. The study also finds that CEO-to-Employee pay ratio has significant positive association with shareholder dissent votes. The coefficient and t-stat were higher for Russell group as compared to S&P 500. The study has important implications for corporate directors, investors, and policymakers. The study contributes to the existing corporate governance literature particularly on executive compensation. Our findings support the view of social comparison theory and contented that shareholders view CEO compensation as a biased evaluation of his contribution to the firm.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1105** | Submission: **20860** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George C**

Industrial Relations and International HRM ☯ ✈ 💻

Session Moderator: **Alison Glaister**, *U. of York*

HR: **The Effect of Growth Rates on Human Resource Investments: Evidence from Franchise Chains**

Author: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Rosemary Batt**, *Cornell U.*

A central premise of the strategic human resource management (HRM) literature is that better organizational performance depends on whether firms invest in HRM systems that support their choice of business strategies. The logic is that HRM is an important corporate tool for creating the necessary skills, motivation, and opportunities for employees to perform effectively and execute the business strategy. Yet empirical evidence linking firm business strategies to their investments in HRM systems is largely lacking. In this paper, we focus on an important business strategy – how fast to grow or expand the business – and whether it is linked to firm investments in HRM systems. We focus specifically on the context of business format franchising because it is an increasingly important strategy that corporations use to grow – especially when they aspire to grow rapidly. Drawing on agency theory, we argue that fast-growing franchise chains will seek to address agency problems by increasing their investments in the HRM systems of franchisees; but consistent with Penrose theory of growth, it is relatively larger chains that have the sufficient slack resources and managerial knowhow to do so. Based on archival data on chain characteristics linked to a national survey of 936 franchisees in the quick service restaurant sector, our findings support these propositions.

HR: **Shaping Workplace Experiences of Saudi Women: Evidence from the Banking and Insurance Sectors**

Author: **Alison Glaister**, *U. of York*
Author: **Majedah Al Harthi**, *U. of York*
Author: **Abdullah Alharbi**, *Taif U., Saudi Arabia*

This paper examines the impact of culture in shaping the workplace experiences of Saudi women in both segregated and non-segregated organisations. Through interviews with forty-four female customer service employees in the banking and insurance sectors, the findings suggest that despite recent initiatives to open opportunities to women, ingrained cultural attitudes and expectations still constrain women's opportunities and behaviours in the workplace. Thus, at a time of progressive social and economic change, entrenched cultural norms continue to constrain and reinforce gender dynamics through government policy and regulations and their subsequent enactment within organisations, thus limiting the overall progress of women in the workplace.

HR: **How to Get Rid of Informal Networks at Work? HR Leadership and the Ambivalent Role of Wasta**

Author: **Fadi Alsarhan**, *ISC Paris Business School*
Author: **Sven Horak**, *St. John's U.*

The influence of the local network context on HR leadership has been rarely explored yet. By drawing on in-depth interviews to understand the mutual dependencies between wasta, the informal network context in the Arab Middle East, and HR leadership, we investigate the role of HR managers' leadership styles in shaping, promoting, or impeding the spread of wasta in organizations. The results indicate interdependence between the centralization of power, autocracy, and, consequently, the flourishing of wasta in the workplace. Conversely, the delegation of power and opportunities for group decision making may contribute to the decline of wasta in the workplace.

HR: **Taming the Dragon: Works Councils' Strategies in German Subsidiaries Acquired by Chinese MNEs**

Author: **Tina Miedtank**, *Nijmegen School of Management*
Author: **Johann Fortwengel**, *King's College London*

We study two cases of German companies being acquired by Chinese multinational enterprises (MNEs) to advance our understanding of the micro-level mechanisms producing negotiation outcomes in the employment relations sphere. Using qualitative data, we unpack how similar 'best owner' agreements in our two case studies have remarkably different microfoundational underpinnings: in one case, the agreement was reached despite conflictual relationships, and in the other case the agreement is the outcome of cooperative relationships. Our study complements existing research at the intersection of employment relations and international business research by illustrating how similar outcomes can still exhibit markedly different micro-level mechanisms. We contribute to comparative institutional theory by unpacking how exactly micro-level actors leverage institutional resources to arrive at negotiated outcomes.

HR: **How HR from Multinationals Assist in Creating Shared Values in Emerging Economies: A Case Study**

Author: **Maria Teresa Beamond**, *RMIT U., Australia*
Author: **Carol J. Bond**, *School of Management, RMIT U.*
Author: **Matthew Ripley**, *International Labour Organisation*

This study proposes a framework for the integration of sustainable and community relations within human resources (HR) practices when multinational organisation (MNOs) operating in emerging economies, to achieve economic and social value creation. We develop an in-depth literature review and an empirical case study of a MNO operating in Laos. Findings reveal that when this integration occur, new salient forces are relevant to achieve value creation (innovative leadership, the role of MNOs in emerging economies, and the importance of integrating corporate strategy and corporate governance). Also, highlights how the organisation found new opportunities by targeting the community needs (jobs, training, infrastructure). This study contributes to the limited research on HR and the creation of shared values (CSV) to society increasing our knowledge on the way MNOs use HRM-CSV when operating in emerging economies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1106** | Submission: **20494** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Institutions and MNEs

Session Moderator: **Matthew Allen**, *Manchester Metropolitan U. Business School*

IM: **A Tale of Two MNEs: How Institutions Shape Two Pharma Firms' Interactions with Local Organizations**

Author: **Matthew Allen**, *Manchester Metropolitan U. Business School*
Author: **Mohammad Rana**, *Aalborg U. Business School*
Author: **Jiajia Liu**, *Huddersfield Business School, U. of Huddersfield, UK*

Much research focuses on the determinants of foreign direct investment (FDI) into least developed economies, typically comparing macro-level factors. However, despite a desire among least developed economies to attract 'quality inward FDI' (iFDI), only a relatively limited number of studies have focused on the links between quality iFDI and the socio-economic benefits to the host country. Those studies that do exist tend to adopt a quantitative approach, comparing macro and/or sectoral level factors, and downplaying how individual firms interact with local organizations in the host economy. We draw on the comparative capitalisms literature to examine how country-of-origin macro-level institutions that influence the purpose of two pharmaceutical companies shape how those firms engage with host-country organizations. We find that the country-of-origin institutions help to inform the density of the ties that the two MNEs forge with local organizations, and, correspondingly, the level of benefits that the MNEs bring to the host economy.

IM: **The Impact of Institutional Voids on Government Ownership in the MENA**

Author: **Julia Barbar**, *Doha institute for graduate studies*
Author: **Hiba Khodr**, *Doha institute for graduate studies*

The Impact of Institutional Voids on Government Ownership in the MENA Region Governance Reforms and Policy Implications This paper is an exploratory study investigating the impact of institutions on government ownership and its different structures in publicly listed firms in eleven MENA countries. Our findings served to illustrate the theoretical perspectives in the relevant prevailing literature on linking institutional voids to government ownership and various ownership structures, namely in emerging markets. This paper finds that government ownership is higher amid weak institutional settings in which weak financial markets, governance structure, economic freedom, property rights and strong political constraints are manifest. These similar institutional voids pave the way to more block and pyramid ownership structures through which governments strengthen their control and involvement in firms and are more likely to prioritize their goals above those of the firm. The impact of institutional weaknesses on the prevalence and nature of government ownership requires an urgent governance and institutional reforms which this paper aims to address by providing policy recommendations.

IM: **Who Captures the State in China? Evidence from Irregular Awards in a Public Innovation Grant Program**

Author: **Yanbo Wang**, *HKU*
Author: **Jizhen Li**, *Tsinghua U.*

Access to state-controlled resources can be a major source of firm-level competitive advantage. However, we know little regarding which firms are most likely positioned to capture the state and access resources beyond what their rule-complying merits command. This is partially due to the challenge in identifying irregular state funding that violates official resource-allocation rules. We study a leading innovation grant program in China, and we leverage unique access to the focal grant agency's administrative data to trace its grant allocation process. We observe occurrences of rule-violating funding and show that firms vary in capability to influence the agency's funding decision, depending on geographic proximity, as well as other institutional variables. The observed irregular awards are most likely associated with crony capitalism rather than bureaucratic heroism.

IM: **Institutional Rigidity and Cultural Flexibility: Internationalization of a State Owned Enterprise (WITHDRAWN)**

Author: **Hitoshi Iwashita**, *vietnamese german U.*

This paper examines the internationalization of a state-owned enterprise (SOE) through cross-border acquisitions over time. In the current literature, the understanding of the process of how SOEs internationalize while dealing with state influence remains inconsistent and underdeveloped since analyses are biased by adherence to single theory explanations and overly dependent on quantitative analyses. In order to capture a more nuanced picture of SOE internationalization, this paper leverages the concepts of rigidity and flexibility to illuminate a process of how an SOE can overcome rigidities associated with state interventions and market conditions in its home country. It adopts a process study of Japan Tobacco (JT), which internationalized solely via cross-border acquisitions over past few decades. In doing so, the paper develops new constructs of institutional rigidity, such as market rigidity and state rigidity, and cultural flexibility, to illustrate a nuanced process of how an SOE overcomes institutional rigidity by dealing with each market and state rigidity differently and by introducing cultural flexibility.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1107** | Submission: **11465** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Perspectives on International Corporate Governance: Understand the Differences

Organizer: **A.D. Amar**, *Seton Hall U.*
Presenter: **Ram Kumar Mishra**, *Director, Institute of Public Enterprise*
Presenter: **Shulagna Sarkar**, *DCM/ HR, Learning and Development Centre, NLC India Ltd. (Govt of India Entp)*
Presenter: **Kiranmai J**, *Prof*
Presenter: **Sunaina Kanojia**, *U. of Delhi*
Presenter: **Vijay Lakshmi**, *Delhi U.*
Presenter: **Poonam Sethi**, *Hindu College, U. of Delhi, India*
Presenter: **Gerhard Schnyder**, *Loughborough U.*
Presenter: **Paula B. Alexander**, *AOM, International Division, SIM, Society for Business Ethics*
Presenter: **Nimisha Singh**, *Symbiosis centre for management and HRD*

Given the culture, economic means, national resources and goals of the countries, their business and social institutions, in some cases, governments, set the environment, social, and governance that may seem unsuitable to many other countries when it works well in others. Take, for example, India that has CSR by mandate. To work on studying such differences among countires, we had about fifteen faculty members and scholars join our group that worked during a good part of the last year. Their results are organized into five papers by ten scholars, managers, and government experts that make this symposium. It puts together what has been studies by them on Germany, India, the UK, and the USA. To discuss the findings and comparisons in how these countires engage in governance that can help other nations is what these papers are all about. We provide some applications, cases, occurrences, and some comparative results with their interpretations and implications for different populations. Each expert, given their country, goals and targets, discusses the positives of how they are succeeding and how they are handling the challenges they are facing and how they could be avoided or remedied by others within the bounds imposed by their county situations. They answer what could be done to achieve the success. There are some transferable findings that could benefit other countries. Directions for further research are also provided.

Perspectives on International Corporate Governance: Understand the Differences, Don't Judge Them

Author: **A.D. Amar**, *Seton Hall U.*
Author: **Ram Kumar Mishra**, *Director, Institute of Public Enterprise*
Author: **Shulagna Sarkar**, *DCM/ HR, Learning and Development Centre, NLC India Ltd. (Govt of India Entp)*
Author: **Kiranmai Janaswamy**, *Assistant Professor, Institute of Public Enterprise*
Author: **Sunaina Kanojia**, *U. of Delhi*
Author: **Vijay Lakshmi**, *Delhi U.*
Author: **Poonam Sethi**, *Hindu College, U. of Delhi, India*
Author: **Gerhard Schnyder**, *Loughborough U.*
Author: **Paula B. Alexander**, *AOM, International Division, SIM, Society for Business Ethics*
Author: **Nimisha Singh**, *Symbiosis centre for management and HRD*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1108** | Submission: **20462** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

MNE Activity in India and Myanmar

Session Moderator: **Ankit Surana**, *Macquarie Business School, Macquarie U.*

IM: **Going Global - iBusiness Firms from India**

Author: **Ankit Surana**, *Macquarie Business School, Macquarie U.*
Author: **Meena Chavan**, *Macquarie U.*
Author: **Vikas Kumar**, *U. of Sydney Business School*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

The dynamic world we live in requires that traditional international business (IB) theories be revisited to obtain insights into the internationalization of emerging market ibusiness firms (EMIFs). Although scholars widely agree that ibusiness firms' internationalization process is distinct from traditional brick and mortar firms, yet research on ibusiness firms from emerging markets is rare. Further, it is unclear how EMIFs internationalize and become dominant global players within a short period despite being late arrivals in the market and having fewer resources. Drawing on insights from the linkage, leverage, and learning (LLL) framework, we adopt a multiple case study–based approach whereby we conducted multiple in-depth interviews with 14 Indian ibusiness firms. This study contributes to the extant literature on ibusiness internationalization by developing a framework for advancing our understanding of the internationalization process for EMIFs. Moreover, we contribute to the LLL framework by extending it to the ibusiness firms and providing insights to all the three dimensions of linkage, leverage, and learning.

IM: **Local Listing of MNE Subsidiary and its Impact on Subsidiary R&D: Evidence from India**

Author: **Mayank Sewak**, *Newcastle U. Business School*
Author: **Garima Garg**, *U. of Massachusetts, Amherst*
Author: **Anurag Sharma**, *U. of Massachusetts, Amherst*

Researchers have long noted that MNE (multinational enterprises) subsidiaries face challenges while investing in R&D in host countries. We propose that listing on the local stock exchange allows the subsidiary to gain the required knowledge and networks for initiating R&D. However, listed subsidiary, with multiple equity holders, would have lower investments in R&D, compared to wholly owned subsidiary, especially in the context of weak and inconsistent intellectual property rights protection such as that of emerging markets. We add that having a common parent owned subsidiary in the same city, should allow the subsidiary to engage in greater amounts of R&D. The co-located sister subsidiary allows not only access to local knowledge and resources but also allow for superior appropriation of R&D investments. However, in the presence of a co-located subsidiary the R&D investments would not be made in the listed subsidiary. We find support for our assertions in a sample of manufacturing MNE subsidiaries operating in India in the period of 2000-2013.

IM: **Lean Logics versus Cultural Logics: Case Study of a Japanese Automobile Company in India**

Author: **Sagi Kunju Kunju Mathew**, *Curtin Business School*

This paper attempts to interpret resistance to lean discourse from an institutional logics perspective. A case study approach is followed by longitudinally analysing the clash of logics between lean institution and Indian cultural logics at Toyota Kirloskar Motors (TKM) in India. The significance of this case organisation draws strength from its decade long employee unrest which prima facie appears as an industrial relations conflict, but the undercurrent was the discomfort experienced by local employees due to the forceful implementation of lean production tools that challenged embedded local cultural discourse. The findings points to a series of misunderstandings and the unilateral persuasion of lean transplantation met with protests, often violent, inside the plant affecting the growth trajectory of this multinational enterprise (MNE). The reason for the unrest is explored in this paper. The importance of core cultural logics in the lean transplantation context is under researched in comparison to other factors and is especially significant to MNEs that ignore the cultural logics and proceed with setting up operations in India.

IM: **Responsible Exit Dilemmas under Sanctions: Multinationals' Divestment Complexities in Myanmar**

Author: **Htwe Htwe Thein**, *Curtin U.*
Author: **Anton Klarin**, *Curtin U.*
Author: **Sergey Sosnovskikh**, *U. of Salford*
Author: **Anna Grosman**, *Loughborough U.*

This study is centered around the context of current sanctions against the Myanmar military junta in response to the human rights abuses and the resulting implications of the coup for multinational enterprises (MNEs). We provide a rich qualitative analysis of MNEs' strategic choices under sanctions and institutional pressures in Myanmar, a context that received sparse consideration in international management studies. We contribute to institutional theory by introducing a nuanced taxonomy of strategic choices for MNEs operations under sanctions in response to formal and informal institutional pressures. Specifically, we draw attention to the ethical dilemma faced by MNEs and whether their exits are done responsibly or irresponsibly. We also provide evidence that MNEs can succumb to informal stakeholder pressures by exiting voluntarily, even in the absence of regulatory enforcement. We find that the exits are not always 'clear-cut' and even when MNEs exit voluntarily, they can do it irresponsibly, harming human rights and leaving the assets in the hands of unethical buyers or the military. Our study has significant implications for policy and human rights activism.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1109** | Submission: **20470** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

International Human Resource Management

Session Moderator: **Amy Randel**, *San Diego State U.*

IM: **Toward Inclusion via Cultural Intelligence, Synchrony Preference, and Perceived Workgroup Similarity**

Author: **Amy Randel**, *San Diego State U.*
Author: **Valerie Alexandra**, *San Diego State U.*

Inclusion is an important consideration for international firms to fully realize their strategic human resources, yet there is limited research on how firms can leverage international business competencies to grow capacity for inclusion. This study builds and tests theory about how cultural intelligence relates to workgroup inclusion through the mediating effects of synchrony preference (a temporal-related variable) and perceived workgroup similarity (in work styles and cultures/ethnicities). Support was found for this model based on longitudinal data from working professionals. These findings offer theoretical contributions to several literatures and provide international organizations with practical knowledge about how to encourage inclusion.

IM: **Organizational Culture: Effect on Psychological Safety Mediated by Trust Across 18 Societies**

Author: **Ratan Dheer**, *Eastern Michigan U.*
Author: **Jane Tong**, *Monash U., Malaysia*
Author: **Len Trevino**, *Florida Atlantic U.*
Author: **David A Ralston**, *Florida International U.*
Author: **Brian Vincent Tjemkes**, *Vrije U. Amsterdam*
Author: **Luis Sigala Paparell**, *U. Centroccidental Lisandro Alvarado*
Author: **Marian Crowley-Henry**, *Maynooth U.*
Author: **Calvin George Burns**, -
Author: **Fabian Jintae Froese**, *U. of Goettingen*
Author: **Gabrielle Poeschl**, *U. de Porto*
Author: **Oswaldo Morales**, *ESAN U.*
Author: **Erna Szabo**, *Johannes Kepler U. Linz*
Author: **Ping Ping Fu**, *U. of Nottingham Ningbo China*
Author: **Narasimhan Srinivasan**, *U. of Connecticut*
Author: **Mario Molteni**, *Catholic U. of the Sacred Heart, Milan*
Author: **Arif Nazir Butt**, *U. of Lahore*
Author: **Olivier Furrer**, *U. of Fribourg, Switzerland*
Author: **Fidel León Darder**, *U. de València*
Author: **Maria Kangasniemi-Ha**, *South-Eastern Finland U.*
Author: **Ajantha Dharmasir**, *U. of Sri Jayewardenepura*
Author: **Ruth Alas**, *Estonian Business School*

We assess the direct effect of organizational culture and the mediating effect of trust-in-top-management on employees' psychological safety perceptions using 2,451 observations from 18 global societies. Our hierarchical linear modeling analyses suggest that clan and adhocracy cultures levy a significantly stronger effect on psychological safety than market and hierarchy cultures, and trust-in-top-management mediates this effect. Further, we examine how macro-environment factors, namely individualism, and governance quality, condition the impact of trust-in-top-management on psychological safety. We found a significant cross-level moderating effect of individualism and governance quality on psychological safety. Our fine-grained analysis of individualism indicates that its effect stems mainly from the achievement values sub-dimension of individualism but not from its power and innovation values sub-dimension. These findings contribute significantly to the psychological safety and international management research domains. We discuss implications and advance directions for future research.

IM: **Cross-border Knowledge Transfer via International Assignees: A Meta-Analysis**

Author: **Anne Burmeister**, *U. of Cologne*
Author: **Daniela Noethen**, *U. Ramon Llull, ESADE Business School*
Author: **Julius Schildbach**, *ESADE Business School*
Author: **Jana Bucher**, *Hochschule Bremen*
Author: **Mila Borislavova Lazarova**, *Simon Fraser U.*

Research on cross-border knowledge transfer (CBKT) via international assignees has been growing. The field has reached a point where a synthesis of the quantitative literature is necessary so that we gain an integrated perspective on major research insights. Thus, we meta-analytically analyzed 41 quantitative articles. Our findings established the relative importance of individual, relational, knowledge, and contextual antecedents, and show mixed results for antecedents that are specific to the cross-border context. In addition, we identified relationships between CBKT and performance-related outcomes. We discuss our meta-analytic findings and derive promising directions for future research

IM: **The Impact of the Exchange Relationship Quality between SIEs and HCNs on Knowledge Sharing in China**

Author: **Milad Jannesari**, *UNSW Sydney Business School, Australia*
Author: **Alfred Presbitero**, *Deakin U.*
Author: **Michael J. Morley**, *U. of Limerick*

Self-initiated expatriates (SIEs) have received a considerable amount of attention within the international management literature. However, there are ongoing gaps in our understanding of the role of the host country nationals (HCNs) in the expatriation process and the factors that influence their exchange relationship quality with SIEs. In this study, we focus on the knowledge sharing that occurs between SIEs and HCN compatriots with whom they collaborate. Drawing on ideas from both social exchange and self-categorization theories, we examine the interplay among exchange relationship quality (cognition-based trust and affect-based trust), intercultural group climate, and assess whether differences in their assessments impact the outcomes of their knowledge sharing. Our findings derived from a dyadic study involving 101 SIEs and 101 HCNs in China, indicate that affect-based trust fully mediates the association between cognition-based trust and knowledge sharing between SIEs and HCNs. Furthermore, intercultural group climate moderates the mediated effects of cognition-based trust on knowledge sharing via affect-based trust, although not in the hypothesized direction. Overall, we contribute to the literature by deepening insights on exchange relationship quality to knowledge sharing between SIEs and HCNs and we answer calls for a more nuanced understanding of knowledge sharing among such dyads in non-Western contexts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1110** | Submission: **20484** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Lincoln**

EMNE Internationalization

Session Moderator: **Dimitry Jacob**, *Newcastle U. Business School*

IM: **MNEs Managing Uncertainty in EMs: Role of Organizational Field Positions in Agentic Possibilities**

Author: **Dimitry Jacob**, *Newcastle U. Business School*
Author: **Harsh Kumar Jha**, *Cardiff Business School, Cardiff U.*
Author: **Mark Palmer**, *Queens U. Belfast*

Although the relationship between field position and agency has been established in institutional research, until recently this debate mostly concerned central and peripheral actors. Using a qualitative study of the multinational corporations (MNCs) in the pharmaceutical industry in Russia, we find that intermediate companies, positioned in between the center and periphery of the field, were more successful in managing the shifting conditions within the institutional context. This agency was manifested through discursive, performative and identity strategies, which enabled such firms to maintain their intermediate position and subtly introduce institutional change. We extend the emergent research on middle-status actors in neo- institutional theory. Our findings also provide novel insights into the international business and management debate on MNCs and organizational fields.

IM: **Bridging the Service-Quality Gap in International Hospitality Business in Emerging Markets**

Author: **Chidozie Umeh**, *U. of York*
Author: **Mathias Ndoma-Egba**, *teesside U.*

This study explores how the elements of internal service quality recognised in developed markets can be implemented in a culturally diverse emerging market by using a context-sensitive approach linked to the material experiences of employees and customers who deliver and consume services, respectively. We draw on the service profit chain model (S-PCM) and semi-structured interviews with 35 employees of two subsidiaries of a multinational hotel in a global south country, Nigeria. Our findings extend the existing five elements of the service profit chain model, focusing on the 'business case' to reveal the 'stakeholder case' for internal service quality. By using the S-PCM, the study develops an empirically grounded framework which demonstrates that to be adaptive, responsive, dynamic, and locally meaningful, the transfer of service quality in a culturally diverse emerging market involves much more than standard-guarding and standard-setting by the parent company. A focus on relational/interpersonal and informal institutional drivers remain fundamental for profitability and fairness. These insights, however, cannot be generalised to all emerging markets. This study responds to calls in the broader management literature for studies that explain how context impacts management practices more nuancedly.

IM: **Enhancement of Advanced Market Firms' Entrepreneurial Orientation Under Emerging Market Ownership**

Author: **Geer He**, *Hitotsubashi U.*

Previous literature on mergers and acquisitions (M&As) of advanced market firms (AMFs) by emerging market firms (EMFs) has suggested how such M&As enable EMFs to strengthen their organizations. By contrast, scant attention has been paid to the organizational changes of the acquired AMFs, and the idea that AMFs acquired by EMFs tend not to change organization-wise prevails. Addressing this research void, this study challenges the mainstream idea of "little or no change" when examining AMFs' post-acquisition organizational dynamics under emerging market ownership. Qualitatively theorizing from four Japanese firms' evolutions under Chinese ownership from 2009 to 2022, I found three acquirees experienced a significant enhancement of entrepreneurial orientation (EO), manifested in organizational behaviors. I then comparatively analyzed the changed and unchanged acquirees and proposed that given the pre-acquisition EO gap between the EMF acquirer and the AMF acquiree, such EO enhancement results from an inter-organizational EO matching between the two sides and is reinforced by the acquirer-acquiree power imbalance. Finally, I discussed the implications for scholarly research on EMFs, EO, and relevant management practices.

IM: **Strategic Imports, Multiple Principal Problem and International Performance of Emerging Market Firms**

Author: **Shubhabrata Basu**, *IIM Indore*
Author: **Surender Munjal**, *U. of Leeds*

This paper investigates the effect of multiple principal problem (MPP) on internationalization strategies of Emerging Market Firms (EMFs). EMFs, often resort to import of critical components from offshore markets to overcome inherent shortcomings in producing or procuring them from within or that of the home market. Such imports to boost export performances, lie at the core of their internationalization strategy. However, these strategic import-based performances receive dissimilar favor from different types of owners/investors. Specifically, we highlight the dichotomy between foreign versus domestic owners, and active versus passive investors. Empirically modelling a panel dataset of 872 Indian firms, from 1988 to 2019, we find that active domestic investors promote strategic imports-based internationalization to boost the firm's export centric competitive advantages. But other investors oppose this medium of internationalization due to their specific interests thus triggering MPP for EMFs. MPP complements agency perspective and calls for further investigation into specific governance mechanisms.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1111** | Submission: **20479** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

Corporate Governance in MNEs

Session Moderator: **Faisal Mohammad Ahsan**, *XLRI Xavier School of Management*

IM: **The Choice Between Cross-border Acquisitions and Greenfield Ventures: The Role of Board Interlocks**

Author: **Faisal Mohammad Ahsan**, *XLRI Xavier School of Management*
Author: **Subhasree Mukherjee**, *Kingston U.*
Author: **Pallav Bose**, *Indian Institute of Management, Ranchi*
Author: **Manish Popli**, *Indian Institute of Management, Indore*
Author: **Sathyajit Gubbi**, *BITS School of Management*

Drawing on an integrated agency-resource dependence perspective, we study the role of board interlocks in shaping the entry mode decision of emerging market firms from knowledge-intensive industries. We distinguish between board interlocks formed by a firm's inside and independent directors. Using a propriety dataset of 450 foreign market entries by Indian firms belonging to knowledge-intensive industries, we find that firms are more likely to choose cross-border acquisitions over Greenfield ventures when connected to other cross-border acquirers through both inside and independent director interlocks, however the effect of inside director interlocks is stronger. Foreign institutional investors' shareholding weakens the effect of inside director interlocks but strengthens the effect of independent director interlocks. Firm's own international experience negatively impacts the effect of independent director interlocks on the entry mode decision.

IM: **Technological Solutions to Governance Problems in International Business - A Blockchain Perspective**

Author: **Shubham Singh**, *Rutgers Business School*
Author: **Ajai Singh Gaur**, *Rutgers U.*

The complexity of business relationships has made governance issues critical for their success. Governance issues have become especially critical for Multinational Corporations (MNCs) as they navigate the complex landscape of different cultures, laws, and regulations in the countries in which they operate. Further, technologies like blockchain have disrupted traditional models of business, creating new challenges and opportunities for governance. This paper presents a technological solution to the governance challenges faced by MNCs from a blockchain technology perspective. We highlight the way blockchain technology can help in overcoming different inter and intra-organization governance costs and thus offer itself as an alternate mechanism for the governance of international business relations. Specifically, blockchain features like immutability and peer-to-peer sharing offer the mechanism to bypass the need for trust in international business relations, thus the opportunity to overcome different governance costs. Taking this further, this paper presents a blockchain-business governance framework, which organizations can use to navigate different governance challenges in the international business context.

IM: **Dimensions of Stakeholders' Influence in Strategy Implementation in Multilatina Subsidiaries**

Author: **CAROLINA MARIN-CADAVID**, *U. of Strathclyde*
Author: **Peter McKiernan**, *U. of St. Andrews*

Current literature on strategy implementation predominately focuses on the relationships between subsidiaries and headquarters, which neglects the influence of subsidiary stakeholders. Drawing on an in-depth case study of a Multilatina company, I aim to address this gap by exploring how stakeholders influence strategy implementation at the subsidiary level. The results show that internal (managers, employees, partners/shareholders, owner), external stakeholders (suppliers and contractors, clients and users, government and regulator, competitors, and community and environment), and the parent office impose various types of influence on the subsidiary. Overall, I identify seven categories of influence and their subsequent associations with different stakeholders. This research contributes to current debate in the strategy implementation field by extending stakeholder theory into the international business context. Overall, this paper attempts to provide applied contributions for practitioners and policy makers that operates state-owned MNCs in Latin America.

IM: **FDI Motive and Business Relatedness as Drivers Affecting Foreign Subsidiary Goveranance**

Author: **Yuxue Luo**, *U. of Nottingham Ningbo China*
Author: **Lei Li**, *U. of Nottingham Ningbo China*
Author: **Young Un Kim**, *U. of Nottingham, China*
Author: **Xiaojun Tang**, *Ningbo Jiangong Engineering Group Co., Ltd*

The institutional environments for international business have become increasingly more complex and uncertain, which engenders disproportionately more challenges to emerging market multinational enterprises (EMNEs). Foreign subsidiaries of EMNEs may consequently be expected to establish well-functioning governance structure and play crucial roles in managing the global strategy journey of the parent companies. Extant literature indicates a lack of research on what affect foreign subsidiary governance. This study examines foreign subsidiaries of EMNEs and investigates how the unique foreign direct investment motives and business relatedness influence the subsidiary board composition and CEO appointment: two essential attributes of subsidiary-level governance. We find that strategic-assets seeking motive is positively associated with the subsidiary board's external role gearing toward the host country environment and the tendency to appoint non-expatriate CEOs. In contrast, escape investment is positively associated with the subsidiary board's internal role well aligned with the parent company's strategy intent and implementation. In addition, for foreign subsidiaries focusing on the business closely related to that of the parent company, the board's internal role is more important than the external role and the CEO is more likely to be an expatriate. The current study contributes to the international corporate governance research by systhesizing the mainstream corporate governance theories with the geographic relational perspective.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1112** | Submission: **18642** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Dynamic Capabilities in Emerging Market Firms

Session Chair: **Mohan Song**, *Central Michigan U.*
Panelist: **William Newburry**, *Florida International U.*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Olga Petricevic**, *U. of Calgary*
Panelist: **Ravi Ramamurti**, *Northeastern U.*

The panel proposes to raise the importance of dynamic capabilities in emerging markets by analyzing the impact that dynamic capabilities bring to emerging market firms and how do firms react to the dynamism, particularly during the pandemic. We invite prominent scholars in both dynamic capabilities and emerging markets fields as panelists to discuss the biggest challenge that hinders the theory development of dynamic capabilities in emerging markets and how we can advance theory in this area. The panel expects to give practical advice to both senior and junior scholars and encourage them to dive deeper into this research area. The panel will be run in a roundtable format. Panel chairs and panelists will discuss specific questions in each presentation, and a question and answer-based discussion will follow the panelist presentations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1113** | Submission: **20439** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division Best Paper in CSR and Sustainability Finalists

Session Moderator: **Charles Edward Stevens**, *Rutgers U.*

IM: **How do MNEs and non-MNEs Influence their Supplier Chain Partners' CSR?**

Author: **Nan Zhou**, *Tongji U.*
Author: **Yuan Li**, *Shanghai Jiao Tong U.*
Author: **Hao Yu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

This study explores why and how multinational enterprises (MNEs) and non-MNEs influence the corporate social responsibility (CSR) of their suppliers and buyers along the supply chain and the contingent effects of the diversity of institutional environments. We find that MNEs are more likely than non-MNEs to influence the CSR practices of their suppliers because doing so confers higher legitimacy benefits for MNEs, whereas non-MNEs are more likely than MNEs to influence the CSR practices of their buyers because of their lower costs of doing so. Further, high diversity of institutional environments increases a focal firm's costs of influencing its partner's CSR, thereby reducing the positive relationship between a focal firm's CSR and its partner's CSR; in contrast, high diversity of institutional environments of a partner increases the legitimacy benefits and lowers the economic costs of altering its CSR activities, thereby enhancing the positive relationship between a focal firm's CSR and its partner's CSR.

IM: **The Role of Environmental Capabilities and Corporate Visibility in Manufacturing Location Choices**

Author: **Michael Millan**, *RWTH Aachen U.*
Author: **Dirk Luettgens**, *RWTH Aachen U.*

Companies face both increasing demands for more environmental sustainability in their business decisions and stakeholder expectations for more profits. This trade off can be well examined by looking at location decisions of companies. Our paper addresses the question of the influence of countries' environmental regulations on company's manufacturing location decisions. We investigate whether production decisions are cost-oriented or made according to ecological considerations. Consistent with the institutional theory we argue that firms select countries with weak environmental regulations for their manufacturing location. In addition, we ask what differences there are between companies. By considering firm heterogeneity, we expect that environmental capabilities and firm visibility weaken the negative effect of environmental regulation on manufacturing location decisions. An analysis of 779 location decisions made by 343 firms from 30 industrialized countries between 2007 and 2019 confirm our hypotheses. Our results provide empirical evidence for the Pollution Haven Hypothesis (PHH) and suggest that manufacturing location decisions are still made based on costs rather than environmental considerations. We contribute to the institutional theory and the PHH literature by focusing our analysis on manufacturing investments and by accounting for firm heterogeneity. Further, our empirical findings provide valuable insights for practice and policy maker.

IM: **Global Supply Chain Management in the Aftermath of Anthropogenic Disasters**

Author: **Yejee Lee**, *Indiana U., Bloomington*
Author: **Stephanie L. Wang**, *Indiana U., Bloomington*

Anthropogenic disasters are those caused by human actions and negligence. In this paper, we examine how experiencing industrial shocks caused by anthropogenic disasters triggers multinational companies' structural and non-structural mitigation phases to reduce the impact of future disasters. Focusing on the global supply chain context, we test hypotheses using a difference-in-differences approach in the 2013 Rana Plaza incident setting. We found that multinational companies respond to industrial shock by increasing the global supply chain geographical dispersion (i.e., structural) and simultaneously enhancing organizational sustainability commitment across the supply chain (i.e., non-structural). We explain the mechanism with firms' multidimensional? technological and social-political?perspectives on disasters. Furthermore, we focus on MNCs' reliance on outsourcing and social reputation as moderators to examine whether such responses are affected by the firms' perceived level of future operational and reputational loss.

IM: **International Business Diplomacy and Violent Conflicts**

Author: **Ishva Minefee**, *U. of Illinois at Urbana-Champaign*
Author: **Daniela Rivera Piedra**, *Georgia State U.*
Author: **Marcelo Bucheli**, *U. of Illinois at Urbana-Champaign*
Author: **Laszlo Tihanyi**, *Rice U.*

Research on multinational corporations' (MNCs') responses to violent conflicts largely emphasizes MNCs' decisions to completely divest from host countries affected by the conflict. Yet, many MNCs temporarily suspend their operations in hopes of restarting operations in the near future. Through a historical case study of Firestone Tire and Rubber Company's attempts to restart operations in Liberia during the country's first civil war, we develop a process model of how MNCs navigate complex relationships with warring factions in a host country, local employees in a host country, and the MNC's home country government. Our analysis of U.S. Department of State cables and letters sent by Firestone's executives to relevant stakeholders in the U.S. and Liberia reveals that a MNC's ability to restart operations is influenced by the MNC's diplomatic savviness while navigating changes in its bargaining power, political ties between the home and host countries, and the strength or fragility of peace processes in a host country. In addition to offering theoretical insight into the 'suspension-restart' option that MNCs take when confronting violent conflicts, this study contributes to research on the micro-foundations of international business strategy.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1114** | Submission: **15777** | Sponsor(s): **(IM, OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

The New GLOBE Leadership Model and Measures: Cross-Culturally Validated in 134 Countries/Societies

Session Chair: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Panelist: **Carolyn Egri**, *Simon Fraser U.*
Panelist: **Peter W. Dorfman**, *New Mexico State U.*
Panelist: **Richard Cotton**, *U. of Victoria*
Panelist: **Medha Satish Kumar**, *Simon Fraser U.*
Panelist: **Anirban Kar**, *York U., Canada*
Panelist: **Amanda Bullough**, *U. of Delaware*

Globalization in a pandemic/post-pandemic world presents continuing social, political, and cultural challenges and opportunities in terms of how people relate to one another. Effective leadership of individuals and groups from diverse cultures is influenced by the leaders' level of cross-cultural understanding and their ability to adapt their leadership style according to local cultural underpinnings and the situation on the ground. The panel symposium proposed here will present a new GLOBE Leadership Model based on a large-scale survey of over 44000 managers and professionals in 134 countries/societies. Through this panel, we aim to expand our awareness of the theoretical boundaries of the extant literature on leadership across societies. We also seek to gain feedback from the audience on the early findings of this study that will help with its interpretation and dissemination techniques.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1115** | Submission: **20931** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Consulting in Leadership and Power Dynamic Environment

Session Moderator: **Rida Elias**, *American U. of Beirut*
Session Moderator: **Shola Ajiboye**, *Case Western Reserve U.*

MC: **“Seeing” Potentially Toxic Organizational Relationships: Applying the Bowen Family System Theory**

Author: **Judith Gebhardt**, *St. Louis U.*

While organizations are noting “a dramatic shift in workplace power dynamics” perspectives from the micro-level family can offer significant insights into macro-level organization behaviors. In putting “the worker front and center” a framework for recognizing and untangling organizational relationships becomes a tool for the organizational consultant and addressing dynamics which impacts all levels of employees. Using Bowen’s Family Theory (BST), a theoretical foundation for assessing familial relationships, coupled with Bowen’s genogram, or ‘map’ which mimics the organizational chart, one can gain awareness into work relationships which may create “’toxic’ work environments”. The purpose of this paper is three-fold: To review the underpinnings of the Bowen Systems Theory (BST) framework, which is grounded in systems theory and emotion; introduce the well-studied and validated Bowen Systems Theory (BST) framework; review Bowen’s eight concepts which include definitions and examples of dysfunctional work-related behaviors; and introduce Bowen’s family genogram, a graphical illustration of the family (or organizational) structure and relationships, akin to the formal organization chart. These three areas offer organizational consultants, and subsequently leaders, managers, and employees, a better understanding of an organization’s interrelatedness of components, including people, functions, tasks, and structure, as well as organizations, resulting in a front and center worker.

MC: **Would You Play Dove When Appointed to be the Hawk? A Game Theory Perspective to Power Acquisition**

Author: **Rida Elias**, *American U. of Beirut*
Author: **Bassam Farah**, *Loyola Marymount U.*

Power comes with the position, an understanding usually agreed upon not only in strategy and organizational behavior literatures but also in all forms of communities of practice including but not limited to organizations, for and not-for-profit, management consulting within their firm and while consulting for others, and board of directors. What happens when an executive is elected to become the most powerful in the organization and has to work with the most powerful in the organization during transition? i.e., how would a CEO-Elect maneuver the power dynamics with the incumbent CEO during the CEO transition period? Using game theory and in-depth interviews with executives about their transition period, we show that CEOs-elect choose their strategy based on their perception of the strategy adopted by the incumbent CEOs. CEOs-elect play DOVE (or cooperate) when they perceive the incumbent to play DOVE. CEOs-elect play HAWK (or defect) when they perceive the incumbent to play HAWK while being aware of the cost being incurred. Most interesting as well as confusing, is when the CEOs-elect cannot predict the incumbent CEOs’ strategy or even believe that the incumbents, for better or for worse, do not want to play the game. Some consultants advise the boards to be active during CEO transition while others advise the board to let the executives handle the transition. Our results highlight to boards that their oversight is definitely advised in a HAWK-HAWK game and during no game. Board of directors may need to develop some governance codes to be applied during CEO transition period.

MC: **Understanding Relational Feedback as a Dynamic Practice of Leadership**

Author: **Alexandros Psychogios**, *Birmingham City U. Business School*
Author: **Feim Blakçori**, *AFG College with the U. of Aberdeen*

Despite extensive research on the leader-follower relationship, we have nevertheless limited knowledge regarding relational leadership practices like feedback. Following a qualitative research approach and based on 24 semi-structured interviews organised in six groups composed of one manager and three of his/her direct subordinates, the paper explores relational feedback as a dynamic practice of leadership- attempting to understand the impact that feedback has as an embedded and ever living practice of the relationship between the leader and the follower. The research findings suggest that relational feedback can be understood and actively practiced as a process a) contextualizing aspects like culture, processes, and systems; b) dynamically changing employee performance; c) enhancing leader-follower relationship structures that moves beyond the professional level into a personal dimension and encourages employees’ positive behaviours such as creative exploration, skill acquisition and self-development. Since this is pioneering research regarding the relational feedback as a dynamic practice on leader-follower relationship, our study provides specific practical implications for consultants and practitioners.

MC: **The Role of POS and LMX in Developing the Intention to Engage in Scholarly Activities**

Author: **Shelly Groves Brandon**, *U. of Dallas*

Academic medical centers maintain their competitive advantage by offering innovative clinical treatments to patients and by sustaining a high level of scientific productivity from faculty members at their affiliated medical schools. In such centers, scientific productivity is measured by the number and quality of scientific articles published, conference presentations given, research grants awarded, and patents granted. These contributions are important not only to the institution but also to the individual faculty members for career advancement and progression of the field of study in which they specialize. Given the importance of faculty members' scholarly contributions, it is imperative to better understand what factors influence their scientific productivity. One such factor is the social exchange between employee, leadership, and the organization at large; therefore, this study reviewed how faculty members' perception of organizational support (POS) and leader-member exchange (LMX) would influence their attitude about scientific productivity through the lens of the theory of planned behavior (TPB). I also examined perceived organizational support and leader-member exchange influence on the relationship between perceived behavioral control (PBC) and behavioral intention by surveying faculty members from academic medical centers across the US that host NCI-designated cancer centers The results indicated that the perception of high-quality LMX was positively related to greater PBC and stronger intention to engage in scholarly activities. On the other hand, POS did not influence faculty members' attitudes or intent to engage in scholarly activities. Lastly, neither POS nor LMX enhanced or diminished faculty members' intention to engage in scholarly activities once their attitude had been formed. This research contributes to the expansion of the application of theory of planned behavior and to the POS and LMX literature by demonstrating that among faculty members at academic medical centers, the relationship with their leader is more influential to their productivity than organizational support. For managers, these results suggest that the quality of the relationship with the department chair is an important variable in the development of faculty members' attitude toward and intent to engage in scholarly activities; therefore, department chairs should develop an environment of mutual trust, respect, and loyalty.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1116** | Submission: **20936** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Consulting Dynamics in SMEs, Social Enterprises, and Family Businesses

Session Moderator: **Carole Bousquet**, *IDRAC Business School & ISEOR*
Session Moderator: **Shola Ajiboye**, *Case Western Reserve U.*

MC: **Ethnographical Management Consulting within Small and Medium Size Enterprises**

Author: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Author: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*
Author: **Florence Noguera**, *U. Paul Valery, Montpellier*

This article is dedicated to the discussion of epistemological and methodological problems brought forth by the observation of the management practices within Small and Medium Size Enterprises (SME). From this point of view, questions about the specific context concerning interventions in the SME, the management consultant's neutrality and the inevitable dialectical "immersion-distanciation" with regards to the objects examined are discussed. This article aims to demonstrate the theoretical and above all methodological interest of an ethnomethodological approach in management consulting to Small and Medium Size Enterprises.

MC: **Exploratory Research on Management Consulting Needs and Adaptations in Very Small Companies**

Author: **María Angeles Rastrollo-Horrillo**, *U. of Málaga*
Author: **Maite Rateau**, *ISEOR*
Author: **Amandine Savall**, *ISEOR*

This exploratory research is aimed at identifying the specific needs of very small companies (VSCs) on Management Consulting (MC) and sketching MC services and processes adapted to VSCs. By using SEAM action-research, we have analyzed a sample of 4 management consulting projects conducted in VSCs located in France and in Spain. This paper contributes to enriching the very scarce literature on MC in VSCs. Drawing on these 4 case-based exploratory analysis, the proposed conceptual framework in this study offers a basis for future studies to extend the analysis to broader recognition of the distinctive characteristics, more countries, more MC methods, and to compare VSC with other larger enterprises. The implications for practitioners are important; by exploring the adaptation of consultation methods, we offer some insights into the roles, skills and strategies available to the consultant in order to be successful in VSCs.

MC: **Exploratory Study for the Development of Happiness Management in Spanish SME by External Consultant**

Author: **Jesus Molina-Gomez**, *U. de Malaga*
Author: **José Manuel Núñez-Sánchez**, -
Author: **María Angeles Rastrollo-Horrillo**, *U. of Málaga*
Author: **Pere Mercadé Melé**, -

This exploratory study is based on a consultancy research project which arises as a response to the current trend, still incipient in the Spanish market, to implement well-being and happiness programs in companies. The main objective of the research is to define a proposal for a certificate of happiness management in Spanish SMEs, with the help of external consultants. In order to achieve this objective, a mixed method, quantitative and qualitative, has been used to triangulate the results, thus enriching the research. It has also been divided into sequential phases, beginning with a thorough literature review, followed by the analysis of the quantitative study to determine the level of happiness of workers in the country. Semi-structured in-depth interviews with expert practitioners were also conducted, which have helped to improve the proposal, highlighting, among other issues, the importance of being a socially responsible company, promoting internal and external happiness. The result has been a proposal for a consulting process to obtain a Quality Management Certificate. in SMEs. This reinforces the contribution of management consulting in the generation of useful and innovative knowledge for SMEs, which could allow them, not only to improve the happiness of their employees, with all the advantages that this entails, but also to enhance their competitive position. This will also help to bridge the gap detected between large companies and SMEs when it comes to being able to access a certified happiness management, without the need for a heavy and costly structure, but with the help of expert consultants.

MC: **Managing Conflict: How Egyptian Social Enterprises Navigate Multiple Institutional Logics**

Author: **Aya Yasser Hanafy**, *Cambridge Judge Business School*
Author: **Anna Aranda Jan**, *Cambridge Judge Business School*

This paper examines how social enterprises manage the conflicting institutional demands prescribed by the divergent institutional logics of commercial business and social/environmental purpose they combine. Focused on social enterprises in Egypt, a context with a nascent, thriving yet unregulated social enterprise ecosystem. The paper examines the relationship between the compatibility of institutional logics and the centrality of those logics to the functioning of the social enterprise with strategies they adopt to navigate conflict in their institutional environments. Thus proposing a framework that predicts the strategy to be used by each social enterprise in response to conflicting institutional demands, and identifies the organizational aspects that social enterprises manipulate in this context to operationalize their conflict management strategies. Namely, institutional, and organizational identities, stakeholder management strategy, organizational structure and internal representation of institutional logics.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1117** | Submission: **10126** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Intuition in Organizations: New Theoretical and Methodological Perspectives

Organizer: **Marta Sinclair**, *Griffith U.*
Participant: **Bjørn Tallak Bakken**, *Inland Norway U. of Applied Sciences*
Participant: **Thorvald Haerem**, *BI Norwegian Business School*
Participant: **Robert Fuller**, *U. of Tennessee, Knoxville*
Participant: **Dusya Vera**, *Western U.*
Participant: **Codou Samba**, *U. of Tennessee*
Participant: **David W. Williams**, *U. of Tennessee*
Participant: **Suzi Elen Ferreira Dias**, *ESPM, Sao Paulo, Brazil*
Participant: **Edson Sadao Iizuka**, *Centro U. FEI*
Participant: **Marta Sinclair**, *Griffith U.*
Participant: **Michael Grant**, *Uppsala U.*
Participant: **Fredrik NIlsson**, *Uppsala U.*
Participant: **Gerard P. Hodgkinson**, *U. of Manchester*
Participant: **Cinla Akinci**, *U. of St Andrews*
Participant: **Vita Akstinaite**, *ISM U. of Management and Economics*
Participant: **Eugene Sadler-Smith**, *U. of Surrey*

This stream of the 14th annual intuition symposium at AoM showcases new theoretical and methodological developments in the discipline. The first four contributions expand the boundaries of current intuition theory, yet to be tested fully empirically. The last two contributions explore the perils and possibilities of certain research methods. Specifically, Bakken and Haerem propose a mechanism for switching between intuition and analysis when making decisions in long-term crises, and theorize which type of intuition is needed at specific points of the process. Fuller et al. discuss how intuition is likely formed in virtual teams, impacted by the use of technology, and explore the distinction between actor-driven and team-driven intuition. Dias et al. investigate the integration of Garbage Can model and dual-process theories with the aim to gain a deeper understanding of intuitive decision making and how it draws on accumulated expertise. Grant and Nilsson explore intuitive expertise further by questioning how expertise is developed, characterized and evaluated in different domains. Hodgkinson outlines some common fallacies in intuition research and cautions about over-reliance on self-report techniques. Finally, Akinci et al. demonstrate the use of Computerized Text Analysis as a novel way to study intuition.

The Role and Significance of Intuitive Decision Making when Managing Large-Scale, Long-Term Crises

Author: **Bjørn Tallak Bakken**, *Inland Norway U. of Applied Sciences*
Author: **Thorvald Haerem**, *BI Norwegian Business School*

Virtual Team Decision Making: The Value of Team Intuition and Its Enabling Media Capabilities

Author: **Robert Fuller**, *U. of Tennessee, Knoxville*
Author: **Dusya Vera**, *Western U.*
Author: **Codou Samba**, *U. of Tennessee*
Author: **David W. Williams**, *U. of Tennessee*

Explaining Intuition: Integrating Cognitive-Experiential Self-Theory and Garbage Can Model

Author: **Suzi Elen Ferreira Dias**, *ESPM, Sao Paulo, Brazil*
Author: **Edson Sadao Iizuka**, *Centro U. FEI*
Author: **Marta Sinclair**, *Griffith U.*

Conceptualizing Intuitive Expertise: A Research Agenda

Author: **Michael Grant**, *Uppsala U.*
Author: **Fredrik NIlsson**, *Uppsala U.*

In Praise of Experimental Methods and Behavioral Assessments

Author: **Gerard P. Hodgkinson**, *U. of Manchester*

Accessing Intuition Through Linguistic Markers

Author: **Cinla Akinci**, *U. of St Andrews*
Author: **Vita Akstinaite**, *ISM U. of Management and Economics*
Author: **Eugene Sadler-Smith**, *U. of Surrey*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1118** | Submission: **11651** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

Entrepreneurial Communication: Rhetorical Strategies in an Interactive yet Uncertain World

Organizer: **Sayan Sarkar**, *Hong Kong U. of Science and Technology*
Presenter: **Jean Siobhan Clarke**, *EMLYON Business School*
Presenter: **Sayan Sarkar**, *Hong Kong U. of Science and Technology*
Participant: **Donal Crilly**, *London Business School*
Participant: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Presenter: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Discussant: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Participant: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*
Participant: **Christian E. Hampel**, *Imperial College Business School*
Presenter: **Elena Dalpiaz**, *Imperial College Business School*
Participant: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*

This proposed symposium aims to facilitate a discussion on emergent research in entrepreneurial communication and generate insights about promising areas of future research. The core motivation is that rather than being peripheral to strategy, communication fundamentally shapes new ventures – as well as their interactions with entrepreneurial ecosystem participants. Communication is the process of creating and changing meanings; it is instrumental in helping entrepreneurs motivate key actions and decisions of not only themselves, but also how entrepreneurs and ecosystem participants such as investors, employees, or customers exert mutual influence through socially situated, dialogic processes. Rather than merely being a device for disseminating information, entrepreneurial communication forms the bedrock of wide-ranging aspects of entrepreneurship, ranging from identity and agency to subjective construction of uncertainty, to norms of interaction, discourse, and language. Through this symposium, we aim to bring together leading scholars in this field to discuss emerging research in this domain, as well have their insights into the most pressing (and promising) avenues for future scholarship. The above conceptualization of communication goes beyond being mere vector of information, opening the possibility of rich exchange of ideas outside traditional domains. Examples of potential topics of interest include, but are not limited to: - Social media as a conduit of mutual influence among entrepreneurs and stakeholders - Communication in social innovation/ social entrepreneurship contexts - Communicating to an ecosystem rather than a single audience - Sensemaking and responding to uncertain or disruptive times - Constructing the meaning of adversity, failures, or low status - and highlighting entrepreneurial agency and resilience in their wake - Use of rhetorical devices such as metaphor and analogies - Research based on non-traditional data sources, methods, or measures

Pitching to Make Sense: How Entrepreneurs and Investors Create Entrepreneurial Stories in Situated

Author: **Jean Siobhan Clarke**, *EMLYON Business School*

When do Investors Reward Adversity in Early-Stage Entrepreneurship?

Author: **Sayan Sarkar**, *Hong Kong U. of Science and Technology*
Author: **Donal Crilly**, *London Business School*

Discursive Power Dynamics in Corporate Entrepreneurship

Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Author: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

New ventures and the discursive construction of hype when products are (still) underperforming

Author: **Christian E. Hampel**, *Imperial College Business School*
Author: **Elena Dalpiaz**, *Imperial College Business School*
Author: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1119** | Submission: **16109** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Connection in Unexpected Places: How, Why, and With What Consequences Workers Connect with Clients

Organizer: **Solomiya Draga**, *U. of Toronto*
Organizer: **Marlys K. Christianson**, *U. of Toronto*
Discussant: **Erin Marie Reid**, *McMaster U.*
Presenter: **Ann-Sophie Baeken**, *KU Leuven*
Participant: **Anneleen Forrier**, *KU Leuven*
Participant: **Nele De Cuyper**, *KU Leuven*
Participant: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Participant: **Lakshmi Ramarajan**, *Harvard U.*
Presenter: **Julie Yen**, *Harvard Business School*
Participant: **Jeff Thompson**, *Brigham Young U.*
Presenter: **Lyndon Earl Garrett**, *Boston College*
Participant: **Stuart Bunderson**, *Wash U.*
Participant: **Mac Jeffrey Alexander Strachan**, -

Research on connections in the workplace has investigated many different types of relationships. However, less attention has been paid to one type of relationship that is a vital component of many workplaces: the relationship between the worker and the people they provide goods or services to (e.g., clients, patients, or audience members). Importantly, insights from broader social science scholarship suggest that the process of forging connections with clients is likely different from forging relationships with coworkers or mentors. In an effort to gain greater insight into worker-client connections, we invited a set of scholars studying this phenomenon within organizations. We have deliberately assembled a collection of qualitative studies that draw on findings from interviews, participant observation, and ethnographic techniques to develop rich, deeply descriptive, and contextual insights from a variety of workplace contexts, investigating how, why, and with what consequences people work with the clients of their organizations.

How and Why Social Workers Establish Relational Boundaries with their Clients

Author: **Solomiya Draga**, *U. of Toronto*
Author: **Marlys K. Christianson**, *U. of Toronto*

Resolving Misfit through Embodiment Work in Specialized Job Coaching

Author: **Ann-Sophie Baeken**, *KU Leuven*
Author: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Author: **Anneleen Forrier**, *KU Leuven*
Author: **Nele De Cuyper**, *KU Leuven*

How Prosocial Professionals Approach Client Status and Expert Power

Author: **Lakshmi Ramarajan**, *Harvard U.*
Author: **Julie Yen**, *Harvard Business School*

Simplicity on the Other Side of Historical Complexity

Author: **Jeff Thompson**, *Brigham Young U.*
Author: **Lyndon Earl Garrett**, *Boston College*
Author: **Mac Jeffrey Alexander Strachan**, -
Author: **Stuart Bunderson**, *Wash U.*

Session Type: **Plenary Session**
Program Session: **1120** | Submission: **19971** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

MOC Plenary and Awards Ceremony

Program Chair: **Beth Ann Livingston**, *U. of Iowa*
Professional Development Workshop Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Division Chair: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Session Chair: **Pauline Schilpzand**, *Oregon State U.*

In this Plenary we will honor the 2023 MOC Distinguished Scholar. We will also recognize award winners for Best Paper, Best Student-led Paper, Best Paper with Practical Implications, Best Symposium, Best Entrepreneurial Cognition Paper, Best Student-Led Entrepreneurial Paper and the Phillips and Nadkarni Award for Outstanding Paper on Diversity and Cognition and our new Denny Gioia Award for Best Qualitative Paper. Come celebrate with us! This meeting will feature MOC awards and recognitions, including a speech by this year's MOC Distinguished Scholar.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1121** | Submission: **11462** | Sponsor(s): **(MOC, DEI)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Please Don't Let Me Be Misunderstood: Social Barriers to Inclusive Neurodiverse Workplaces

Coordinator: **Elizabeth Follmer**, *U. of Washington, Bothell*
Coordinator: **Debra R. Comer**, *Hofstra U.*
Participant: **Dana L. Ott**, *U. of Otago*
Participant: **Emily Russo**, *Autism Spectrum Australia, Aspect*
Participant: **Miriam Moeller**, *U. of Queensland*
Participant: **Amy Hurley-Hanson**, *Chapman U.*
Participant: **Cristina Marie Giannantonio**, *Chapman U.*
Participant: **Amy Jane Griffiths**, *Chapman U.*
Participant: **Maira Elize Ezerins**, *U. of Arkansas, Fayetteville*
Participant: **Lauren Simon**, *U. of Arkansas*
Participant: **Elizabeth Follmer**, *U. of Washington, Bothell*
Participant: **Timothy J. Vogus**, *Vanderbilt U.*
Participant: **Debra R. Comer**, *Hofstra U.*
Participant: **Janet A. Lenaghan**, *Hofstra U.*
Participant: **Andrea Pittarello**, *Hofstra U.*
Participant: **Daphna Motro**, *Hofstra U.*
Participant: **Nikki Drader**, *U. of North Texas*
Participant: **Virginie Lopez Kidwell**, *U. of North Texas*

This symposium explores the social barriers to creating inclusive neurodiverse workplaces and the challenge of overcoming them. Neurodiversity refers to the inclusion of neurodivergent people, those with autism spectrum disorder (ASD), attention deficit hyperactivity disorder (ADHD), and other related neurodevelopmental conditions, in neurotypical spaces. Although neurodivergent employees offer many desirable skills and abilities, the social difficulties associated with these conditions often stand between neurodivergent applicants and long-term employment. We argue that resolvable misunderstandings drive these social difficulties and that knowledge of the origins of these misunderstandings is essential to creating inclusive neurodiverse workplaces. The papers in this symposium explore these misunderstandings in two theoretical and three empirical papers, which draw on qualitative and quantitative data collected using open-ended surveys, experiments, and a case study conducted in the field.

Neurodiversity Exclusion in Organizations: A Neurotypical Stigmatizing Perspective

Author: **Dana L. Ott**, *U. of Otago*
Author: **Emily Russo**, *Autism Spectrum Australia, Aspect*
Author: **Miriam Moeller**, *U. of Queensland*

Are Image Norms Creating Misfits in the Workplace? Career Aspirations of Neurodivergent Individuals

Author: **Amy Hurley-Hanson**, *Chapman U.*
Author: **Cristina Marie Giannantonio**, *Chapman U.*
Author: **Amy Jane Griffiths**, *Chapman U.*

Not as Simple as Wearing Someone Else's Shoes: Understanding Autistic Empathy at Work

Author: **Maira Elize Ezerins**, *U. of Arkansas, Fayetteville*
Author: **Lauren Simon**, *U. of Arkansas*
Author: **Elizabeth Follmer**, *U. of Washington, Bothell*
Author: **Timothy J. Vogus**, *Vanderbilt U.*

Naming and Framing: How Self-Disclosure and Information about Autism Affect Employee Selection

Author: **Debra R. Comer**, *Hofstra U.*
Author: **Janet A. Lenaghan**, *Hofstra U.*
Author: **Andrea Pittarello**, *Hofstra U.*
Author: **Daphna Motro**, *Hofstra U.*

What Dandelions Teach Us about Daisies: Autism, Allyship, and Inclusive Socialization

Author: **Nikki Drader**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1122** | Submission: **20441** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Examining Mindfulness, Presenteeism, and Self-Leadership in Work Contexts

Session Moderator: **Joseph S. Leah**, *Florida Gulf Coast U.*

This session will feature research papers that examine the impact of mindfulness-type practices, the dark side of mobile work, and self-leadership theory in the Chinese-culture contexts. Attendees will gain insight into the potential benefits of mindfulness practices at work, the negative effects of mobile work on presenteeism, and the renewed understanding of self-leadership theory in different cultural contexts. The session will explore the complexities of work-related issues and offer valuable perspectives on improving individual and organizational outcomes in these areas.

MSR: **Putting the Worker Front and Center: The Potential Impact of Mindfulness-Type Practices at Work**

Author: **Joseph S. Leah**, *Florida Gulf Coast U.*
Author: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Author: **Kathryn Pavlovich**, *U. of Waikato Management School*

This developmental paper explores the potential impact of mindfulness-type practices in a workplace context. We approach our exploration through the lens of prior research suggesting that such practices correlate with expressions of greater purpose by business leaders, and mounting evidence that businesses guided by greater purpose achieve stronger social, environmental and economic outcomes. Mindfulness-type practices, defined here as practices of connectedness to encompass both eastern and western forms, quiet the mind and expand our consciousness so that we are more aware of the truth about our experiences. Evidence from our data suggests that while personal (i.e. outside of work) practices of connectedness are growing in acceptance as part of leader behavior, workplace practices of connectedness are less widely applied. As a result, we propose that an opportunity exists for business leaders to positively affect the social/environmental outcomes of their organizations by providing increased opportunities for practices of connectedness at work.

MSR: **The Dark Side of Mobile Work: Examining Moderated Mediation Model to Predict Presenteeism**

Author: **Woo-Sung Choi**, *Gachon U.*
Author: **Seung-Wan Kang**, *Gachon U.*
Author: **Suk Bong Choi**, *Korea U.*

Owing to the development of Information and Communication Technology (ICT) and the inevitability of telecommuting in the COVID-19 environment, the boundary between working and non-working hours has become blurred. mWork, that is, ICT-based off-hour work, which has increased through the pandemic, affects employees' work attitudes, such as presenteeism. Hence, we designed a study to investigate the antecedents and mechanisms of employee presenteeism from the perspective of the conservation of resources theory. We supported our hypothesis using a sample of 672 Korean office workers obtained through three rounds of time-delay surveys. The results show that presenteeism is higher among employees with high mWork. In addition, employees' mWork increases sleep deprivation and presenteeism, and the exchange ideology of employees reinforces the positive effect of sleep deprivation on presenteeism. Additionally, the higher the level of exchange ideology, the stronger the mediating effect of mWork on presenteeism through sleep deprivation. This study verified the conservation of resources theory by identifying the mechanism by which mWork affects an employee's life, which in turn affects their work, and provides practical implications for managing productivity loss due to presenteeism.

MSR: **A Renewal of Self-leadership Theory in the Chinese-Culture Contexts**

Author: **Chan Hsiao**, *National Yang Ming Chiao Tung U.*
Author: **Le Mei Lo**, *National Yang Ming Chiao Tung U.*
Author: **Hsin-Jung Tseng**, *National Yang Ming Chiao Tung U.*
Author: **Shu Chen Li**, *National Yang Ming Chiao Tung U.*
Author: **Wan Jhen Chen**, *National Yang Ming Chiao Tung U.*

Self-leadership refers to individual's own control on their behaviors and cognitions, which comprises different strategies to exert influence on individual oneself. However, self-leadership concept was developed under the Western cultural background, the generalization power in Chinese cultural context has been questioned. This study aims to examine the self-leadership theory in Chinese context with two distinctive workplace scenarios: failure handling and promotion. The qualitative interviews were conducted with 36 Taiwanese middle and senior executives. Based on the original self -leadership strategies, two emerging themes have been discovered – Spiritual-self recuperation strategy and Relational insight strategy. This study contributed to the self-leadership field by enrichment and extension of theory with 2 emerging strategies in Chinese context, and a Confucian explanation has been supplemented.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1123** | Submission: **13195** | Sponsor(s): **(MSR, OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

MSR Theory: Directions from JMSR Best Papers

Organizer: **Kathryn Pavlovich**, *U. of Waikato Management School*
Organizer: **Yochanan H. Altman**, *WirtschaftsU. Wien*
Distinguished Speaker: **Kim Cameron**, *U. of Michigan*
Distinguished Speaker: **Dave Ulrich**, *U. of Michigan*
Participant: **Bradley A. Almond**, *Texas A&M U. Central Texas*
Participant: **Nicole Dillard**, *U. of Minnesota, Twin Cities*
Participant: **Christina M. Walker**, *Lenoir-Rhyne U.*
Participant: **Lasse Lychnell**, *Stockholm School of Economics*
Participant: **Anil K. Maheshwari**, *Maharishi International U.*
Participant: **Mitchell J. Neubert**, *Baylor U.*
Participant: **Mari Yang**, *Director / Anatomic Pathology & Cytology*
Participant: **Louis W. Fry**, *Texas A&M U. Central Texas*

This symposium examines the current state of the field of Management, Spirituality and Religion (MSR), along with a discussion on likely future trajectories. As an ‘emergent’ field, MSR is yet to establish firm consensual conceptual and theoretical foundations, while acknowledging that with time these will change and always be challenged – such as the notion of ‘opportunities’ in entrepreneurship or the ‘boundaries’ of diversity in diversity management. To probe into these conceptual and theoretical foundations and as a springboard to exploring future directions, we present a selection of Best Papers from the 20-year-old Journal of Management, Spiritualty and Religion (JMSR) considered the lead journal in this field of scholarship (Singh & Singh, 2022).

The “Acts” of Paul: Micro-processes and New Institution Creation

Author: **Bradley A. Almond**, *Texas A&M U. Central Texas*

Black Mothers at Work

Author: **Nicole Dillard**, *U. of Minnesota, Twin Cities*
Author: **Christina M. Walker**, *Lenoir-Rhyne U.*

When Work Becomes Meditation

Author: **Lasse Lychnell**, *Stockholm School of Economics*

Workplace Well-being and Consciousness-based Architecture

Author: **Anil K. Maheshwari**, *Maharishi International U.*

Servant Leadership from Multiple Domains and Follower Work Behavior

Author: **Mitchell J. Neubert**, *Baylor U.*
Author: **Ju Chien Cindy Wu**, *Baylor U.*
Author: **Kevin Dougherty**, *Baylor U.*

The Role of Spiritual Leadership in Reducing Healthcare Worker Burnout

Author: **Mari Yang**, *Director / Anatomic Pathology & Cytology*
Author: **Louis W. Fry**, *Texas A&M U. Central Texas*

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1124** | Submission: **18728** | Sponsor(s): **(NEU, OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Biological Foundations of Synchrony: Implications for Team Outcomes

Participant: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*
Organizer: **Nir Milstein**, *HEC Lausanne - UNIL*
Organizer: **Alon Burns**, *Bar Ilan U., Department of Psychology, Israel*
Participant: **Stefan Volk**, *U. Of Sydney*
Discussant: **Yair Berson**, *McMaster U.*

This symposium will focus on Interpersonal synchrony, which refers to the coordination of neurological, physiological, and behavioral states between individuals. Extant research, across disciplines, has demonstrated the effects of these forms of synchrony on fostering positive affect, relationship-building, and other important aspects of communication that can impact work outcomes such as job satisfaction, group cohesion, and performance. In this symposium, we focus on the contribution of research on synchrony to management theory and research. We highlight how neural and physiological forms of synchrony capture deep-seated, instantaneous dynamics in work teams. Presenters will demonstrate the role of individual and group-related processes in facilitating synchrony and examine its role on individual and team outcomes. This symposium will advance the field by offering new directions for theorizing and guidelines for future research on team processes and outcomes.

How Consensus-building Conversation Changes Our Minds and Aligns Our Brains

Author: **Beau Sievers**, *Harvard U.*
Author: **Christopher Welker**, *Dartmouth College*
Author: **Uri Hasson**, *Princeton U.*
Author: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*
Author: **Thalia Wheatley**, *Dartmouth College*

Group Rivalry and Physiological Synchrony Predict Group Performance

Author: **Nir Milstein**, *HEC Lausanne - UNIL*
Author: **Gavin J. Kilduff**, *New York U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

The Effects of Charismatic Leadership on Interpersonal Synchrony and Task Performance

Author: **Alon Burns**, *Bar Ilan U., Department of Psychology, Israel*
Author: **Yair Berson**, *McMaster U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

The Impact of Team Circadian Asynchrony on Team Creativity and the Role of Team Temporal Processes

Author: **Stefan Volk**, *U. Of Sydney*
Author: **Yan Pan**, *Xi'an Jiaotong U. School of Management*
Author: **Yufan Shang**, *Xi'an Jiaotong U.*
Author: **Christopher Barnes**, *U. of Washington*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1125** | Submission: **10603** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

In Pursuit of Meaningfulness: The Job and Career Choices of Management Academics

Organizer: **Debra R. Comer**, *Hofstra U.*
Organizer: **Jennifer Lynn Schultz**, *Saint Mary's U. of Minnesota*
Panelist: **Dolly Chugh**, *New York U.*
Panelist: **Kathy Lund Dean**, *Gustavus Adolphus College*
Panelist: **Jean M. Forray**, *Seneca Consortium*
Panelist: **Jeffrey A. Mello**, *Hofstra U.*

Work is an important component of many people's lives. Meaningful work "is personally significant and worthwhile" (Lysova, Allan, Dik, Duffy, & Steger, 2019: 375; see also Martela, Gómez, Unanue, Araya, Bravo, & Espejo, 2021, para 2). Individuals experience their work as meaningful when it is intrinsically enriching and enjoyable and enables them to connect with or serve others (Bailey, Madden, Alfes, Shantz, & Soane, 2017; Lepisto & Pratt, 2017). The roles people play, the tasks they perform, their interactions with internal or external stakeholders, and the organizations that employ them can contribute to their perception of work as meaningful (Bailey et al., 2017). Meaningful work is associated with higher job satisfaction and engagement, organizational commitment, and performance, and with lower rates of absenteeism and turnover (Bailey, Yeoman, Madden, Thompson, & Kerridge, 2019). Academics expect and seek meaningful work (Dunn & Halonen, 2018; McDaniel, 2019). This proposed panel symposium considers how management academics can realize more meaningful work by proactively crafting their jobs and careers (Tims & Akkermans, 2020), as well as by taking advantage of fortuitous opportunities (Kindsiko & Baruch, 2019). The symposium is designed to elicit and integrate the experiences and perspectives of four seasoned faculty members in a moderated discussion that would generate insights as to how management academics can make choices that enhance their experience of meaningful research, teaching, and service.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1126** | Submission: **20727** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Why Should I Speak Up? Antecedents to Employee Voice

Session Moderator: **Li-Yun Sun**, *Macau U. of Science and Technology*

OB: **Employees Speak Up Because of Who They Are? A Multilevel Investigation of Voice Role Identity**

Author: **Li-Yun Sun**, *Macau U. of Science and Technology*
Author: **Yan Ni Zhu**, *Macau U. of Science and Technology*
Author: **Chenwei Li**, *San Francisco State U.*
Author: **Wen Pan**, *Macau U. of Science and Technology*

ABSTRACT Drawing on role identity theory, we theorize voice role identity (how employees identify themselves with the role of voice engagement and view such engagement as a meaningful part of oneself) and examine its antecedents, outcomes, and boundary conditions. We developed the scale of voice role identity through two independent samples in Study 1 and tested a multi-level moderated mediation model in Study 2. Using data collected from 262 subordinates and their 69 supervisors (in 69 groups) in China, we find that (a) voice role identity mediates the effects of group-level inclusive leadership and individual-level task significance on employee promotive voice, (b) inclusive leadership predicts leader inclusion engagement at the group level, and leader inclusion engagement further moderates the relationship between voice role identity and promotive voice, and (c) leader inclusion engagement moderates the indirect effects of inclusive leadership and task significance on promotive voice via voice role identity. The moderating and moderated indirect effects are stronger when leaders have a higher level of inclusion engagement. To avoid missing variable bias and demonstrate the incremental validity of the study, we control for organization-based self-esteem, another self-views-related variable, as a parallel mediator. The study contributes to employee voice behavior and leadership literatures.

OB: **Employees' Self-perceived aAtractiveness and Voice Behavior**

Author: **Hyunjeong Lee**, *Seoul National U.*
Author: **Jeeyoon Park**, *Seoul National U.*
Author: **MINJU OH**, *Seoul National U.*

While many scholars have demonstrated the advantages of being perceived as attractive by others, little is known about how individuals' self-perceived attractiveness (SPA) influences their own work-related behaviors. Drawing on social learning theory and expectancy theory, this study investigated whether and how employees' SPA affects their voice behavior. Using two-wave survey data from 153 employees in South Korea, we revealed that employees with higher SPA engage in voice behavior more actively. Moreover, employees' self-efficacy and perceived impact mediate the effects of SPA on voice behavior. We also found that the mediation linkages were strengthened for employees whose belief in the instrumentality of physical attractiveness (i.e., the belief that being physically attractive is important to success) is stronger. Implications of these findings, limitations, and directions for future research are discussed.

OB: **The Effect of Spouse Secure-base Support on Employee Voice: A Perspective from Attachment Theory**

Author: **NianNian Dong**, *U. of Science and Technology Beijing*
Author: **Xiyue Ma**, *School of Economics and Management Tsinghua U.*
Author: **Xiangyu Gao**, *School of Economics and Management Tsinghua U.*
Author: **Mian Zhang**, *Tsinghua U.*

Previous studies have overwhelmingly focused on work-related factors that may influence employee voice, while little attention has been given to non-work factors. Drawing on attachment theory, we develop a spillover model to illustrate how spouse secure-base support encourages employee voice at work. Based on the analyses of a sample of 364 participants recruited from educational institutions in China, we found that role breadth self-efficacy and positive affect mediate the relationship between spouse secure-base support and two types of employee voice (i.e., promotive and prohibitive voice). We also found that leader secure-base support moderates the indirect effect of spouse secure-base support on employee promotive and prohibitive voice through positive affect. Theoretical contributions and practical implications are discussed.

OB: **Construal Level and Employee Voice: A Future Temporal Focus Perspective**

Author: **Chenwei Li**, *San Francisco State U.*
Author: **Priyanka D. Joshi**, *San Francisco State U.*

Drawing on Construal Level Theory, we argue that when employees adopt high-level construals they engage in greater promotive and prohibitive voice via inducing their future temporal focus. A two-wave field study with 826 employees and their 166 supervisors supports this argument. Our study makes several contributions to the construal level and voice literature. Our findings should encourage scholars to utilize the construal level theory more in the context of voice behavior.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1127** | Submission: **20855** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

What If I Don't Want to Lead? Leadership Identity and Understanding Fearful and Reluctant Leaders

Session Moderator: **Nicole Morales**, *U.S. Army Research Institute for the Behavioral and Social Sciences*

OB: **A Taxonomy of Leader Identities in the United States Army**

Author: **Nicole Morales**, *U.S. Army Research Institute for the Behavioral and Social Sciences*
Author: **Tanner Newbold**, *U. of Oklahoma*
Author: **Justine Rockwood**, *U. of Oklahoma*

The term "identity" is used to describe an aspect of one's self-concept consisting of salient features of individuals that shape goals, behaviors, and cognitions (Chan & Drasgow, 2001; Lord & Hall, 2005). Leader identity is a facet of an individual's identity that relates to being a leader. Identifying as a leader is viewed as one of the strongest predictors of effective leadership and career development (Day & Harrison, 2007; Hall, 2004). However, it is not clear how one identifies as a leader, or the identity they adopt once they are in the leader role. A qualitative study of U.S. Army officers and non-commissioned officers led to the development of a leader identity taxonomy, summarizing the behaviors, cognitions, and motivations of leader identities that emerged when leaders were asked to describe who they are as leaders. The current research goes a step further to finalize a leader identity taxonomy, applying a mixed-method approach of content validation. The resulting taxonomy illustrates leader identities in the U.S. Army, addressing the question of how leaders self-identify by detailing the ways that identities shape approaches to the role and interactions with subordinates.

OB: **When Leaders Fear Leading: A Qualitative Study**

Author: **Elizabeth Weglarz**, *Baruch College & The Graduate Center, CUNY*
Author: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*

Though understudied in the leadership context, we suggest that fear, the emotion that alerts humans to threat, is prevalent in it and shapes leadership behavior. We suggest the term fear of leading to delineate leaders' fear of leading. We report on a grounded theory study of the phenomena examining when a leader may fear leadership and what they do in response to such fear. The study involved 50 interviews with leaders and found that leaders recognize the experience. We identified predictors of and responses to leaders' fear leading. Our findings contribute to existing emotions and leadership theory and offer opportunities for future research.

OB: **(Un-)Willing and Able? Trajectories of Reluctant Leadership in the Swiss Armed Forces**

Author: **Eliane Bucher**, *BI Norwegian Business School*
Author: **Nicole Gottschalck**, *WHU Otto Beisheim School of Management*
Author: **Matthias Waldkirch**, *EBS Business School*
Author: **Hubert Annen**, *Swiss Military Academy at ETH Zurich*

The aim of our study is to explore the phenomenon of reluctant leadership with an inductive longitudinal study. Based on interview data with members of the Swiss Armed Forces, we disentangle motivational states of willingness and reluctance to lead and illustrate trajectories of leadership motivation. Our findings show that initially reluctant leaders may become willing leaders over time and vice versa. We spotlight the individual, social, and contextual factors underlying such turnarounds and underline the theoretical and practical relevance of a better understanding of reluctant leadership and its underlying mechanisms in management research in general and the literature on leadership motivation in particular.

OB: **Leadership and Identity at Work: A Study in Photo-Elicitation**

Author: **Chidozie Umeh**, *U. of York*
Author: **Nelarine Cornelius**, *QMUL*
Author: **James Wallace**, *U. of Hertfordshire*
Author: **Mathias Ndoma-Egba**, *teesside U.*

Leadership has often been explored as a shared, contextually embedded process contingent on group trust in a leader who embodies a shared group identity. Still, very little is known about the diversifying potential of leadership, specifically what and how new relational formations emerge within existing leadership arrangements and are experienced and reported by interactants (leaders and followers) in specific settings. In this study, we draw on the Social Identity Theory of Leadership and evidence from participant-led photos and interview data (photo-elicitation) to explore employee accounts of their lived experiences of leadership, followership, and identity in two organizations in a Global South context. We find that a focus on hierarchical distinctions between leaders and followers and the ingroup-outgroup dichotomy frequently masks the emergence of new relational leadership configurations and identities, which change the rules, roles, and expectations among interactants. We conclude this article by discussing the implications of findings for leadership theory and methods used to investigate lived experiences of leadership.

Session Type: **Paper Session**
Program Session: **1128** | Submission: **20584** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

"I'll Be Back": Negative Effects of Artificial Intelligence in the Workplace

Session Moderator: **Yuan LIANG**, *Harbin Institute of Technology*

OB: **The Effects of Tech-learning Anxiety: A Multiple Interaction Analysis Under Human-AI Collaboration**

Author: **Yuan LIANG**, *Harbin Institute of Technology*
Author: **Tung-Ju WU**, *Harbin Institute of Technology*
Author: **Wen-Yan DUAN**, *Harbin Institute of Technology*

Employees do collaborate with AI (HAI-C) and face more anxiety about learning advanced skills about HAI-C. Drawing on the conservation of resources (COR) theory and self-determination theory (SDT), we examine a moderated mediation model focusing on how and when HAI-C Tech-learning anxiety influences informal field-based learning (IFBL) via work engagement. To find the way to alleviate the negative effect, we also tested the role of supervisor emotional support (SES) as well as work motivations. We collected data from employees who daily work with AI in China from July-August 2022 through three times. Results showed that HAI-C Tech-learning anxiety was negatively related to work engagement and in turn reduce IFBL. The mitigating role of SES was significant when SES was high, but the protective effect was diminished with high intrinsic motivation. Our findings provide valuable and timely implications for HAI-C management.

OB: **Engineers Show More Algorithm Aversion: A Longitudinal Study**

Author: **Alvaro Chacon**, *U. Técnica federico santa maría*
Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*
Author: **Edgar E. Kausel**, *Pontificia U. Católica de Chile*

For more than 70 years, research has consistently shown that algorithms predict better than humans in various circumstances. Nevertheless, people have been reluctant to use algorithms when they see them err (a phenomenon termed algorithm aversion). Studies have explored the algorithm aversion phenomenon, trying to understand it better and finding ways to overcome it. Still, we do not understand how different people use and adopt algorithms well. Considering the vital role of engineers in organizations and society, we conducted two longitudinal studies outside the lab on the differences that engineers and non-engineers present when interacting with inaccurate algorithms. We conducted two ecological momentary assessment studies where 427 participants predicted currency exchange rates or maximum weather temperatures based on advice (human or algorithm). Relying on the judge-advisor system framework, we measure advice taking on daily predictions for nine days. Our results showed, in both studies, a significant three-way interaction between the effects of advice source, if participants were engineers or non-engineers, and time on algorithm use. Specifically, the trend of algorithm use over time was significantly decreasing for engineers, and it was not for non-engineers who received inaccurate algorithm advice. Considering our findings, when implementing algorithms in organizations, we suggest that managers have in mind who will use the algorithms. If mainly engineers will, special consideration of algorithm accuracy must be kept in mind because engineers will probably be harsh in their evaluation and neglect algorithm use rapidly if algorithms err.

OB: **How and When Job Insecurity of Human-AI Collaboration Impacts Employees' Work-Life-Related Outcomes**

Author: **Yuan LIANG**, *Harbin Institute of Technology*
Author: **Tung-Ju WU**, *Harbin Institute of Technology*
Author: **Wen-Yan DUAN**, *Harbin Institute of Technology*

No matter willing or unwilling to collaborate with artificial Intelligence (AI), employees are facing increasing pressures whether they can appropriately master and adapt skills. Drawing on the job demands-resources model (JD-R), we construct and test a moderated mediation model that explains how and why job insecurity of human-artificial intelligence collaboration (JI-HAI-C) influences employees' psychological resilience and its subsequent work-life-related outcomes. Moreover, we explore whether workplace mindfulness can mitigate the negative effect caused by JI-HAI-C. We conducted an online experiment (Study 1) and a three-wave lagged survey (Study 2) using employees from China who daily work with AI. The results showed that JI-HAI-C is negatively correlated with psychological resilience and in turn impacts following consequences (i.e., team creative performance of HAI-C, informal field-based learning of HAI-C, wellbeing, and psychological health). Additionally, workplace mindfulness (i.e., workplace mindfulness training and trait workplace mindfulness) plays a key role in buffering the negative effect that JI-HAI-C has on psychological resilience. Specifically, the conditional indirect effects of JI-HAI-C on work-life-related outcomes via psychological resilience were weaker when workplace mindfulness was higher. Our findings offer timely and useful implications for theory and practice around HAI-C systems.

OB: **Hold on to your Day Job: Employee Preparations for Automation at Work**

Author: **Anna Godollei**, *Baruch College & The Graduate Center, CUNY*

Due to ever increasing automation, it is becoming imperative that employees at risk prepare for the future of work, such as by identifying new career opportunities or developing new skills. To this end, automation-related job insecurity may be a useful emotion to guide people towards preparatory behaviors. Nonetheless, research so far has found that, despite their objective risks, people may not feel threatened by automation. Further, job insecurity in general, has mixed impacts of preparatory behaviors. Thus, in the present study we week to identify for whom objective automatability is more likely to lead to automation-related job insecurity, and under what conditions automation-related job insecurity may be expected to lead to preparatory behaviors. In a survey of 244 US employees, we found that people who perceived a large skills-gap, compared to people who perceived a small skills-gap, demonstrated a stronger positive relationship between objective automatability and automation-related job insecurity. Downstream, automation-related job insecurity was positively related to preparatory behaviors (developmental activities and career exploration) for people who reported receiving low organizational support. Nonetheless, organizational support also had a positive main effect on developmental activities. These results suggest that people who are unprepared for automation are most likely to respond to the threat with appropriate fear. Further, job insecurity drives preparatory behaviors when people feel they must take matters into their own hands due to limited external support. We discuss the theoretical and important practical implications of these results for organizations seeking to retain and retrain their workforce.

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Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

I'm Over It: Emotional Exhaustion and Job Stress

Session Moderator: **Dennis Helding Jacobsen**, *Yale School of Management*

OB: **Does Emotion Regulation in Work-to-Family Role Transition Buffer the Negative Impact of Job Stress?**

Author: **Mahbubul Alam**, *Algoma U.*

Stress generated from today's intensified work makes it challenging for employees to meet family demands, causing a lack of balance between work and family roles. Drawing on work–family and emotional labor literature, this research explores the beneficial impact of emotion management in work-to-family role transitions. I ask whether employees' emotion regulation through surface acting and deep acting ameliorates the negative impact of job stress on their work–family balance. The hypotheses were tested with data collected from 175 employees of a Bangladeshi financial company. The findings provide evidence that job stress serves as an antecedent of work-to-family emotion regulation when employees interact with family members after work. The results further suggest that employees' deep acting during their work-to-family transition buffers the negative impact of job stress on their satisfaction with work–family balance. This research underscores the importance of employees' emotion work in work-to-family transitions and offers avenues of future research to study emotion regulation as a strategy to cope with job stress.

OB: **The Dynamic Interplay Between Friendship Ties and Emotional Exhaustion: A Longitudinal Investigation**

Author: **Dennis Helding Jacobsen**, *Yale School of Management*
Author: **Diego Stea**, *Copenhagen Business School*
Author: **Vojkan Nedkovski**, *non affiliated*

Research has shown that employees tend to exhibit similar levels of emotional exhaustion as their social ties. As a result, scholars commonly contend that emotional exhaustion is contagious. Drawing on conservation of resources theory, we propose an alternative perspective, asserting that emotional exhaustion and friendship ties are interdependent and reciprocally influence each other. To test our coevolutionary theory, we conducted a three-year longitudinal study with psychometric and network data collected at annual observation waves from all employees of an award-winning, high-end Italian architecture studio. We employ a stochastic actor-orientated model that allows us to estimate the interdependent contributions of friendship ties and emotional exhaustion, while at the same time accounting for the complex dependencies inherent in social network data. Consistent with widespread beliefs, we find a contagion effect. Friendship ties work as conduits of emotional exhaustion, where employees assimilate to the average level of emotional exhaustion of their friends. At the same time, emotional exhaustion also predicts friendship dynamics. Elevated levels of emotional exhaustion lead to higher likelihood of friendship retention and lower activity in friendship formation. These effects are stronger for individuals high in neuroticism, but do not depend on the emotional exhaustion of the alter. We discuss implications of these findings for burnout and network dynamics in organizations.

OB: **Frontline Employees' Pathogen Sensitivity on Emotional Exhaustion: Moderating Role of Mindfulness**

Author: **Collins Opoku Antwi**, *Zhejiang Normal U.*
Author: **Eric Adom Asante**, *Hong Kong Metropolitan U.*
Author: **Michelle Belle**, *Zhejiang Normal U.*
Author: **Peter Darko**, *Zhejiang Normal U.*

Frontline employees (FLEs) have faced double exposure during the COVID-19 pandemic – exposure to infection contagion and to potential job loss. As many workers worked remotely to facilitate social distancing, most FLEs were faced with the choice of either quitting or risk getting infected on duty. Responding to the heightened service employees' burnout, we integrated the motivational psychologies of disease avoidance and conservation of resource theory to develop and empirically test a theoretical model that advances that FLEs' pathogen sensitivity undermines their emotional self-regulation, which then impoverishes emotional vitality. Using a three-wave survey panel (N = 454) with a month interval at each wave, we found some evidence for our model. Specifically, we found that FLEs' perceived COVID-19 infectability relates positively to surface acting and emotional exhaustion but negatively to deep acting. That surface and deep acting transmit the effect of perceived COVID-19 infectability on emotional exhaustion. That the direct and indirect effect of perceived COVID-19 infectability on emotional exhaustion via surface acting is buffered by FLEs' dispositional mindfulness. Discussion of the results' implications concludes the paper.

OB: **Traumatic Experiences in a Dying Organisation: Causes and Coping**

Author: **Sandra Krisberga-Sinigoi**, *Cranfield School of Management*
Author: **Patrick Reinmoeller**, *IMD*
Author: **David Denyer**, *Cranfield U.*
Author: **Jutta Tobias**, *City U. London*

Organisational death, not a rare event, may not matter for outsiders, yet employees concerned can be experienced as a traumatic event similar to losing someone close in the family (Shepherd, 2003; Sutton, 1987). In recent years, there has been growing interest in extreme events that trigger traumatic experiences (Hällgren, Rouleau and De Rond, 2018) and recovery from trauma in the workplace, but there has been very little research on this area in ordinary work settings (Maitlis, 2020). This empirical study analyses causes and the process of coping with traumatic experiences in a dying organisation. It is based on a dataset of retrospective, semi-structured interviews with 44 former employees across a European financial services firm. This study has hence provided a unique opportunity to investigate traumatic experiences and coping with them in an ordinary work-setting of employees still working for the dying organisation over the time period of more than two years. This study makes three contributions. It extends knowledge about rare organisational context factors that cause traumatic experiences. It explains the important, yet dual nature of peer support in recovering from traumatic experiences. It also provides a new perspective on how employees – together with others –cope with failure of their organisation, which offers a different, yet complementary explanation to the currently predominantly used Kubler-Ross (1969) five stage mourning model focused on individual coping.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1130** | Submission: **20641** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

Need Help? Understanding Helping Behavior in Organizations

Session Moderator: **Edward Tang**, *Zhongnan U. of Economics and Law*

OB: **When Helping Behaviors Induce Hostile Reactions? A Perspective of Competitive Altruism**

Author: **Edward Tang**, *Zhongnan U. of Economics and Law*
Author: **Kan Ouyang**, *Shanghai U. of Finance and Economics*
Author: **Hanhua Xu**, *Hong Kong Baptist U.*

Helping behavior serves a critical function of facilitating cooperation. In this research, however, we caution that such a behavior might elicit competition under certain conditions. Drawing on competitive altruism theory, we argue that two employees' helping behaviors to each other interactively induce the feeling of rivalry between them——the perception of a unique competitive relationship with a specific opponent in which heightened psychological stakes promote a desire to win beyond the motivation induced by tangible stakes——and thus hostile reactions targeted at the rivals. Results of two round-robin survey studies showed that, when two employees engage in a high level of helping behavior to each other, one may indeed perceive the other as a rival, which leads to hostile behaviors such as social undermining, favor rejection, and social exclusion. And, we further explore the boundary condition and found that the feeling of rivalry arises in those employees with high levels, but not low levels, of psychological reactance. The research made important contributions to the literature of helping behavior and rivalry.

OB: **How Autonomy-oriented Help Stimulates Recipients' Online Helping Behavior**

Author: **Shuwen Li**, *Dalian U. of Technology*
Author: **Wenan Hu**, *Shandong U.*
Author: **Ruiqian Jia**, *Fudan U.*
Author: **Zhifei Zhang**, *Tongji U., Shanghai, PR. China*

Recent trends in the academic literature indicate growing interest in passing on help to others after receiving help ("helping forward"). Existing research, however, has not fully examined the psychological process of how the helping recipients become the providers. Using three-wave data from 457 employees in mainland China, we found that: receiving autonomy-oriented help can strengthen other-praising moral emotion and moral ownership or felt obligation, and thereby promote employees' online helping behavior. Recipients with high moral courage are more inclined to convert other-praising moral emotion and felt obligation into online helping behavior. Moreover, the results showed that moral ownership and felt obligation are the necessary paths in the conversion from the recipients to the provider while other-praising moral emotion is an optional one. This study not only tested and enriched the generalized exchange theory, but also provided new insights into how to enhance online helping behavior.

OB: **The More, the Better? How and When Perceived Relative Help Influenced Employees' Job Performance**

Author: **Yuan-Fang Zhan**, *Central China Normal U.*

In this research, we developed and tested a comprehensive model of how and when perceived relative help influenced the recipient's job performance by introducing a social comparison perspective. Unlike previous studies that have focused on the consequences of the absolute value of receiving help, this study seeks to investigate the potential effects of relative received help. In study 1, a scenario experiment with 205 employees was conducted and demonstrated the positive relationship between perceived relative help and recipients' feelings of gratitude, as well as the U-shaped curve relationship between perceived relative help and self-esteem threat. Using data collected in three waves from 345 employees in study 2, our results suggested that perceived relative help increase recipients' feelings of gratitude and subsequent ICB, and core self-evaluation strengthened this positive relationship. Besides, our findings indicated there is a U-shaped curve relationship between perceived relative help and self-esteem threat, which further indirectly influences employees' task performance. Overall, these findings had the potential to extend our knowledge of received help literature by incorporating a social comparison perspective.

OB: **Offering or Seeking Help? Exploring the Effect of Harmony Motives on Social Integration**

Author: **Yuanyuan (Yoyo) Huo**, *U. of Surrey*
Author: **Junbang Lan**, *Hong Kong Baptist U.*

This paper examines the mediating role of anticipatory helping in the relationship between harmony enhancement motive and social integration, as well as the mediating role of help seeking in the relationship between disintegration avoidance motive and social integration. We also investigate the moderating effect of initiative climate on our mediation model. We test our hypotheses using a three-wave data from 76 supervisors and 232 subordinates in China. The results show that our proposed moderated mediation model is supported. The implications of our findings for research, method, and practice are discussed.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1131** | Submission: **20802** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

I Think, Therefore...New Perspectives on Cognition Research

Session Moderator: **Yaxian Zhou**, *U. of Hong Kong*

OB: **Intuition Boosts Women's Risk-Taking Performance And Men's Risk-Taking Propensity**

Author: **Katharina Fellnhofer**, *ETH Zurich, Harvard U.*
Author: **Yu Deng**, *ETH Zürich*
Author: **Didier Sornette**, *Southern U. of Science and Technology, China*
Author: **Ursula Renold**, *ETH Zürich, D-MTEC*

How important is skill at using intuition when facing risks? Using the theoretical framework of pattern recognition, we investigate intuition, the skill of using nonconscious information, through two complementary behavioral measures: a traditional one with fast decisions and a new one with hidden images. A fully online experimental design is used to explain how triggering intuition varies in influence on men's and women's investment decisions. We collected 62,721 investment decisions made by 657 subjects from 33 nationalities (USA and across Europe) in September 2021 to use our Bayesian model to test the effect of skill at using intuition on prediction accuracy by gender. Our endeavor clarifies intuition's value for women's performance when facing risks and its booster effect for men's risk taking propensity (but without any performance effects). Using investment decisions as real world based examples and a new intuition measurement with hidden emotional images, this work illuminates how women's skill at using intuition facilitates their performance to be as good as men when taking risks, while men's skill at using intuition stimulates their risk taking propensity without affecting performance.

OB: **The Power of Acceptance: Improving Daily Work Outcomes with Acceptance Through Metacognition**

Author: **Yaxian Zhou**, *U. of Hong Kong*
Author: **Bonnie Cheng**, *HKU Business School, The U. of Hong Kong*

Although research on acceptance has provided insights into benefits of acceptance in the clinical context, limited research has considered the role of daily acceptance in the workplace. Building on previous acceptance research and taking a resource perspective, we propose that resources supplied by daily acceptance promote employees' psychological flexibility (manifested in metacognition), which in turn lessens daily work-related anxiety and improves daily work performance. Across three studies (Study 1: one-day between-person time-lagged study; Study 2: five-day time-lagged experience-sampling study; Study 3: 10-day field intervention experience-sampling study), we tested the hypothesized model. Results indicated that daily acceptance, both naturally-occurring and experimentally-incurred, fostered metacognition, which subsequently decreased work-related anxiety and increased work performance. Theoretical and practical implications are discussed.

OB: **The Positive and Negative Effects of Self-initiated WorkPlace Play on Colleague Evaluations**

Author: **Suman Choudhary**, *Indian Institute of Management, Udaipur*
Author: **Kirti Mishra**, *Indian Institute of Management, Udaipur*

An emerging stream of research demonstrates the growing recognition of workplace play (WPP) as an element to foster creativity and enhance employee performance. However, what is unclear is how self-initiated WPP is perceived and evaluated by others in the organization: whether it is evaluated favorably or unfavorably. Drawing on attribution theories, we develop a process model to explain why self-initiated WPP activities may be attributed with distinct motives by other colleagues and how does this interpretation affect perceptions of the authenticity of the person initiating the WPP. In addition to how of the process, we also focus on two important dimensions of self-initiated WPP- content and intensity and explain how they moderate the relationship between WPP and their attributions. Further, we also present a typology of how two contextual variables in the organization: job demands and work design, influence the classification of self-initiated WPP into favorable vs. unfavorable. The proposed model suggests that the key characteristics of the self-initiated WPP activities and of the person initiating these activities will shape the evaluation of them by colleagues. Further, we explain the implications of the theoretical model and the typology for WPP management research and practice. Lastly, we discuss future research directions of this research.

OB: **Escalation of Commitment: Conceptual Clarity and Directions for Future Research**

Author: **Dimitar Krastev**, *U. College Dublin*
Author: **Antonio Garzon-Vico**, *U. College Dublin*
Author: **Jan A. Rosier**, *U. College Dublin*

Escalation of commitment has received considerable attention in scholarly literature ever since its appearance over four decades ago. Despite sustained research efforts, the diverse and inconsistent ways in which escalation of commitment has been defined and operationalized present a challenge for understanding past research and informing future efforts. By reviewing 217 escalation of commitment studies published in journals from the fields of business, management, organizational study, and psychology, I found two main issues related to the conceptual clarity of the term. First, there has not been a consistent definition of escalation of commitment, and past research has employed various definitions that differ in key elements. Second, escalation of commitment has often been conflated and confused with other, similar terms in the literature, including sunk costs, persistence, strategic inertia, lock-in, and others. Based on my reading of the literature, I argue that the inclusion of two key elements—negative feedback and repeated decisions—can address the issue of inconsistent definitions and also help to distinguish escalation of commitment from similar terms. I finish by summarizing recent findings and insights on negative feedback and repeated decisions, and by offering an agenda for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Session Type: **Paper Session**
Program Session: **1132** | Submission: **20667** | Sponsor(s): **(OB)**
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Promises, Promises: New Advances in Psychological Contract Research

Session Moderator: **Aurelie Cnop**, *LSE*

OB: **Night Never has the Last Word**

Author: **Aurelie Cnop**, *LSE*

As recent organisational research suggests that employees are increasingly expecting more from their work than financial rewards and promotion. This qualitative study proposes to better understand people working for the pursuit of a highly valued mission through the lens of their psychological contract. A better understanding of this type of contract is important as research suggests that the ideological dimension of the psychological contract may be able to explain fundamental employee behaviours at work, such as why employees may stay loyal to their organisations even when they perceive a breach of transactional or relational obligations, or why employees sometimes perceive a violation even in the absence of direct personal maltreatment by their organisation. This study investigates this construct in a sample of a team of employees working for the children's oncology department of a public hospital.It revealed the importance of ideological obligations for medical employees and how their fulfilment help them to overcome minor causes of breach in the purse of a mission that transcends them. It also highlights the importance of the meaning of work in explaining the strong relationship built through this type of contract.

OB: **Psychological Contracts in the Context of Organizational Change: A Systematic Review (WITHDRAWN)**

Author: **Sabine Raeder**, *U. of Oslo*
Author: **Sandra L. Gabrielsen**, *U. of Oslo*

Organizational change is expected to undermine the quality of psychological contracts. A large part of research has shown detrimental effects of change on employment relationships, especially when major restructuring and downsizing of staff produced a negative assessment of the change and its consequences. However, in a smaller number of studies, types of change and change management practices were presented that foster psychological contracts. In this systematic review of existing research, we promote a differentiated view on the effect of organizational change on psychological contracts. We distinguish the use of the organizational change context in study designs as well as the types of organizational change and practices of change management. The review results show that the effect of organizational change on psychological contracts varies with the type of change (i.e., downsizing, merger, major or minor change) and the practices implemented for managing change. Studies with a high degree of contextualization through a focus on one organizational change provide more detailed and elaborate information on the relationship between change and psychological contracts. This systematic review contributes to guiding future research in identifying factors that explain the relationship between organizational change and psychological contracts. It helps to discover lacunae of current research and finally to support organizational practice to plan changes in a sustainable way.

OB: **Psychological Contract Fulfillment and Employee Creativity in a Chinese Context**

Author: **Qinxuan Gu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Han Gao**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Utilizing two studies, we explore the construct of new generation employee perceived employer psychological contract fulfilment and examine its impact on creativity in the Chinese context. In Study 1, using qualitative and quantitative methods, we develop a new perceived employer psychological contract fulfilment scale and test its reliability and validity. We find that Chinese new generation employee perceived employer obligations include empowering employees, employee caring, salary and benefit satisfied, growth and development, positive culture and climate. In Study 2, drawing on social exchange theory, we propose a mediation model in which perceived employer psychological contract fulfilment affects new generation employees' creativity through workplace wellbeing (emotional state) and work absorption (cognitive state). Using the data sample from the Chinese new generation employees, we examine our hypotheses. Finally, general implications are discussed.

OB: **The Role of Emotions in the Breach of the Ideological Psychological Contract**

Author: **Anna Kevätsalo**, *Aalto U. School of Business*

It is widely established in the rich literature on psychological contract (PC) breach that perceived breach is associated with negative emotions, often referred to as psychological contract violation. However, scholars are yet to systematically theorize on the nature of discrete emotions following PC breach and consider how these emotions may trigger specific behavioral outcomes. Focusing specifically on the ideological psychological contract (I-PC) and drawing on the affect theory of social exchange, I illustrate how I-PC breach can trigger specific emotions. I propose that the degree of organizational identification and the salience of ideological currency – the commitment to a cause – shape employees' emotional reactions to breach with distinct behavioral outcomes. Furthermore, I suggest that the employees with strong organizational identification and especially those who anthropomorphize their employer organization are particularly susceptible to personal strain in the case of ideological contract breach. The paper contributes to a more nuanced understanding of psychological contract breach by integrating emotional responses. Implications to theory and avenues for further research are discussed.

Session Type: **Paper Session**
Program Session: **1133** | Submission: **20718** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

New Directions in Employee Voice Research

Session Moderator: **Shu- Ching Chang**, -

OB: **Why Didn't You Tell Me the Truth? Employee Voice Behavior About "Report Nothing but Good News"**

Author: **Shu- Ching Chang**, -
Author: **Yu Ha Cheung**, *Hong Kong Baptist U.*
Author: **Hung-Chieh Yen**, *Job uncertainty*
Author: **Jen-Wei Cheng**, *National Taiwan U. of Science and Technology*
Author: **Shih-Hao Lu**, *Department of Business Administration, National Taiwan U. of Science and Tech*

In organizations, some employees would ingratiate superiors rather than to speak out a truth so as to maintain the harmonious interpersonal relationships, and avoiding discomfort in communication. With such motives, employees tend to report good news and refrain bad news in their voice behavior. Yet, there is very little research explanatorily studying why employees perform voice behavior specifically on "Report Nothing but Good News". Study 1 used a qualitative approach to explore constructs of employee voice behavior about "Report Nothing but Good News". Three concepts emerged from our analysis, including the dimensions of selective expression, downplaying and ostensible expression. Based on the three concepts we found in Study 1, a nine-item scale was developed and validated by exploratory factor analysis and confirmatory factor analysis in Study 2. Finally, practical and theoretical implications were discussed.

OB: **Supervisor Consultation: Reciprocating Voice-Seeking Behavior by Speaking Up**

Author: **Xianhui Ning**, *Southwestern U. of Finance and Economics*
Author: **Liting Wang**, *Southwestern U. of Finance and Economics*

Employees tend to consult those who have power or expertise. Whereas much attention has been paid to employees seeking advice from their supervisors and coworkers, little focus has been placed on supervisor consultation of employee opinions and its potential benefits for organizational functioning. This research addresses this underexplored research avenue. Results from two-wave survey data demonstrate that supervisor consultation behavior has a positive relationship with employee voice. Employee felt obligation for constructive change (FOCC) serves as a mediating mechanism underlying this relationship. Supervisor consultation behavior is more positively related to employee FOCC when managerial openness is higher than lower, which in turn, leads to more employee voice. Contributions to the literature and managerial practice, limitation, and insights for future studies are discussed.

OB: **How Daily Affective Shift can Shape Employees' Constructive and Destructive Voice Behaviors**

Author: **Changjun Li**, *School of Economics and Management of Wuhan U.*
Author: **Hua Li**, *Xi'an Jiaotong U.*
Author: **Jingyu Dong**, *Xi'an Jiaotong U.*

Voice literature has long acknowledged that employees are more likely to speak out immediately after experiencing intense emotions. However, employees' momentary emotions often fluctuate over time; that is, the intensity of a certain experienced affect can increase (upshift) or decrease (downshift) over a given period of time. Unfortunately, voice scholars know little about if and how changes in affect between two time points can influence an employee's voice behavior. In this paper, we adopt an affective shift perspective to examine how upshifts in activated (or deactivated) positive (or negative) affect and their interactions predict employees' daily constructive (or destructive) voice behavior. With an experience sampling method, we conducted a daily study over eight consecutive workdays. Results from our multilevel analyses reveal that, on a daily basis, both upshift in activated positive affect and upshift in activated negative affect promoted daily constructive voice, and their simultaneous upshifts led to more constructive voice. In addition, upshift in deactivated negative affect stimulated daily destructive voice and upshift in deactivated positive affect exacerbated this effect. Our research advances voice literature by providing a novel but important theoretical perspective—the affective shift perspective—to understand the dynamic affective drivers and within-person variation of individual voice.

OB: **Craft of Voicing to Power: How Employees with Upward Social Class Transitions Gain Voice Endorsement**

Author: **Yasha Spriha**, *U. of Maryland R.H. Smith School of Business*
Author: **Subrahmaniam Tangirala**, *U. of Maryland*
Author: **Rui Shu**, *Shanghai U. of Finance and Economics*
Author: **E. S. Srinivas**, *Indian Institute of Management, Bangalore*

Drawing on theories of social class transitions and communication, we argue that employees who have reached positions of higher Socio-Economic Status (SES) from lower SES backgrounds develop unique capabilities to tactfully express their viewpoints. Such employees, during their social class transition, often need to carefully navigate interactions with gatekeepers of relatively higher power in the social hierarchy; in that process, they get opportunities to hone voice crafting, which involves delivering the challenge-oriented content of their ideas and concerns in a palatable and non-threatening manner to others. Such ability to voice craft can especially help them deal better with managers who hold power in the organizational hierarchy and, thereby, gain greater voice endorsement than their peers from more privileged SES backgrounds. We establish support for our theory through a multisource field survey study in a multi-national firm in India and a set of two studies using a quasi-experimental causal-chain design using online samples of working adults based in the United States and the United Kingdom. In the process, we challenge the dominant view in the literature that the disadvantages that employees with lower SES backgrounds face in elite work settings can overshadow any advantages they develop as they come out of their hardscrabble upbringing, especially when it comes to getting heard.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1134** | Submission: **20792** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

Advancements in Motivation Research in Organizations

Session Moderator: **Zheni Wang**, *School of business, Southern Connecticut State U.*

OB: **Understand the Changes in Motivation: Comparative Studies Using Theory-Based Interventions**

Author: **Zheni Wang**, *School of business, Southern Connecticut State U.*
Author: **Melanie Briand**, *John Molson School of Business, Concordia U.*

Managers often need to stay motivated and effectively motivate others. Therefore, they should rely on evidence-based interventions to manage the daily routine of motivational dynamics at work. This research answered how self-determination-theory-based interventions change employees' motivation and motivational consequences during short time frames (i.e., within an hour, within a few weeks/months). Field study one focused on assessing the effectiveness of a one-day training workshop in helping improve managers' work motivation, basic psychological needs satisfaction/frustration, and changing managers' needs-supportive/thwarting behaviors within a few weeks. Results supported the training effectiveness as managers were rated less needs-thwarting by their direct subordinates and self-reported improvement in needs satisfaction/frustration six weeks after completing the training program. Online study two used the mean and covariance structure analysis and tested the three types of basic psychological needs supportive/thwarting and control conditions (3x2x1 factorial design) on the situational motivation, vitality, and general self-efficacy for playing online word games within 30 minutes. Multi-group confirmatory factor analysis (CFA) confirmed the scalar measurement invariance, then latent group means comparison results showed consistently lower controlled motivation across the needs-supportive and thwarting experimental conditions. During a quick online working scenario, the theory-based momentary intervention effectively changed situational extrinsic self-regulation in Amazon MTurk participants. Supplementary structural equation modeling (SEM) analyses using experience samples supported the indirect dual-path model from basic needs satisfaction to vitality and general efficacy via situational motivation. We discussed the theoretical implications of the temporal properties of work motivation, the practical implications on employee training and organizational change programs, and the limitations.

OB: **Salespeople Motivation: A Systematic Review and Nomological Network**

Author: **Abhishek Vilas Sonavane**, *IIM Lucknow*

This article systematically reviews empirical work on the antecedents and outcomes of salespeople motivation. Based on a review of the 43 articles on salespeople motivation spanning the last four decades (1977–2022), a framework that integrates findings from empirical work is developed, and a future research agenda is presented. We highlight opportunities for empirical and theoretical advancement of the field, calling on researchers to draw on theories such as the job-demand resource theory, social identity theory, social exchange theory, social network theory to understand how salespeople motivation; develops and influences individuals' performance, attitudes and behaviors, impacts on organization and shapes consumer behavior. Further, we call on researchers to improve the research designs they adopt, adopt multi-level approaches to understand how salespeople motivation develops, undertake more work on the effects of well-being interventions and burnout on salespeoples' attitudes and behaviour, and examine the effects of culture.

OB: **The Joint Influence of Individual and Collective Psychological Ownership and its Social Consequences**

Author: **Ruixue Zhang**, *U. of Nottingham Ningbo China*
Author: **Melody J. Zhang**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Current research on psychological ownership mostly focuses on its effects on employee work-related outcomes, whereas its impact on social outcomes has yet to be examined. Drawing on the promotion-prevention framework, we investigate its impact on two social outcomes—received help and experienced ostracism—through dual mechanisms, i.e., proactive behaviors and territorial behaviors. We also tested collective psychological ownership as a moderator in the foregoing relationships. We tested our hypotheses progressively through two time-lagged survey studies from different fields, beauty salons teams (Study 1) and nursing teams (Study 2). Study 1 results supported the main and mediating relationships. The results largely support our theorizing. Our research offers several theoretical and practical implications for cross-level psychological ownership and its dual side social influences.

OB: **Share or Not to Share? The Dual Effect of Sharing Goals on Performance**

Author: **Qinglin Zhao**, *Texas A&M U.*
Author: **Huiwen Lian**, *Texas A&M U.*
Author: **Jie Li**, *Wilfrid Laurier U.*
Author: **Chenduo Du**, *U. of Kentucky*

Sharing goals with others is ubiquitous in life and the workplace. However, the influence of sharing goals with others on performance is still under debate. According to the evaluation apprehension theory, individuals become concerned about being evaluated after sharing goals with others. Current research has shown conflicting findings about whether the evaluation apprehension will lead to better or worse performance. To address this question, this paper integrates evaluation apprehension theory and approach/avoidance framework and proposes that sharing goals will result in both positive and negative influences when anticipating the evaluation from others. In addition, this effect will be moderated by individuals' approach and avoidance temperament (i.e., the sensitivity to positive and negative stimuli). To test these hypotheses, we first developed the excitement of positive evaluation and fear of negative evaluation scale based on the data collected from 186 full-time employees (Pilot study). Then we tested the causal relationship between sharing goals with others and excitement of positive evaluation and fear of negative evaluation in two experiments (Study 1 and Study 2). Then we tested all hypotheses in the 3-wave field survey data from 249 employee-supervisor dyads (Study 3). Most of our hypotheses got support. Finally, we discussed the implications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1135** | Submission: **20821** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Not Going to Brag: New Perspectives on Leader Humility

Session Moderator: **Goh E-yang**, *National U. of Singapore*

OB: **A Social-oil Perspective of the Relation Between Humility, Incivility, and Leadership Appraisal**

Author: **Goh E-yang**, *National U. of Singapore*
Author: **Sandy Lim**, *National U. of Singapore*
Author: **Eugene Yong Jun Tay**, *National U. of Singapore*

While academic and practitioner discourse is rife with allusions to servant or humble leaders, there has been little attention examining its founding construct – humility. Such leaders appear to be a fait accompli, and seldom do people question the obvious: does humility help individuals become formal leaders? Drawing upon leader categorization theories and the emerging social-oil hypothesis of humility, we suggest that humility both directly and indirectly improves an individual's likelihood of becoming a leader. Specifically, we suggest that humility directly helps by signaling qualities which are typically expected of leaders, and indirectly helps by minimizing the amount of uncivil social interactions that individual has with others. We tested our proposed model across five studies (field and laboratory) and from multiple perspectives (self-report, colleague-report, evaluator-report). First, we conducted a large-scale field study (n=5,230) using multisource data to examine humility's effects on leadership appraisals and incivility in a natural setting (Study 1). Next, we conducted a series of online experiments which separately examined humility's impact on leadership appraisals (Study 2), humility's impact on incivility (Study 3a-b), incivility impact on leadership appraisals (Study 4), and our full proposed model (Study 5a-b). Results across all studies were supportive of our postulations. Taken together, our findings advance the emergent social-oil hypothesis of humility and enriches understanding of whether and how humble individuals become leaders.

OB: **Too Humble To Thriving? The Mixed Blessing of Leader Humility for Leaders Themselves**

Author: **Yu Zhu**, *Jinan U.*
Author: **Meilan Nong**, *Jinan U.*
Author: **Linglin Zhuo**, *Jinan U.*
Author: **Yanfei Wang**, *South China U. of Technology*

Much theory and research on leader humility has mainly focused on how observers or recipients perceive and respond to leader humility. We pivot from this predominant focus to the influence of leader humility on leaders themselves. Drawing upon social comparison theory, we develop a model to explore how and when leader humility can be a mixed blessing for leaders themselves. Across two experiments and a three-wave field study, we found that leader humility fosters self-improvement motivation, thus increasing leaders' sense of learning; however, leader humility also elicits self-rumination, decreasing leaders' sense of vitality. Self-esteem was found to be an essential boundary condition of the effect of leader humility on themselves. Specifically, the positive relationship between leader humility and self-improvement motivation and the indirect effect of leader humility on sense of learning via self-improvement motivation will be stronger when self-esteem is high. When self-esteem is low, the positive relationship between leader humility and self-rumination and the indirect effect of leader humility on sense of vitality via self-rumination will be stronger. Overall, our research answers how and under what conditions the mixed blessing effect of leader humility on leaders themselves may occur.

OB: **Leader Humility and Employee Destructive Voice: A Resource-Protection Mechanism**

Author: **Ying Liao**, *School of Management, Xi'an Jiaotong U.*
Author: **Jie Li**, *School of Management, Xi'an Jiaotong U.*
Author: **Ting Wang**, *Xi'an U. of Technology*

Research on voice behavior focused exclusively on the proactive and constructive one, ignoring the prohibitive and harm-oriented voice behavior that potentially deteriorates organizational climate. Drawing upon the conversion theory of resource, we investigate the role of leader humility in prohibiting destructive voice, the underlying psychological process, and the moderating effect of the impression management attribution of subordinates to leaders' expressed humility. With a sample of 583 nested employees and their supervisors, we uncover that leader humility inhibits destructive voice through elevating supervisor-subordinate guanxi (SSG) and remedying ego depletion. In addition, we find that the negative indirect relationship is weakened when subordinates attribute leaders' expressed humility to impression management motive. In other words, when subordinates interpret leaders' humble expressions as impression management tactics, they are less likely to build high-quality SSG and hardly to retrieve ego depletion, thereby more likely to speak up destructively. Theoretical and practical implications are discussed.

OB: **A Dual-Status Perspective to Understand Why and When We Follow Humble Leaders**

Author: **Yang Bai**, *Guanghua School of Management, Peking U.*
Author: **Wenxing Liu**, *ZUEL*

Is humility an effective leadership style? While some argue that humility can positively impact followers' growth and performance, teamwork effectiveness, and overall organizational productivity, others consider it as a soft personality and find its negative influence on workplace deviance. In the present investigation, we aim to reconcile the competing streams of humility research by incorporating both the negative and positive aspects into one theoretical model. Drawing on the evolutionary theory of dominance and prestige as two alternate forms of status within social hierarchies, we suggest that humble leaders will be perceived with higher prestige status but lower dominance status, which in turn will impact passive (viz. compliance) and proactive (viz. leader-directed OCB) followership behaviors. Across multiple studies employing controlled lab experiments and multi-stage field surveys among participants from both the United States and China, we consistently demonstrated that leaders' expressions of humility could promote their subordinates to be "proactive" followers by elevating prestige perceptions while lowering dominance perceptions. Furthermore, we found that followers' power distance orientation moderates the impact of humble leadership on status perception: these effects become more salient among subordinates who hold low rather than high power distance orientation. We discussed theoretical implications for research on humility, prestige and dominance status, and followership, as well as practical implications for leaders and their followers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1136** | Submission: **20601** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

My Leader Made Me Do It: Exploring Relationships between Leadership and Employee Unethical Behavior

Session Moderator: **Xiangmin Liu**, *Rutgers U., New Brunswick*

OB: **How Supervisor Perspective Taking Shapes Employees' Repeated Unethical Behaviors**

Author: **Bulin Zhang**, *Rutgers U., School of Management and Labor Relations*
Author: **Xiangmin Liu**, *Rutgers U., New Brunswick*
Author: **Zhengtang Zhang**, *Nanjing U.*

Prior behavioral ethics research suggests that supervisors may influence employees' ethical decision-making. Yet, their role in shaping whether employees who have had ethical lapses repeatedly engage in or avoid subsequent unethical behaviors has not been fully explored. Drawing upon cognitive dissonance theory, we hypothesize that when supervisors exhibit a high level of perspective taking, employees are less likely to perceive organizational intolerance of unethical behaviors and, in turn, are more likely to repeat these behaviors in the future. To test our hypotheses, we conducted a field investigation using objective data from organizational archives and survey data collected from 276 sales professionals and 108 supervisors in a large firm over a 9-month period. Our results support our predictions. We discuss theoretical and practical implications, limitations, as well as future directions.

OB: **Why I Don't Feel Unethical to Hide Knowledge? A Cognitive Exchange-based Model of Cronyism Outcomes**

Author: **Ahmad Raza Bilal**, *Lahore Business School, The U. of Lahore*
Author: **Tehreem Fatima**, *U. of Lahore Sargoha Campus Pakistan*
Author: **Farooq Anwar**, *The U. of Lahore. Pakistan*
Author: **Muhammad Waqas**, *Lahore Business School, The U. of Lahore*

Why some employees do not share knowledge remains a dilemma in management studies. This study sheds light on why certain employees hide knowledge when they face organizational cronyism through a moderated mediation model that includes moral disengagement and an egoistic climate. The foundation of this hypothesized relationship is based on social exchange and the social cognitive theory. The data were gathered from 378 employees working in the service sector in Pakistan, that is, education, banking, hospitality, and telecommunication in three waves (each wave three months apart). The data were analyzed via M-plus using path analysis for longitudinal moderated mediation. The results affirmed the proposed relationships, thus highlighting a cognitive and exchange-based black box underlying organizational cronyism and knowledge hiding.

OB: **A Compensatory Ethics Perspective on Status-claiming and Unethical Behaviors**

Author: **Rui Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xingshan Zheng**, *Shanghai Jiao Tong U.*
Author: **Xinxin Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

The majority of workplace status research has focused on the sources of status and the consequences of possessing high or low status, as well as the effectiveness of status claiming for status obtainment. Scholars, however, have remained silent about actors' psychological and behavioral reactions to their own status-claiming behaviors. Integrating the dominance-prestige model of status with moral licensing and moral cleansing theories, we posit that dominance-oriented and prestige-oriented status behaviors have contrasting effects on unethical behaviors via moral credits and moral credentials. Across two multi-wave studies, we found that prestige (dominance) status behaviors promote (prevent) subsequent unethical behaviors in the short run, due to increased (decreased) moral credits and credentials. Moreover, instrumental climate enhances the moral licensing effects, but weakens the moral cleansing effects. This study breaks new ground in status research by revealing the unintended dark side of prestige status behaviors and the unexpected bright side of dominance status behaviors. Theoretical and practical implications are discussed.

OB: **The Unintended Bright Side: Why and When Follower Unethical Behavior Incite Ethical Leader Behavior**

Author: **Mayowa Babalola**, *Royal Melbourne Institute of Technology U.*
Author: **Chandra Shekhar Rao Pathki**, *Graduate School of Business, Nazarbayev U.*
Author: **Shuang Ren**, *Queen's U. Belfast*
Author: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*
Author: **Muhammad Usman**, *NUST Business School, National U. of Sciences and Technology, Islamabad*

Extant research on ethical leadership has mainly focused on how leaders' ethical leadership behavior influences their followers. However, it is unclear whether and how the behaviors of followers affect leaders and their subsequent ethical leader behavior. Drawing from the theory on moral self-regulation (viz. vicarious moral cleansing), we posit that follower unethical behavior elicits ethical leader behavior as a result of the leader's perceived loss of moral credits. Results from a field study involving leaders and their followers reveal that when followers engage in unethical behaviors, leaders are likely to perceive a loss of moral credits, which, in turn, motivates them to engage in ethical leadership. Furthermore, we find that leaders with a higher sense of moral ownership are more likely to perceive a loss in their moral credits following their followers' unethical behavior and, in turn, are more likely to engage in ethical leader behavior. Taken together, our study contributes to the theoretical understanding of followers' role in the ethical leadership process by providing novel insights into how and when unethical followers may, paradoxically, contribute to the development of ethical leadership in organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1137** | Submission: **20838** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

New Directions in Empowering Leadership Research

Session Moderator: **Yunyue Yang**, *Yokohama National U.*

OB: **How Does Employee Voice Influence Empowering Leadership? The Roles of Voice Tactics and Gender**

Author: **Yunyue Yang**, *Yokohama National U.*
Author: **Sen Zhang**, *Graduate School of Commerce, Waseda U.*

Evidence suggests that empowering leadership is effective and brings the importance of understanding what its determinants are into focus. Contrary to many existing studies, this research discusses the predictors of empowering leadership in terms of subordinate behaviors and traits. Based on the signaling theory and the expectation violation theory, we argue that an employee's voice behavior and gender influence supervisors' empowering leadership. In particular, we predict that voice expressed in rational appeals is more likely to enhance managerial attributions of employee proactivity compared to emotional appeals, which leads to increased empowering leadership. Furthermore, we propose that this is especially true when the subordinate is female rather than male. To test these hypotheses, we conducted a scenario-based experiment in Japan and the United Kingdom. The results from both countries support all of our hypotheses; our findings not only provide theoretical implications for research on empowering leadership, voice behavior, and gender, but also several practical implications for subordinates and supervisors.

OB: **Forgotten Supervisors When Empowering: Role of Task Dependence in Supervisor's Gratitude and LMX**

Author: **Ruowen Shen**, *Renmin U. of China*
Author: **Yao Wang**, *Renmin U. of China*
Author: **Feng Gao**, *School of Business, Renmin U. of China*

Leader-member exchange (LMX) has witnessed growing interest of scholars. Despite the considerable focus surrounding the subordinate-related antecedents of LMX in primary studies, there remains an obvious absence in research investigating when and how supervisors' behavior and emotion impact themselves and their LMX relationships with subordinates, which has been called for attention by scholars. Given the potent role of a supervisor's affective characteristics, to address the important yet unanswered question, we drew on affect theory of social exchange and explored the effect of empowering behavior on supervisors by a diary study. Results indicated that only when supervisor had high task dependence on the subordinate, empowering behavior could increase the supervisor's gratitude, leading to higher LMX-affect. Transforming the primary focus of "subordinates' perceptions" to "supervisors' psychological activities", we provided a supervisor perspective for better understanding both empowering behavior and the development of LMX.

OB: **My Lips Are Sealed! The Relationship Between Empowering Leadership and Error Reporting**

Author: **Miguel Pedro Moreira Almeida Fernandes**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **Aníbal López**, *Instituto Português de Administração de Marketing*

Employees more often cover up their errors rather than report them. As a result, organizations may lack important information that otherwise could reduce the negative consequences of errors and lead to increased performance and innovation. In this study, we propose that leaders can tackle this problem through empowering leadership. Building on social information processing theory, we propose that empowering leadership affects employees' error reporting either directly or through its impact on one's paradox mindset, such that empowering leadership increases employees' acceptance and comfort in the presence of tensions, increasing their willingness to report their errors. Based on social-role theory, we further theorize that persisting gender stereotypes influence the effectiveness of empowering leadership for men and women, such that men benefit more from this leadership style. The results from a three-wave field study in a variety of industries (i.e., Study 1) and an experimental vignette study (i.e., Study 2) generally support our hypotheses. Implications for theory and practice are discussed.

OB: **Energizing Yourself by Empowering Others: The Effect of Empowering Leadership on Leaders' Themselves**

Author: **Lin Wang**, *School of Business, Sun Yat-sen U.*
Author: **Junchao Li**, *Rutgers Business School*
Author: **Feiyue Chen**, *School of Business,Sun Yat-sen U.*
Author: **Chengquan Huang**, *U. of Florida*

While accumulated literature has long established the positive impact of empowering leadership on employees and unit performance, much less is known about how exercising empowering leadership may benefit the leaders themselves. Integrating self-perception theory with the empowering leadership literature, we shed light on how exercising empowering leadership can help increase leaders' self-concordance at work, which in turn increases their experienced work meaningfulness and reduces their burnout. We further propose that these impacts of empowering leadership on leaders tend to be stronger when the leader has higher self-reflection. We conducted two studies to examine this model. A field experiment with 65 leaders (Study 1) provided causal evidence on how empowering leadership manipulation influenced leaders' experienced meaningfulness and burnout through leaders' self-concordance. A three-wave field survey (Study 2) with 79 leaders and their 518 subordinates not only replicated the findings in Study 1, but also corroborated the moderating role of leaders' self-reflection. Implications for the theory, practice, and future research directions of empowering leadership are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1138** | Submission: **13119** | Sponsor(s): **(OB, DEI, MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

New Perspectives on Migration and Multiculturalism in Organizations

Presenter: **Martina Pizzinato**, *UCL School of Management*
Presenter: **Sujin Jang**, *INSEAD*
Presenter: **Youjeong Song**, *U. of Minnesota Carlson School of Management*
Presenter: **Anna Apostolidou**, *U. of Konstanz*
Presenter: **Arun Datta**, -
Participant: **Catarina Fernandes**, *Emory U., Goizueta Business School*
Participant: **Kelly Nault**, *IE Business School*
Participant: **Mary E Zellmer-Bruhn**, *U. of Minnesota*
Participant: **Vas Taras**, *U. of North Carolina, Greensboro*
Participant: **Florian Kunze**, *U. of Konstanz*
Participant: **Colin Muneo Fisher**, *UCL School of Management*
Participant: **Clarissa Cortland**, *UCL School of Management*
Participant: **Sarah Harvey**, *UCL School of Management*

Despite the current and past health and financial crises and the slower global trading system (World Trade, 2021), the number of migrant workers and employees with multicultural backgrounds has continued to increase over the past years (International Labour Organization, 2021). Organizational scholars have not been absent from discussing such a phenomenon, investigating different facets of migration and multiculturalism in organizations. One substantial stream of research has focused on the training and selection of expatriates (e.g., Newman, Bhatt, & Gutteridge, 1978) and their adjustment in foreign organizations (e.g., Caligiuri, Hyland, Joshi, & Bross, 1998; Kraimer, Wayne, & Jaworski, 2001; Mendenhall & Oddou, 1985), providing important insights for those businesses expanding and relocating their workforce abroad. More recently, a related line of research has also paid close attention to those individuals initiating their own migration, that is self-initiated expatriates (Harrison, Shaffer, & Bhaskar-Shrinivas, 2004; Tharenou & Caulfield, 2017). Finally, another stream of organizational research has recently started to analyze the interactions of individuals with elements and/or members of divergent cultures, commonly referred to as multicultural experiences (Maddux, Lu, Affinito, & Galinsky, 2021). Researchers investigating such a phenomenon have especially focused on understanding the positive outcomes of multicultural experiences, including higher creativity (Maddux & Galinsky, 2009) and communication competence (Lu, Swaab, & Galinsky, 2021). However, despite these insightful conversations on migration and multiculturalism, scholars have pointed out both a lack of management research addressing the experiences of migrant employees (Harrison, Harrison, & Shaffer, 2019) and a focus only on a particular set of positive outcomes (Maddux et al., 2021). Moreover, these different research streams have rarely spoken to each other, mostly treating migration and multiculturalism as two separate fields. Nonetheless, considering how globalized businesses are, both migrant workers and employees with multicultural experiences represent an important and connected form of diversity in organizations that scholars need to investigate by addressing its complexity and fluidity (Nkomo, Bell, Roberts, Joshi & Thatcher, 2019). Thus, it is fundamental to understand how both migrant workers and multicultural employees can foster diversity in organizations and what are the challenges and opportunities at work for such individuals. Furthermore, it is also essential to grasp how organizations can benefit from their employees' unique diversity and multiplicity of cultures. This symposium includes five papers that introduce new perspectives on migration and multiculturalism in organizations. In particular, by putting workers front and center, it presents understudied and novel challenges and opportunities that migrants and multicultural employees go through in the workplace, both at the individual and group level of analysis. Presenting and understanding how these globalization-related challenges and opportunities (e.g., multiple functions of language, status disagreement, identity formation, stigma) impact workers is essential to better understand migration and multiculturalism in organizations and move forward our discussions on different forms of diversity in organizations.

Perceiving Status through Different Cultural Lense

Author: **Sujin Jang**, *INSEAD*
Author: **Catarina Fernandes**, *Emory U., Goizueta Business School*
Author: **Kelly Nault**, *IE Business School*

The Effects of Language Boundaries on Teamwork Contribution and Performance in Multilingual Teams

Author: **Youjeong Song**, *U. of Minnesota Carlson School of Management*
Author: **Mary E Zellmer-Bruhn**, *U. of Minnesota*
Author: **Vas Taras**, *U. of North Carolina, Greensboro*

Becoming German: How the Workplace Affects the Host Country Identification of Migrant Trainees

Author: **Anna Apostolidou**, *U. of Konstanz*
Author: **Florian Kunze**, *U. of Konstanz*

Paying the Price of Migration: Toward a Theory of Women's Identity, Status, and Stigma at Work

Author: **Martina Pizzinato**, *UCL School of Management*
Author: **Clarissa Cortland**, *UCL School of Management*
Author: **Colin Muneo Fisher**, *UCL School of Management*
Author: **Sarah Harvey**, *UCL School of Management*

Immigrant CEOs, Risk, and Compensation

Author: **Arun Datta**, -
Author: **David A. Harrison**, *U. of Texas at Austin*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1139** | Submission: **15110** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Feeling Good About Doing Bad: The Unforeseen Positive Emotions and Reactions Underlying Wrongdoing

Discussant: **Kai Chi Yam**, *National U. of Singapore*
Organizer: **Megan Chan**, *Stockholm School of Economics*
Organizer: **S Wiley Wakeman**, *Stockholm School of Economics*
Organizer: **Ning Xu**, *Stockholm School of Economics*
Participant: **Shahar Ayal**, *Reichman U. (IDC)*
Participant: **Nora Hansson Bittar**, *Stockholm School of Economics*
Participant: **Eriselda Danaj**, *IESE Business School*
Participant: **Tal Eyal**, *Ben Gurion U. of the Negev*
Participant: **Ke Wang**, *Harvard Kennedy School*
Participant: **Jennifer Lerner**, *Harvard Kennedy School*
Participant: **Molly Moore**, *Harvard Kennedy School*
Participant: **Simone Moran**, *Ben Gurion U. of the Negev*
Participant: **Shaked Shuster**, *Ben Gurion U. of the Negev*

Though past research suggests that individuals grapple with negative emotions when dealing with their own and others' bad (dishonest) behaviors, this symposium explores a different proposition, one where actors feel good for bad deeds in ways that explain why actors and their dishonest collaborators might find extensive support in organizational context. Across a series of studies, the papers in our symposium show that individuals feel pride and gratitude for dishonesty, explaining their motivation to engage in and support dishonesty. Additionally, we find that they are able to reconcile such feelings if they embrace the paradox of feeling bad and good at the same time. Together this research explores the emotional antecedents, consequences, and moderators of positive reactions to dishonesty, providing a more nuanced view as to why dishonesty persists in many organizational contexts.

Proud to be Guilty - Emotional Implications of Egoistic vs. Altruistic Dishonesty

Author: **Shaked Shuster**, *Ben Gurion U. of the Negev*
Author: **Tal Eyal**, *Ben Gurion U. of the Negev*
Author: **Shahar Ayal**, *Reichman U. (IDC)*
Author: **Simone Moran**, *Ben Gurion U. of the Negev*

I am Dishonest and I Know it! Paradox Mindset and Self-Concept

Author: **Eriselda Danaj**, *IESE Business School*

Partners in Crime: Gratitude Increases Corrupt Collaboration

Author: **Ke Wang**, *Harvard Kennedy School*
Author: **Molly Moore**, *Harvard Kennedy School*
Author: **Jennifer Lerner**, *Harvard Kennedy School*

Being Good and Doing Bad: How Occupational Stereotypes Influence Gratitude for Prosocial Dishonesty

Author: **S Wiley Wakeman**, *Stockholm School of Economics*
Author: **Megan Chan**, *Stockholm School of Economics*
Author: **Nora Hansson Bittar**, *Stockholm School of Economics*
Author: **Ning Xu**, *Stockholm School of Economics*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1140** | Submission: **14203** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

Creative or Not Creative? Differences in Criteria for Creativity Evaluation

Organizer: **Egan Lua**, *Georgia Institute of Technology*
Organizer: **Eun Soo Son**, *Georgia Institute of Technology*
Organizer: **Qing Gong**, *Boise State U.*
Discussant: **Jing Zhou**, *Rice U.*
Participant: **Catherine Paek**, *Boise State U.*
Participant: **Shiyu Yang**, *Texas A&M International U.*
Participant: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*
Participant: **Rebekah SungEun Hong**, *U. of Maryland, College Park*
Participant: **Vijaya Venkataramani**, *U. of Maryland*
Participant: **Myeong-gu Seo**, *U. of Maryland*
Participant: **Brian J. Lucas**, *Cornell U.*
Participant: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Participant: **Yingyue Luan**, *Cambridge Judge Business School*
Participant: **YeunJoon Kim**, *U. of Cambridge*

Creativity, the generation of novel and useful ideas, drives organizational innovation and competitiveness (Amabile, 1988). However, the recognition of creativity is difficult, and individuals often possess their own evaluation criteria and heuristics that influence their judgements of creativity (Berg, 2019; Zhou et al., 2019). This has important implications for managers and organizations as successful creativity evaluation is required for efficient resource allocation and collaboration to drive organizational innovation. In recent years, scholars have begun examining the factors that facilitate or hinder the creative evaluation process (e.g., Berg, 2019; Proudfoot & Fath, 2021). Individuals often have their own criteria on what is considered creative. These criteria are influenced by a variety of factors ranging from the individual's momentary state to more enduring personal characteristics. Papers in this symposium explore a wide range of factors such as entrepreneurs' gender and entrepreneurial framing, evaluators' political ideologies, and affective states that influence how individuals perceive and recognize creativity. They not only broaden the horizon of creativity evaluation literature but also bridge the literature with other important research topics such as entrepreneurship, social politics, gender, and affect. Furthermore, studies included in this submission leveraged diverse methods and data sources such as machine learning, secondary data, and experiments. They thus illuminate novel approaches to study creativity evaluation and show great potential in this research area. In its third year running since the 81st Academy of Management Annual Meeting in 2021, this symposium facilitates advancement of future directions in this nascent research stream and provide important managerial insights on ways to manage biases in evaluating employee creativity.

When Creativity Leads Him to be More Successful: The Interaction between Gender and Entrepreneuri

Author: **Qing Gong**, *Boise State U.*
Author: **Catherine Paek**, *Boise State U.*

Blue Creativity vs. Red Creativity: The Value-laden Nature of Creativity Evaluation

Author: **Shiyu Yang**, *Texas A&M International U.*
Author: **Jeffrey Loewenstein**, *U. of Illinois at Urbana-Champaign*

The Influence of Managers' Affective States on Creativity Endorsement

Author: **Rebekah SungEun Hong**, *U. of Maryland, College Park*
Author: **Vijaya Venkataramani**, *U. of Maryland*
Author: **Myeong-gu Seo**, *U. of Maryland*

Overvaluing "A-ha!": The Experience of Insight Shapes Creativity Judgments

Author: **Brian J. Lucas**, *Cornell U.*
Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*

Exploring Experts' Approaches to Creativity Evaluation

Author: **Yingyue Luan**, *Cambridge Judge Business School*
Author: **YeunJoon Kim**, *U. of Cambridge*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1141** | Submission: **11578** | Sponsor(s): **(OB, MOC, HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Speaking Up To Be Heard: Influence Processes in Employee Voice

Organizer: **Insiya Hussain**, *U. of Texas at Austin*
Organizer: **Jing Wu**, *BI Norwegian Business School*
Discussant: **James R. Detert**, *U. of Virginia*
Presenter: **Jing Wu**, *BI Norwegian Business School*
Presenter: **Kristin Bain**, *Rochester Institute of Technology*
Presenter: **Insiya Hussain**, *U. of Texas at Austin*
Presenter: **Limei Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Presenter: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Participant: **Rui Shu**, *Shanghai U. of Finance and Economics*
Participant: **Jing Wu**, *BI Norwegian Business School*
Participant: **Kristin Bain**, *Rochester Institute of Technology*
Participant: **Insiya Hussain**, *U. of Texas at Austin*
Participant: **Subrahmaniam Tangirala**, *U. of Maryland*
Participant: **Hyunsun Park**, *Georgia Tech Scheller College of Business*
Participant: **E. S. Srinivas**, *Indian Institute of Management, Bangalore*
Participant: **Limei Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Participant: **Jian Liang**, *Tongji U.*
Participant: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Participant: **Stephanie Jingxian Yu**, *The Wharton School, U. of Pennsylvania*

In this symposium, we seek to shed light on factors that influence the extent to which employee voice is endorsed and implemented by managers. Although ideas and suggestions from lower-level ranks are considered critical to driving workplace improvement, employees face considerable challenges in having their input taken seriously by higher-ups. For instance, managers can be threatened by new ideas that challenge the status quo, and employees can fail to communicate their ideas in ways that are persuasive and effective. As such, understanding how voice can translate into meaningful action is relevant from a both theoretical and practical standpoint. This symposium brings together five empirical papers that together outline: (1) How employees can better frame their ideas to increase the likelihood of managerial voice endorsement, (2) The channels of employee voice that are most effective, and (3) The role of peers in helping employees receive favorable evaluations of their voice by managers. The papers in this symposium collectively span a diverse set of methodologies and samples. Dr. James (Jim) Detert, an expert in the area of employee voice, will serve as the Discussant, leading an interactive group discussion, providing feedback, and outlining future directions from the works presented.

How to Gain Endorsement: Voice Framing Tactics and Feedback-Seeking from Peers

Author: **Rui Shu**, *Shanghai U. of Finance and Economics*
Author: **Jing Wu**, *BI Norwegian Business School*

Examining the Group Context: How Peer Responses to Voice Affect Endorsement

Author: **Kristin Bain**, *Rochester Institute of Technology*

The Spillover Effects of Radical Ideas on Managerial Implementation of Other Proposals

Author: **Insiya Hussain**, *U. of Texas at Austin*
Author: **Subrahmaniam Tangirala**, *U. of Maryland*
Author: **Hyunsun Park**, *Georgia Tech Scheller College of Business*
Author: **E. S. Srinivas**, *Indian Institute of Management, Bangalore*

From Individual Concern to Voice Implementation: A Collective Interactional Process

Author: **Limei Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Jian Liang**, *Tongji U.*

Heard it through the Grapevine: How Voice Leakage Influences Manager Reactions to Voice

Author: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Author: **Stephanie Jingxian Yu**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1142** | Submission: **12296** | Sponsor(s): **(OB, MOC, OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

From Ideation to Publication: Dissertation Journeys of Recent PhD Graduates

Organizer: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Organizer: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Panelist: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Panelist: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*
Panelist: **Rebecca Ponce de Leon**, *Columbia Business School*
Panelist: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Panelist: **Basima Tewfik**, *MIT Sloan School of Management*
Panelist: **Constantinos V. Coutifaris**, *McCombs School of Business, U. of Texas at Austin*

Pursuing a dissertation is an important endeavor in every doctoral student's career. After their initial years of classes and training, doctoral students commence their dissertation journey to apply what they have learned to becoming independent scholars. However, embarking on dissertation journey can come with many challenges. In this moderated panel symposium, we seek to engage in such meaningful conversation on how to approach dissertations in management scholarship. Our symposium consists of a panel of newly appointed assistant professors, who all have rich, diverse, and recent experiences with the dissertation process. Our panel symposium discussion will be structured to explore four overarching points: (1) how do you come up with a novel and interesting dissertation topic, (2) how do you go about studying your research topic (e.g., how did you choose your research methodologies), (3) what were the writing and review stages like, and (4) what challenges did you face and what strategies did you employ to overcome roadblocks? Overall, we expect a rich and engaging discussion that should illuminate paths for scholars embarking on their dissertation journey.

Session Type: **Symposium**
Program Session: **1143** | Submission: **10080** | Sponsor(s): **(OB, ODC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Empowering Leadership: Current Research and Directions for the Future

Discussant: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Organizer: **Tobias Dennerlein**, *Purdue U.*
Presenter: **Martin Buss**, *U. of Potsdam, Germany*
Presenter: **Eric Kearney**, *U. of Potsdam*
Presenter: **Mara Metzger**, *U. of Potsdam*
Presenter: **Florian Scholz**, *U. of Potsdam*
Presenter: **Chad Hartnell**, *Georgia State U.*
Presenter: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Presenter: **Snehal Hora**, *Drexel U.*
Presenter: **Daniel I. Watts**, *Georgia State U.*
Presenter: **Tobias Dennerlein**, *Purdue U.*
Presenter: **Debra L. Shapiro**, *U. of Maryland*
Presenter: **Troy Smith**, *U. of Nebraska, Lincoln*
Presenter: **Amy Bartels**, *U. of Nebraska, Lincoln*

This symposium sheds light on key developments in empowering leadership research as reflected in the following questions: Does the effectiveness of empowering leadership depend on other leader characteristics? How does empowering leadership moderate the effect of followers' pro-social motivation on their volunteering behavior? What is empowering leadership? When and why is empowering leadership likely to promote undesired outcomes? How does empowering leadership affect leaders themselves? Specifically, the presentations included in this symposium address how leader credit taking moderates the relationship between empowering leadership and employee engagement and voice (Buss, Kearney, Metzger, & Scholz), how empowering leadership moderates the effect of employee pro-social motivation on prosocial empowerment, volunteer prioritization, and time spent on volunteering (Hartnell, Lemoine, Hora, & Watts), how to better define empowering leadership and when and why it is likely to promote undesired outcomes (Dennerlein and Shapiro), and how empowering leadership and team competence (in)congruence affect leader psychological empowerment and outcomes (Smith and Bartels). The discussant, Dr. Andrew Carton, will summarize themes across presentations, highlight future research directions, and lead an interactive discussion between presenters and audience.

The Interactive Effect of Empowering Leadership and Leader Credit Taking on Engagement and Voice

Author: **Martin Buss**, *U. of Potsdam, Germany*
Author: **Eric Kearney**, *U. of Potsdam*
Author: **Mara Metzger**, *U. of Potsdam*
Author: **Florian Scholz**, *U. of Potsdam*

How Do Leader and Prosocial Empowerment Affect When and Why Prosocial Employees Volunteer?

Author: **Chad Hartnell**, *Georgia State U.*
Author: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Author: **Snehal Hora**, *Drexel U.*
Author: **Daniel I. Watts**, *Georgia State U.*

Empowering Leadership Revisited: Towards a Theory of Empowering Leadership Effects

Author: **Tobias Dennerlein**, *Purdue U.*
Author: **Debra L. Shapiro**, *U. of Maryland*

The Effect of Empowering Leadership and Team Competence (In)Congruence on the Leader

Author: **Troy Smith**, *U. of Nebraska, Lincoln*
Author: **Amy Bartels**, *U. of Nebraska, Lincoln*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1144** | Submission: **11363** | Sponsor(s): **(OB, RM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Advancing Leadership and Team Research Through Second Uses of Meta-Analytic Data

Organizer: **Zhaoli Song**, *National U. of Singapore*
Presenter: **Yanzhe Zhou**, *School of Labor and Human Resources, Renmin U. of China*
Presenter: **Ming Lou**, *School of Management, Harbin Institute of Technology*
Presenter: **Tao Su**, *Guangdong U. of Technology*
Presenter: **Xiaoyu Li**, *School of Business, Renmin U. of China*
Discussant: **Ernest O'Boyle**, *Indiana U.*
Organizer: **Piers Steel**, *U. of Calgary*
Participant: **Jingxian Yao**, *Singapore U. of Social Sciences*
Participant: **Jinlong Zhu**, *Renmin U. of China*
Participant: **Boyuan Ju**, *National U. of Singapore*
Participant: **Bo Li**, *Business School of Liaoning U.*
Participant: **Yitong Li**, *Furen International School, Singapore*

The symposium includes four studies that advance leadership and team research by adopting secondary uses of meta-analytical data, including systematic reviews of meta-analyses, second-order meta-analysis, and identification of original studies using meta-analyses. Supported by a cloud-based meta-analysis platform, these studies have the potential to summarize and integrate diverse research topics in large fields such as leadership and team.

A systematic review of team meta-analyses

Author: **Yanzhe Zhou**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Jingxian Yao**, *Singapore U. of Social Sciences*
Author: **Ming Lou**, *School of Management, Harbin Institute of Technology*

Building a large primary-study pool from team meta-analyses

Author: **Ming Lou**, *School of Management, Harbin Institute of Technology*
Author: **Yanzhe Zhou**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Yitong Li**, *Furen International School, Singapore*
Author: **Zhaoli Song**, *National U. of Singapore*

Assembling pieces into a whole: A systematic literature review of leadership meta-analyses

Author: **Tao Su**, *Guangdong U. of Technology*
Author: **Jinlong Zhu**, *Renmin U. of China*
Author: **Piers Steel**, *U. of Calgary*

A second-order meta-analysis on leadership effectiveness

Author: **Xiaoyu Li**, *Renmin U. of China*
Author: **Boyuan Ju**, *National U. of Singapore*
Author: **Bo Li**, *Business School of Liaoning U.*
Author: **Zhaoli Song**, *National U. of Singapore*
Author: **Piers Steel**, *U. of Calgary*

Discussant

Author: **Ernest O'Boyle**, *Indiana U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1145** | Submission: **15744** | Sponsor(s): **(OB, SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

AI Ethics in the Workplace: Challenges and Opportunities

Organizer: **Beth Anne Helgason**, *London Business School*
Presenter: **Maya J. Cratsley**, -
Participant: **Nathanael Fast**, *U. of Southern California*
Participant: **C. Malik Boykin**, *Brown U.*
Presenter: **Xuechunzi Bai**, -
Participant: **Thomas Griffiths**, *Princeton U.*
Participant: **Susan Fiske**, *Princeton U.*
Presenter: **Beth Anne Helgason**, *London Business School*
Participant: **Daniel A. Effron**, *London Business School*
Participant: **Bo Cowgill**, *Columbia Business School*
Participant: **Fabrizio Dell'Acqua**, *Harvard Business School*
Presenter: **Sandra Matz**, *Columbia Business School*
Participant: **Anil R. Doshi**, *UCL School of Management*
Presenter: **Oliver Hauser**, *U. of Exeter Business School*

This symposium brings together an interdisciplinary group of scholars to examine ethical challenges and opportunities presented by the increasing use of artificial intelligence (AI) in the workplace. The first two presentations will discuss ethical challenges in algorithm development, including responsible data collection and equitable algorithm design (Bai, Griffiths, & Fiske; Cratsley, Fast, & Boykin). The following two presentations will consider the potential for AI to reduce discrimination, and how people's biases and resistance to imperfect algorithms prevent us from fully utilizing this capability (Helgason & Effron; Cowgill, dell'Acqua, & Matz). The final presentation will consider issues of ownership and accountability for AI's creations (Doshi & Hauser). Through these presentations, this symposium aims to stimulate research and dialogue on the responsible use of AI in organizations.

Willing to be Watched: Social Contextual Cues Influence Surveillance Endorsement

Author: **Maya J. Cratsley**, -
Author: **Nathanael Fast**, *U. of Southern California*
Author: **C. Malik Boykin**, *Brown U.*

Exploring Just Enough? How Implicit Search Cost Can Create Bias in Artificial and Human Intelligence

Author: **Xuechunzi Bai**, -
Author: **Thomas Griffiths**, *Princeton U.*
Author: **Susan Fiske**, *Princeton U.*

Algorithmic Advice Licenses Human Biases

Author: **Beth Anne Helgason**, *London Business School*
Author: **Daniel A. Effron**, *London Business School*

How Fatalistic versus Counterfactual Rhetoric Influences the Adoption of Predictive Algorithms

Author: **Bo Cowgill**, *Columbia Business School*
Author: **Fabrizio Dell'Acqua**, *Harvard Business School*
Author: **Sandra Matz**, *Columbia Business School*

Ethical Implications of Using Artificial Intelligence (AI) in Creative Idea Generations

Author: **Anil R. Doshi**, *UCL School of Management*
Author: **Oliver Hauser**, *U. of Exeter Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1146** | Submission: **11536** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

Transforming the Organization: The Implications of Workers Applying Different Discretionary Schemas

Organizer: **Angelina Zubac**, *AIM Business School, Australian Institute of Management*
Organizer: **Danielle Tucker**, *U. of Essex*
Session Chair: **Steven R. Cofrancesco**, *None*
Panelist: **Ofer Zwikael**, *Australian National U.*
Panelist: **Maris G. Martinsons**, *City U. of Hong Kong*
Panelist: **Neal M. Ashkanasy**, *U. of Queensland*
Panelist: **Danielle Tucker**, *U. of Essex*
Panelist: **Angelina Zubac**, *AIM Business School, Australian Institute of Management*
Discussant: **Steven R. Cofrancesco**, *None*

Although managerial discretion has been studied extensively, scholars have had little to say about how workers more generally use discretion, what might inhibit its use or discretion's effects. The small amount of research that was identified mostly considers how frontline workers use discretion in certain settings, such as in a hospital or social work setting. In the change management and sensing literatures, discretion does not stand out as a distinct area of study. Critically, no studies were identified that consider how different workers' discretionary schemas emerge at organizations or their effects. However, all kinds of recursive practices and cognitive responses are likely to surface when workers with different backgrounds, training and propensities to address strategic problems as they see fit interact. These practices and cognitive responses could explain why some organizations are consistently high performing while others are not. High performing organizations could be far better at creating the conditions that allow workers to develop the organization's dynamic capabilities and culture. We just do not know what could be involved at this point. This multidiscipline panel symposium and the insights of the panel members will be a first step for unravelling what could be involved when implementing strategies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1147** | Submission: **21038** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Messaging Change: Discursive Legitimization, Metaphors, and Conversations Enabling Change

Session Moderator: **Makoto Nagaishi**, *Chukyo U.*

ODC: **Metaphors of Change and Metaphoric Interventions as Change Leadership Action** ✈

Author: **Makoto Nagaishi**, *Chukyo U.*

Leaders' metaphoric communication can change members' meaning-making systems by controlling organizational symbolism. This article explores how and why leaders figuratively communicate in organizations, using a Japanese multinational corporation (MNC) as an example. In particular, it examines previous literature's seminal proposition that paying attention to managing metaphors during change processes becomes a critical competency for leaders and change agents. The study then advances it by determining the conditions under which generative change metaphors emerge. The author's action research contributes to building grounded explanations of the research question and draws the following conclusions. First, the root metaphors of top management, such as the "leader as an authentic self and an adaptive risk-taker," may create a framing effect on organizational members' generative way of understanding change processes. Second, the metaphor of the "leader as a victim of change ambivalence" does not necessarily evoke members' sympathy in the early stage of change. Third, change leaders can effectively use metaphors by aligning them with congruent organizational discourses.

ODC: **Enabling Change through Appreciating Oscillations between Cynical and Uplifting Conversations**

Author: **Danny Van Montfort**, *Nyenrode Business U.*
Author: **David Coghlan**, *U. of Dublin, Trinity College*
Author: **Danielle Zandee**, *Nyenrode Business U.*

This study introduces the concept of insider appreciative inquiry (IAI) in a Dutch center for unaccompanied refugee children. It focuses on how a team of mentors (workers) and their managers/staff members, facilitated by the first author as an insider action researcher, engaged in an ongoing team development effort to advance internal cooperation. One of the intended contributions of the study is a better understanding of discursive change dynamics. The primary contribution, however, lies in its illumination of opportunities and challenges for insider action researchers when striving to change the internal dialogue in which they are themselves immersed.

ODC: **"Weeding Out the Stolons": How Managers and the Media Discursively Legitimize Management Fashions**

Author: **Riku Reunamäki**, *Aalto U. School of Business*
Author: **Hannakaisa Länsisalmi**, -

Research on management fashions has established that fashion suppliers such as management consultants and gurus play key roles in the creation and spread of fashionable management ideas. However, top managers of companies are less researched and often portrayed merely as passive consumers of ideas sold to them by fashion suppliers. In contrast, we explore in this article the active roles of senior executives in the organizational adoption and legitimation of a fashionable management idea, undertaking a case study of the adoption of the "agile" management fashion in a financial organization. Led by the new CEO, the adoption of agile was a radical change in strategy only two years after the grand unveiling of the previous strategy. We show how the top management discursively legitimized agile and the concomitant organizational change through humorous anecdotes and an overall narrative that presented "the new organization" and its agile culture as superior to "the old organization" and its hierarchical culture. We also critically analyze the role of the media in publicizing, dramatizing, and personifying the change as "the old CEO vs. the new CEO," which complemented the top management's strategies of legitimation. We contribute to the management fashion literature by arguing that top managers are not passive consumers of fashions and illuminating the discursive strategies managers and the popular press utilize in their legitimation.

ODC: **The Vision of Divergent Change: How Entrepreneurs Justify Commitment in Sustainable Fashion**

Author: **Alina Kozarkiewicz**, *AGH U. of Krakow*
Author: **Monika Lada**, *SGH Warsaw School of Economics*
Author: **Agnieszka Kabalska**, *AGH U. of Krakow*

In our article, we examine the institutional dimension of fashion entrepreneurs' public accounts, paying particular attention to their participation in the implementation of divergent change. We study 'born sustainable' fashion entities trying to gain legitimacy for innovative practices and the changing social perception of sustainable fashion. Thus, the primary theoretical construct used in our study is institutional entrepreneurship, focusing on the maneuvers used when constructing the vision of divergent change. Our empirical investigations employ a qualitative approach—content analysis of public accounts. According to the theoretical framework, we highlight three categories of justifications: the negative impact of current practices (diagnostic frame), positive aspects of new sustainable patterns (prognostic frame), and individual reasons for creating a start-up (motivational frame). Among the most visible pro-legitimacy maneuvers, we recognize the deliberate exaggeration of reality, e.g. the positive idealization of a sustainable approach, the deliberate minimization of the scale of necessary changes, and their presentation as a natural return to past practices. The conclusions of our research demonstrate the important social role of 'born sustainable' ventures as institutional entrepreneurs locally translating sustainable fashion patterns at the early stage of divergent change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1148** | Submission: **21017** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom**

The State of Change: Political-Administrative Actors Impacting Organizational and Social Change

Session Moderator: **Synnove Nesse**, *Centre for Applied Research, Norwegian School of Economics NHH*

ODC: **Political-administrative Leadership and Collective Emotion Trajectories During the Pandemic**

Author: **Synnove Nesse**, *Centre for Applied Research, Norwegian School of Economics NHH*
Author: **Sara Costa**, *Roma Tre U.*
Author: **Tove Frykmer**, *Lund U.*
Author: **Stian Antonsen**, *NTNU Social Research*
Author: **Elisabeth Norman**, *U. of Bergen*
Author: **Giuseppe Carrus**, *Roma Tre U.*

The first phase of the Covid-19-pandemic was an extreme event context with tremendous consequences that triggered collective emotions, posing a tremendous call for effective political-administrative (P-A) crisis leadership. While the horrific fear, despair, and trauma Italy experienced during the pandemic never reached Norway and Sweden in the same way, the pandemic spread to these nations too. However, in all these countries, while collective emotional reactions of the public (such as anxiety, fear, and grief) have been researched, we would also expect political-administrative (P-A) leaders to experience and act upon collective emotions, which remains under-researched. Based on unique access to P-A leaders in the three countries, we contribute to the literature on extreme context leadership by qualitatively exploring differences in collective emotions among leaders. We show how this influences adaptive capacity across agencies, often regarded as crucial to responding effectively to societal crises such as the pandemic.

ODC: **A Peaceful Retirement: Officials' Political Incentives and SOE Transformation**

Author: **Liang Zhang**, *Business School, Central South U.*
Author: **Yeyao Ren**, *Xi'an Jiaotong U. & City U. of Hong Kong*

Although scholars have generated thought-provoking insights about how the state shapes the transformation of state-owned enterprises (SOEs), individual officials as the agents of the state have not become central to the analysis. This study examines how government officials' political incentives shape their choices between corporatization and privatization of SOEs. Drawing on the literature on political incentives in political economy, we first argue that as privatization likely creates greater socio-economic turbulence than corporatization, officials close to retirement are more (less) likely to corporatize (privatize) SOEs to ensure a peaceful transition to retirement than younger officials. We also employ imprinting research to identify the boundary conditions for officials' incentives. The retirement effect becomes weaker for officials imprinted with a strong communist ideology and for military-experienced ones. Using a competing-risks model, we find empirical support for our arguments based on a sample of 20,258 SOEs from the Annual Census of Chinese Industrial Enterprises Dataset from 1998 to 2007. This study contributes to the literature on SOE transformation and political incentives.

ODC: **Adaptive Political-administrative Leadership During the Pandemic: A Comparative Case Analysis**

Author: **Synnove Nesse**, *Centre for Applied Research, Norwegian School of Economics NHH*
Author: **Sara Costa**, *Roma Tre U.*
Author: **Tove Frykmer**, *Lund U.*
Author: **Stian Antonsen**, *NTNU Social Research*
Author: **Giuseppe Carrus**, *Roma Tre U.*

Political-administrative (P-A) leadership in Italy, Norway, and Sweden unfolded very differently during the early response to the coronavirus pandemic, despite all three countries being democracies in Europe. Italy early on became the "epicenter" of the pandemic in Europe and enforced intrusive countermeasures, followed by Norway only a few days later. Sweden, to a larger extent, used voluntary measures during the first months. However, while Norway quickly gained "control" over the pandemic, the death toll in Italy and Sweden escalated to the highest in Europe. In this "extreme case study," we compare leadership trajectories in the three countries during the first phase based on a rich data set consisting of interviews with P-A leaders, official evaluation reports, and media coverage. Particularly, we examine differences in the two adaptive crisis leadership functions, proactive situational awareness and coordination of response, their interplay with critical framing conditions, and how this influenced crisis response in this first critical phase of the pandemic. We found that framing conditions such as capacity and legitimacy influence leadership greatly; however, the execution of critical leadership functions may be important to evaluations of succeeding with responding in the first phase and in the aftermath of such crises.

ODC: **Brexit and Covid-19 Shocks: Investment and Growth among UK SMEs**

Author: **Karolis Matikonis**, *U. College Dublin*
Author: **Byron Graham**, *Queen's U. Belfast*

Although economies experienced substantial turbulence from Covid-19, the United Kingdom Government rejected the possibility of a transitional period extension after the withdrawal from the European Union. This study uses microdata to unpack the impact of reduced investment due to the increased uncertainty attributable to Brexit and Covid-19 on SME growth.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1149** | Submission: **20173** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Social Networks and Innovation in Organizations

Session Moderator: **Francesca Nannetti**, *NEOMA Business School*

OMT: **How Professional and Family Ties Affect Idea Elaboration for Men and Women**

Author: **Francesca Nannetti**, *NEOMA Business School*
Author: **Elisa Operti**, *ESSEC Business School*

The process of elaborating creative ideas often involves seeking support and feedback from others. We posit that men and women may require different types of network ties to elaborate creative ideas successfully. We derive predictions concerning the extent to which men and women may benefit from family and professional ties in the idea elaboration phase. We also explore the mechanisms behind the expected gender differences. Based on a sample of French entrepreneurs, we show that women reap more benefits from family ties than men. In contrast, men have higher returns in creativity by elaborating ideas with professional ties. An experimental study indicates that women's disadvantage in elaborating ideas with professional contacts stems from stereotype threat and lower expected support in the interactions with ties related to the professional domain, considered gender incongruent domain. We provide additional support from qualitative interviews conducted with entrepreneurs.

OMT: **Power and Individual Innovation: When do Brokers Act on Their Structural Advantage?**

Author: **Martha Topete**, *Amsterdam Business School, U. of Amsterdam*
Author: **Flore Bridoux**, *Erasmus U.*
Author: **Nathan Betancourt**, *Amsterdam Business School, U. of Amsterdam*
Author: **Zuzana Sasovova**, *Vrije U. Amsterdam*

Brokers are posited to have a privileged position in terms of access to non-redundant information that is conducive to higher innovation. However, brokers do not always exploit such structural opportunity since occupying open positions does not systematically translate into higher innovation. We adopt a contingency approach and theorize that the relationship between brokerage and individual innovation is contingent on individuals' perception of power over alters, an important aspect of individuals' representation of the situation they are in. Using a social network analysis at a consulting and training organization in The Netherlands, we found support for our theory: employees perceiving higher power over alters achieved higher innovation in brokering network positions than employees in these positions who perceived lower power over alters. For closed networks, while we expected employees perceiving lower power over alters to be more innovative, we did not find individual innovation to differ according to employees' power perceptions.

OMT: **Political Support Networks, Relational Energy, and Employee Innovation Implementation**

Author: **Travis Grosser**, *U. of Connecticut*
Author: **Christopher Sterling**, *California State U., Fresno*
Author: **Rohit Subhash Piplani**, *U. of Connecticut*

Although affect has been identified as a factor likely to impact the success of innovation, little research has been done on the relationship between affect and employee innovation implementation performance. We address this oversight by adopting a social network approach to examine relational energy (i.e., how energized one person is when interacting with another) as a form of high activation positive affect likely to influence innovation implementation. We test our hypotheses using a sample of researchers in a large pharmaceutical research firm (Study 1). Our results indicate that the number of people an employee goes to for political support who report being energized by that employee is positively related to innovation implementation performance. In contrast, the number of people an employee seeks out for political support who are not energized by that employee has negative implications for innovation implementation. The network prominence of an individual's energized network contacts also relates to implementation performance, with this effect being stronger for employees not in a managerial position. A scenario-based experiment (Study 2) provides support for the causal linkage between feeling energized by a co-worker and one's willingness to provide instrumental help to the co-worker. Implications for theory and future research are discussed.

OMT: **Tell Me Something New: The Impact of Novelty Surfacing, a Networking Behavior, on Performance**

Author: **Anastasia Veronica Graham Bailey**, *Rutgers Business School*
Author: **Daniel Z. Levin**, *Rutgers U.*

Prior research on networks has emphasized the role of who is connected to whom, i.e., network structure. Increasingly, though, research has begun to focus on networking behaviors as well. We uncover one such behavior, novelty surfacing, which is the act of getting other people to tell you things that you do not already know. Many scholars and practitioners assume that this is unnecessary or happens automatically, but we argue that this is not the case. Accordingly, we predict that entrepreneurs who engage in more novelty surfacing will achieve higher performance for their firms. We further predict that novelty surfacing will be especially valuable when these entrepreneurs have wider and deeper access to knowledge, thereby providing them with more opportunities to extract useful knowledge from their network. In a survey of 329 entrepreneurs, we find support for these predictions on the benefits of novelty surfacing.

Session Type: **Paper Session**
Program Session: **1150** | Submission: **20168** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Paradox Theory and Research in Organizations and Management

Session Moderator: **Iris Seidemann**, *U. of Hamburg*

OMT: **System Level Dynamics in the Emergence and Navigation of Multi-Actor Paradoxes**

Author: **Iris Seidemann**, *U. of Hamburg*
Author: **Daniel Geiger**, *U. of Hamburg*
Author: **Lisa Harborth**, *U. of Hamburg*

In this paper, we bridge the gap between paradox theory and a system level perspective to study how system level dynamics initiate and drive multi actor paradoxes in the response to the grand challenge of climate-induced disasters. We show how multiple actors engage in contradictory yet interrelated practices that fuel paradoxical dynamics and finally create a non-optimal but stable equilibrium that inhibits system change. We explore this process through a longitudinal ethnography study on the implementation of the "Forecast-based-Financing" approach in Uganda; an approach that shall initiate early action in anticipation of disasters. Our findings reveal how stakeholders' implementation practices drive paradoxical dynamics that constitute self-reinforcing dynamics. Drawing on these insights, we develop a process model that explains how paradoxical dynamics not only hinder the tackling of the grand challenge but stabilize each other, contributing to a path dependent development. We contribute to theory in at least two ways: first, we theorize how addressing grand challenges instigates an interplay of paradoxical dynamics which create non-optimal but stable, path dependent equilibria on a system level which are difficult to change. Second, we introduce a dynamic perspective on paradoxes, thereby moving beyond the perspective of stable paradox poles that can be embraced.

OMT: **Paradox Theory: Proposing a Conceptual Framework for Theory Testing**

Author: **Arjun Odedra**, *U. of Manitoba*
Author: **Parshotam Dass**, *U. of Manitoba*

Researchers are increasingly using paradox theory. Most research on paradox theory so far has been qualitative in nature, generating novel theoretical insights and making a major contribution to the development of paradox theory. As a result, paradox theory has moved from a label and a lens to a theory and a meta-theory (Sparr, Miron-Spektor, Lewis, & Smith, 2023). However, there is a conspicuous lack of research testing the novel theoretical insights generated through qualitative research. In this paper, we critically evaluate qualitative research on paradox theory and propose a framework to accumulate and integrate some of the theoretical insights into a conceptual framework that may facilitate their testing in the future. We review the current state of testing paradox theory in quantitative studies and propose a way forward to advance it to generate a rigorous and relevant theory and practice.

OMT: **Paradoxical By Vocation: How Hybrid Organizations Embed A Paradoxical Cognitive Frame**

Author: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Author: **Simone Carmine**, *IESEG School of Management*

Paradox research on hybrid organizations has highlighted the key role that a paradoxical cognitive frame has in order to support the effective management and integration of their inherent multiple logics and goals. Paradoxical frame has been observed, in empirical studies so far, as an individual capability that characterize managers of these organizations. However, how can hybrid organizations develop and embed such a cognitive frame as a shared frame of the organization to manage the inherent tensions of hybrids? We answered by qualitatively investigating hybrid organizations in which the paradoxical frame is, primarily, the cognitive frame of the organization rather than the personal approach owned by their members. The Benedictine monasteries are characterized by an organizational cognitive frame – which is imposed to their members and leads all their daily activities - that is inherently paradoxical, summarized in the motto "Ora et Labora". Thus, paradox can be considered as their organizational cognitive frame by vocation. Our findings reveal two enablers (the Rule as primary reference and the role of the leader) and three navigating mechanisms (organizational guardrails, a paradoxical temporal mindset, and faith) that allow to embed the paradoxical cognitive frame in the organization as a shared collective frame. We advance the literature on management of hybrid organizations and paradox by proposing a theoretical model that describes the mechanisms through which hybrid organizations can consciously develop and embed paradox as a collective cognitive frame.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1151** | Submission: **20139** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Categories and Category Emergence

Session Moderator: **MATILDE Dorothée Catarina GUILHON**, *ESCP Business School*

OMT: **Category Reappropriation: Incumbents' Response to Category Emergence in the Retail Banking Industry**

Author: **MATILDE Dorothée Catarina GUILHON**, *ESCP Business School*

Category emergence promoted by new entrants is mainly perceived as a threat for incumbents and the categories they affiliate to. While adopting the status quo signals an altered future state for incumbents, diversifying into emergent categories might be perceived as a deviance and sanctioned by audiences. In this paper, we explore an alternative response by investigating how incumbents may respond to category emergence by using category creation, that is, the redefinition of existing or emergent categories' features and boundaries by incumbents. We respond to the call by Durand and Khaire to study how category emergence and category creation could be sequentially coupled. Through an inductive case study of the European retail banking industry, we develop a process model of categorization practices that may enable incumbents to counterbalance category emergence. The mechanism at play is category reappropriation – the process whereby incumbents combine emergent category's features with novel extraneous attributes to create a new category. Specifically, we show that category reappropriation is an opportunity window for incumbents to simultaneously resist category emergence and differentiate from their initial category. Our findings contribute to research on category formation and to optimal distinctiveness literature, and lead to a deeper understanding of incumbents' agency in the evolutions of categorical systems.

OMT: **Too Legit To Quit: Discursive Strategies in Cryptocurrency's Categorical Emergence**

Author: **Jack Sadek**, *McGill U. - Desautels Faculty of Management*
Author: **Robert Nason**, *McGill U. - Desautels Faculty of Management*

Category literature has described how members of an emergent category work together to form a collective identity in order to achieve legitimacy. However, the emergence of cryptocurrency challenges this model as it represents a category plagued by infighting among members since its inception that nevertheless has garnered widespread adoption by individuals, financial institutions, and even governments. In order to build theory from this theoretical anomaly, we take a discursive perspective on category emergence and explore power dynamics amongst category members. Drawing on an archival qualitative approach, we identify a novel set of subject positions that materialize with the category and become the voice of the narrative for either the category beacon (Bitcoin) or its challengers (XRP and Ethereum). While both the category beacon and challengers advance a Discourse of Improvement regarding the inefficiencies in current financial systems, they differ vociferously in how to define and structure the emergent category. The category beacon leverages its power to advance a Discourse of Protection in an attempt to mold the category discourse to its image and thereby exclude other members. In contrast, challengers use a Discourse of Inclusion to order to combat the category beacon's narrative and expand the scope of the category's boundaries. As a whole, we identify a battle over whether cryptocurrency should be established as a prototypical or goal-based category which reveals important insights into the emergence of a non-cooperative category.

OMT: **Category Emergence and Viability through Optimal Distinctiveness Work**

Author: **Chenjian Zhang**, *U. of Bath*
Author: **Mia Raynard**, *U. of British Columbia*
Author: **Eric Y.-F. Zhao**, *U. of Oxford*

Organizational categories are socially constructed systems of classification that group organizations perceived by external audiences as similar. Most early studies have focused on stable and institutionalized categorization systems and examined their constraining and disciplinary functions. Despite recent effort in understanding category dynamics, we know little about how an organizational category emergences and achieves viability. Our research is contextualized in the emergence and growth of social enterprises in China. Employing a qualitative and longitudinal research method, our research shows how intermediary organizations played an essential role in defining and championing the emerging social enterprise category, the process we label as optimal distinctiveness work. Specifically, we show that intermediary organizations attend to and address the shifting tension between coherence and distinctiveness to facilitate category emergence and achieve viability in an institutional environment that is unfavorable due to the government's ambivalent attitude and other audience's skepticism toward this new organizational category. We advance our understanding of how a variety of exemplars can be constructed and leveraged for category emergence and development. Our paper further sheds light on how social enterprises emerge and develop at a categorical level, the phenomenon that has been less explored in literature.

OMT: **Moral Escalation: Contested Category Emergence and its Consequences in the Toy Industry**

Author: **Ryann Noe**, *Harvard Business School*

Preexisting research has outlined the cognitive, competitive, and economic barriers to market category emergence. Yet scholars have paid scant attention to the processes and consequences of moral resistance to nascent categories. Through a longitudinal, qualitative study of the emergence of the e-toy category in the U.S. (1998-2022), I develop theory on the within-category and industry-wide consequences of moral contestation. During this 25-year period, e-toys – physical toys that interact with digital devices – were persistently criticized by educators, child-development experts, and many parents for allegedly threatening children's safety and development. By analyzing the framing contest of e-toys over time, I identify a process of "moral escalation" – a shift from cognitive to moral claim-making – which both advocates and adversaries adopted in order to advance or avert the category, respectively. I further demonstrate how this within-category escalation had spillover consequences for the industry at-large, facilitating the moralization of mature categories and enacting the entrepreneurial opportunity for novel counter-categories to emerge. Together, this study reveals how moral debate operates as a category-level mechanism of industry-level change, driving the segmentation of industries into moral hierarchies.

Author: **Sofia Villo**, *Aalto U. School of Business*

While previous studies explored how conventional producers can unscrupulously gain membership in existing pro-sustainability market categories, less is known about whether and how conventional producers can create a new category under the guise of pro-sustainability markets while keeping their practices unchanged. This study fills this gap by drawing on a case of “green aluminium” market category creation that was led by the Russian-based aluminium producer RUSAL and supported by global market players, despite the de-facto adverse social and environmental implications of this category. The findings advance the knowledge of strategic categorization on pro-sustainability markets by exposing strategies of deceptive categorization as well as institutional circumstances, due to which deceptive category creators are unlikely to face any noticeable challenges or opposition.

Session Type: **Paper Session**
Program Session: **1152** | Submission: **20165** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

New Research on Corporate Social Responsibility

Session Moderator: **Dorothee Maria Winkler**, *U. of Zurich*

OMT: **Responsible for What? Theorizing Corporate Social Responsibility in a Semideveloped Field**

Author: **Molly L. Weinstein**, *Northwestern U.*
Author: **Brayden G. King**, *Northwestern U.*

This paper explores how embedded actors conceive of and enact their work within the ambiguity and uncertainty characteristic of a chronically semideveloped field. We focus on CSR, a field that has remained in a state of unfinished institutionalization. Our interviews with CSR officers reveal that in the absence of a communal meaning system and model of practice, practitioners come to operate within theorized accounts of practice. We find that officers rely on one of four distinct theoretical models to understand and actualize CSR: values-based CSR; risk management CSR; siloed CSR; and idiosyncratic CSR. These models are not simply versions of the same institution enacted to varying degrees of fidelity. Rather, they constitute fundamentally different understandings of why and how CSR is conducted. Our finding that these models coexist within the field challenges prior scholars' suggestion that one theoretical paradigm (i.e., business ethics, reputation theory, neoinstitutionalism) can be used to explain CSR behaviors across all actors and firms.

OMT: **Bringing Counterclaimants in: Corporate Social Responsibility and Media Coverage of Firms**

Author: **Yasir Dewan**, *HEC Paris*
Author: **Tal Simons**, *Erasmus U. Rotterdam*
Author: **Georg Wernicke**, *HEC Paris*

Previous research implicitly assumes problems (e.g., social and environmental problems) as conditions that are self-evidently harmful and suggests that firms addressing these problems through their corporate social responsibility (CSR) activities are likely to be perceived positively. However, this research overlooks a central property of problems: a self-evidently harmful condition does not necessarily constitute a problem, instead, a condition becomes a problem only when it is labeled as such. We therefore shift attention to the labeling of conditions as problems or non-problems, wherein claimants label a focal condition (e.g., climate change) as a problem, and counterclaimants contest the label and seek to establish the focal condition as a non-problem (e.g., climate change denial). By contesting the labeling of a condition as a problem, counterclaimants are less likely to positively view firms that address the focal conditions through their CSR activities. Focusing on conservative newspapers in the US as counterclaimants of the conditions addressed through CSR activities, we found support for our hypothesis that conservative newspapers, relative to other newspapers, report less positively about firms that engage in CSR. Overall, our study emphasizes the labeling of problems and their contestations as a central yet typically overlooked aspect of what CSR is and how audiences evaluate firms that engage in CSR.

OMT: **A Review and Theory of Firms´Political Activity-Social Responsibility Relationship**

Author: **Dorothee Maria Winkler**, *U. of Zurich*
Author: **Anna Krzeminska**, *Macquarie Business School, Macquarie U.*

Managing the nexus of societal and political demands in different contexts represents a big organizational challenge. While extant nonmarket strategy research actively debates the relationship of corporate social responsibility (CSR) and corporate political activity (CPA), the relevance of context remains unclear because it is undertheorized. To address this, we develop a multi-contextual perspectivized framework of CSR-CPA relationships that explains the conditions of the occurrence of different CSR-CPA relationships based on different contexts and stakeholder perspectives based on a literature review. We inductively identify a range of single and transitional contexts covering both country and industry environments, as well as cross-context settings and the relevant CSR-CPA relationship types. Furthermore, we identify that the CSR conceptualization is context dependent and develop a future research agenda.

OMT: **Deviation from Who? Differentiating the Performance Effect of CSR Deviation from Multiple Peers**

Author: **Lizhen Wang**, *Guanghua School of Management, Peking U.*
Author: **Weiguo Zhong**, *Peking U.*
Author: **Anni Chen**, *Peking U.*

Optimal distinctiveness (OD) studies increasingly perceive OD strategy as multidimensional, contextualized, and dynamic, yet research has largely explored intra-category heterogeneity. Incorporating insights from institutional complexity and social embeddedness, this study proposes that firms are simultaneously embedded in multiple distinctive categories (i.e., geographical community and industry) in which the relative strength of legitimacy and competitiveness pressures vary substantially. Based on a matched sample of 3,970 public firms in the U.S. and their CSR activities over a 24-year period, we find that firm CSR deviation from community peers decreases market value, and CSR deviation from industry peers increases market value. Furthermore, we develop a multilevel moderating framework in which the above effects are amplified or attenuated by community liberalism, industry regulation, and firm visibility. We contribute by unveiling significant inter-category heterogeneity in imposing pressures on firms and introducing a novel approach to achieve OD.

OMT: **How Does Failing To Meet Financial Aspirations Influence Compliance To Mandatory CSR?**

Author: **Nishant Kathuria**, *Towson U.*

Leveraging the global trend of soft CSR policy implementation that forces firms to perform CSR activities, this study uses the behavioral theory of the firm (BTOF) lenses to understand some factors that motivate firms to comply or disobey with such CSR policy. I examine how dissatisfactory financial performance feedback influence a firm's decision to embrace CSR goals set by the government. I pay attention to the effects of multiple performance aspirations and develop a more holistic view about how performance feedback influence firms' CSR behavior. Using data for 1544 firms in India, I find that failure to meet both historical aspiration level and social aspiration level leads firms to exhibit threat rigidity by embracing CSR goal set by the government. The analysis also shows that firms spend lesser proportion of their profits on CSR activities when they: (1) meet historical aspiration level but fail to meet social aspiration level, and (2) meet social aspiration level but fail to meet historical aspiration level.

Session Type: **Paper Session**
Program Session: **1153** | Submission: **20156** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Organizational Identity and Identification in Organizational Life

Session Moderator: **Isabelle Amann**, *FIF@Zeppelin U.*

OMT: **Identity Splinting as Core Mechanism for Organizational Identity Construction in Radical Transitions**

Author: **Isabelle Amann**, *FIF@Zeppelin U.*

We advance the emerging discussion of organizational identity construction in radical change contexts by observing Pratt and colleagues' micro-level identity work mechanisms at the organizational level. Using a qualitative, cross-case study of seven cases in a context where an entire organization ceases to exist, while the core members of the old organization jointly establish an entirely new organization in a new industry, we show that the organizational identity construction process begins with the mechanism of "identity splinting". While we used a multi-faceted view of pre-existing organizational identity, focusing on domain identity and role identity simultaneously, we extend the literature in demonstrating that members prioritize pre-existing identities differently resulting in different types of identity splinting activity. Depending on whether the dominant facet of the pre-existing identity can be partially easily adopted to the new industry or not, organizational members are able to use the pre-existing identity directly as a splint or need to engage in a process of abstraction first in order to discover a usable splint. In addition, our findings offer new insights into temporal aspects of a "splinting-patching-enriching pattern" and extend the literature by arguing that the initial type of identity splinting can lead to relatively stable or temporary identities that are extended by patching or refined by enriching.

OMT: **Organizational Identity Work for Optimal Distinction**

Author: **Lærke Højgaard Christiansen**, *Technical U. of Denmark (DTU)*
Author: **Eva Boxenbaum**, *Copenhagen Business School*

Organizations pursue optimal distinctiveness to satisfy divergent expectations of different audiences and to demarcate their distinctiveness relative to other organizations in the same industry. In pursuit of optimal distinctiveness, they engage in organizational identity work, that is, deliberate efforts to form, repair and strengthen their distinctiveness. In this paper, we investigate how organizational actors develop identity claims aimed at achieving optimal distinctiveness. We collected real time data in the form of observations, interviews and archival material from the Carlsberg Group, a global beer producer, at the time when they engaged in organizational identity work to face the issue of 'alcohol-related harm'. The findings consist in three related processes of organizational identity work, which organizational actors engaged in internally to gain optimal distinction from other beer producers: (1) authenticating key identity resources; (2) aligning them with the issue and established practices; and (3) enrolling organizational actors with ties to different audience groups. We also identified the externally oriented process of (4) communicating externally their new identity claims to different audiences. Based on our findings, we offer a process model of organizational identity work that outlines how organizational actors develop new organizational identity claims for optimal distinctiveness. Our research theoretically connects the literatures of organizational identity work and optimal distinctiveness.

OMT: **Dream Big: A New Actor's Organizational Identity Work in an Established Field**

Author: **Chenjian Zhang**, *U. of Bath*
Author: **Juelin Yin**, *Sun Yat-Sen U.*
Author: **Tao Wang**, *Kyoto U.*

A new actor's entry into an established field and implementation of its project could bring changes to the field. However, a critical challenge for the new entrant is to navigate the existing configurations of existing actors and established power structures and relationships. Building on the literature on identity work, our study examines how a new entrant navigates an entrenched power structure to conduct organizational identity work to facilitate change in an established field. We conducted an in-depth case study of the Adream Foundation, a public foundation established to provide competency-based education and promote educational equity in China. Our study theorizes the process that new actors engage in organizational identity work and manage underlying power relationships to facilitate positive changes in the established field. This process includes projecting a professional supplementer image, fostering identification from local stakeholders, and escalating identification with the polity. We contribute to the literature by illuminating the relationship between organizational identity work and power relationship. In doing so, we provide important implications for understanding how a new actor could address societal grand challenges to facilitate change in authoritarian context.

OMT: **Identification as a Dialogic Process: The Construction of Significant Others in Organizational Life**

Author: **Krystal Laryea**, *Stanford U.*

Both longstanding and recent scholarship on identification highlights the fact that identification is a dynamic, ongoing process given the ambivalence that is inherent to most identity-shaping relationships. However, we still know little about why member identification waxes and wanes over time and through day-to-day organizational interactions. I argue that identification is a dialogic process that involves co-constructing the "significant others" of groups and their members. Drawing on two ethnographic cases, I develop a processual model of how identification depends on resonance with conversational threads between groups and their significant others and changes in the face of dissonance regarding focal groups or significant others. This model contributes to theorizing on identification as a relational process and ambivalence as a fundamental quality of organizational attachments in contemporary times.

OMT: **It's All Relative: Towards a Relational Perspective on Identity Leadership**

Author: **Anna Zentgraf**, *Leibniz U. Hannover*

The world we work in is rapidly evolving, and so is our understanding of what leadership is. Although it is commonly suggested that we need fewer leaders these days, it is leadership that can provide us with an anchor and social glue in times of uncertainty and instability. In this paper, we take a relational perspective and assess the conditions under which different relationships can lead to relational identification with leaders in the new world of work and the extent to which this can provide a sense of organizational identity for organizations. Drawing on arguments from the literature on social identity, identity leadership, and leader-member exchange (LMX), we show how dyadic influences interact to enhance or diminish the potential influence of leadership on identity processes that emerge from relational identification. We examine the dimensions that affect how the relative relational qualities in individual dyads of leaders and team members determine different degrees of relational identification with leaders and thus their influence on social and organizational identity processes, particularly with respect to new work environments. In this way, we provide a relational, less hierarchical and leader-centric perspective on the identity leadership approach, contributing to a more comprehensive understanding of how social interactions and relationships influence and help shape understandings of social and organizational identity.

Session Type: Showcase Symposium
Program Session: **1154** | Submission: **12303** | Sponsor(s): **(OMT, OB, MOC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

The Worker Perspective on AI Across Occupational, Organizational, and Geographic Boundaries

Organizer: **Elisabeth Yang**, *Yale School of Management*
Organizer: **Julia DiBenigno**, *Yale School of Management*
Organizer: **Batia Mishan Wiesenfeld**, *New York U.*
Discussant: **Katherine C. Kellogg**, *MIT*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Participant: **Nicholas Occhiuto**, *EMLYON Business School*
Participant: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Participant: **Marjolaine Monique Rostain**, *Warwick Business School*
Presenter: **Hila Lifshitz-Assaf**, *Warwick Business School*
Presenter: **Matt Beane**, *U. of California, Santa Barbara*
Participant: **Dan Sholler**, *U. of California, Santa Barbara*
Participant: **Erik Brynjolfsson**, *Stanford U.*

This symposium aims to explore how advanced technologies using artificial intelligence (AI) are experienced and utilized by frontline workers across a range of organizational contexts, occupational groups, and geographical locations. Specifically, we examine how gig workers, blue collar workers, and professional workers in the U.S., Europe, and the Global South respond to and shape the deployment of AI technologies impacting their daily work experience in the fields of ride-hailing, factory work, nursing, and medicine, respectively. With our combined focus on understanding the workers' experience of AI technologies, we shed light on the practices in which these workers engage and the tensions they face, and examine the downstream effect of AI use on their agency, skills, knowledge, and other important individual and organizational outcomes. Using new field and ethnographic research conducted in a range of different organizational, occupational, and geographic contexts, this symposium will: 1) elaborate a set of practices which explicate how workers from across organizational contexts, occupations, and geographies utilize AI technologies in their work, and 2) demonstrate how these practices shape important outcomes for organizations and individuals. Together, the introductory remarks to the symposium, the empirical papers, the discussion of these papers, and the question and answer session are designed to develop new theoretical insights by elaborating the commonalities and differences in how AI usage at work unfolds across occupations and contexts.

Granting Algorithmic Grace: How Professionals Persist in AI Use Despite Its Frequent Mistakes

Author: **Elisabeth Yang**, *Yale School of Management*
Author: **Julia DiBenigno**, *Yale School of Management*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

The Platform is Not Neutral: A Multi-National Comparative Ethnography

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Author: **Nicholas Occhiuto**, *EMLYON Business School*
Author: **Bobbi Thomason**, *Pepperdine Graziadio Business School*

Developing or Undermining Expertise in the Shadow of AI?

Author: **Marjolaine Monique Rostain**, *Warwick Business School*
Author: **Hila Lifshitz-Assaf**, *Warwick Business School*

Inclusive Automation Development: Enriching Entry-Level Jobs while Building Automation through a Clo

Author: **Matt Beane**, *U. of California, Santa Barbara*
Author: **Erik Brynjolfsson**, *Stanford U.*
Author: **Dan Sholler**, *U. of California, Santa Barbara*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1155** | Submission: **11355** | Sponsor(s): **(OMT, PNP, ENT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Institutional Entrepreneurship in the Public Sector

Organizer: **Chelsea Lei**, *Boston College*
Discussant: **Mary Ann Glynn**, *Research Associate, Harvard U. Sociology*
Panelist: **Thomas D'Aunno**, *New York U.*
Panelist: **Richard DeJordy**, *Rochester Institute of Technology*
Panelist: **Elliot Stoller**, -

Organizations in the public sector were historically prominent in management and organization studies. Yet, our field has largely moved away from studying organizations in the public sector, due in part to the institutional embeddedness of most management and organization scholars in business schools. The aspiration of this panel symposium is to bring our field back to its roots and, from that vantage, explore avenues for conducting important, interesting, and generative management research going forward. To accomplish this goal, we bring together perspectives from institutional theory, culture, public management, and entrepreneurship to engage in a conversation around the central question: How do public-sector organizations and institutions change through institutional entrepreneurship?

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1156** | Submission: **10674** | Sponsor(s): **(OMT, STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

Organizational Learning, Innovation, and Growth in an Uncertain World: The Role of Serendipity

Organizer: **Christian Busch**, *USC Marshall School of Business*
Panelist: **Kathleen Eisenhardt**, *Stanford U.*
Panelist: **Amy C. Edmondson**, *Harvard U.*
Panelist: **Henry Mintzberg**, *McGill U. - Desautels Faculty of Management*
Panelist: **Rita Gunther McGrath**, *Columbia U.*
Panelist: **Daniel Levinthal**, *U. of Pennsylvania*
Panelist: **Shahzad Ansari**, *U. of Cambridge*
Panelist: **Ranjay Gulati**, *Harvard U.*
Panelist: **Eric Arthur Von Hippel**, -
Panelist: **Saras Sarasvathy**, *U. of Virginia*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Karim R. Lakhani**, *Harvard U.*

This symposium will focus on the role of serendipity in the management and strategy context. Leading management scholars will discuss serendipity (and related concepts) from the perspectives of organizational learning, strategy, and innovation. The focus of the short "panel sparks" is to highlight current state-of-the-art research and relevant future research opportunities. We will conclude the symposium with reflections by an eminent management scholar (Henry Mintzberg), who will "connect the dots" between the emerging themes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1157** | Submission: **13037** | Sponsor(s): **(OMT, STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Connections and Opportunities for Integration Between Carnegie Perspective and Institutional Logics

Organizer: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Organizer: **Michael Lounsbury**, *U. of Alberta*
Panelist: **Patricia H. Thornton**, *Texas A&M U. and HEC, Paris*
Panelist: **Henrich Greve**, *INSEAD*
Panelist: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*
Panelist: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Moderator: **Michael Lounsbury**, *U. of Alberta*

Although the Carnegie perspective on organizations helped lay the theoretical foundation of the growing and influential literature on institutional logics, the dialogue between researchers contributing to these two important lines of organizational research remains limited. This is unfortunate because these bodies of work are among the most vibrant in contemporary organizational research and stand to benefit from closer integration. For example, research on logics could take a more micro-to-macro approach to the study of institutional pluralism by drawing on a view of the organization that gives greater centrality to mechanisms underlying the decision-making process. On the other hand, Carnegie research that seeks to explain outcomes such change and search and views goals as a key concept guiding interpretation and action could draw on research on logics to advance understanding of the external processes that influence the selection of goals. Although small steps have been taken in these directions, this symposium aims to create additional opportunities for integration by strengthening dialogue among key contributors to these two influential lines of work.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1158** | Submission: **12893** | Sponsor(s): **(OMT, STR, RM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

How to Identify and Test Causal Mechanisms of the Decision-Making Process in Corporate Governance

Organizer: **Ilaria Orlandi**, *Copenhagen Business School*
Organizer: **Radina R. Blagoeva**, *U. of Georgia*
Panelist: **Donald D Bergh**, *U. of Denver*
Panelist: **Amanda Cowen**, *U. of Virginia*
Panelist: **Ryan Adam Krause**, *Texas Christian U.*
Panelist: **Kang Bok Lee**, -
Panelist: **Ithai Stern**, *INSEAD*

The purpose of this panel symposium is to engage scholars interested in causal mechanisms and methodological rigor via gathering a group of expert panelists to foster links, experiences, and best practices. The panelists are: Donald D. Bergh, Amanda Cowen, Ryan A. Krause, Kang-Bok Lee, and Ithai Stern. In a moderated and interactive discussion, the panelists will elaborate on: (1) how to navigate matching the methodology with the mechanisms they theorize about; (2) which steps to follow when designing a study (having in mind the review process); and (3) what the major opportunities and challenges of using a specific method in the corporate governance field are.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1159** | Submission: **20930** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Sustainability Innovation: Foundations to Performance

Session Moderator: **Daniela Ortiz**, *FHWien der WKW U. of Applied Sciences for Management and Communication*

ONE: **Micro-foundations of a Collaborative Sustainability-oriented Innovation Capability**

Author: **Daniela Ortiz**, *FHWien der WKW U. of Applied Sciences for Management and Communication*
Author: **Martine Andraos**, *FHWien der WKW U. of Applied Sciences for Management and Communication*
Author: **Katharina Salomon**, *FHWien der WKW U. of Applied Sciences for Management and Communication*

In their quest to advance the sustainability agenda, some firms pursue the development of sustainability-oriented innovations (SOI) in collaboration with both internal and external stakeholders. To be able to develop SOI, these firms must build up a specific collaborative SOI capability. The goal of our study is to understand, from a micro-foundational perspective, how this capability emerges. Based on a process-oriented multiple-case study analysis of two SOI projects in two large incumbent companies in the European manufacturing sector, we present a grounded model of how a collaborative SOI capability emerges. We identified four main interdependent micro-foundations: (1) interactions that trigger innovation projects, i.e., dialogues with downstream members of the supply chain and multi-stakeholder dialogues; (2) individuals' behavior and cognition, i.e., their mental models, behavior, and human and social capital; (3) interactions that lead to the alignment of resources, i.e., inter-firm dialogues that focus on joint innovation and collaboration, and intra-firm dialogues that integrate sustainability across the firm; and (4) structure, i.e. strategy and goal setting, resource allocation, and support of top management.

ONE: **Innovation Performance of Incumbent Automotive Firms in Climate Change Mitigation** ☯ ✈ 💻

Author: **Arijit Paul**, *U. of Graz*
Author: **Jyoti Prajapati**, -
Author: **Jonas W. B. Lang**, *U. of Exeter*
Author: **Rupert J. Baumgartner**, *U. of Graz*

A complete transition to zero tailpipe emissions vehicles (ZEV) can significantly contribute towards achieving net zero CO2 emissions by 2050, which is essential for keeping the hope of avoiding a dangerous climate change alive. This transition is an enormous task considering the current negligible share of ZEVs in the entire fleet of on-road vehicles. To understand the potential for a zero-emissions transportation future for incumbent automotive original equipment manufacturers (OEM), we investigate their innovation performance in the successful commercialization of their ZEVs. We hypothesize that open innovation will be beneficial for commercializing product-level ZEV inventions. We also hypothesize that complex reconfiguration requirements of the existing innovation ecosystem will hinder ZEV commercialization efforts through inventions in specialized complementary assets for ZEVs. We test our hypotheses using a panel of data of 23 years for listed automotive OEMs in Asia, Europe, and the USA, and the results broadly support our hypotheses.

ONE: **A Configurational Analysis of Inventor Teams Creating Radical Clean Energy Innovations**

Author: **Niklas Christoffer Hagenow**, *Technische U. München, TUM School of Management*
Author: **Siddharth Vedula**, *TUM School of Management, Technische U. München*
Author: **Claudia Doblinger**, *Technical U. of Munich*

Clean energy technologies play a crucial role in the reduction of greenhouse gas emissions and thus the mitigation of climate change. Boundary-shifting advancements through radical innovations in clean energy technologies are urgently needed to meet global emission reduction goals. With growing technological complexity, technological innovations are increasingly the result of collaborations among multiple inventors. However, while past research has examined various individual antecedents of team-based innovation with ambiguous results, the complex and context-contingent interplay of team-level factors is unclear. In this study, based on the concept of innovation as a recombination and integration of diverse inputs, we compile a set of central team-level antecedents by reviewing the literature on innovation, organizational, and scientific teams. We perform multiple fuzzy-set qualitative comparative analyses (fsQCA) for different clean energy domains to explore patterns and domain-specific idiosyncrasies in configurations of inventor teams associate with radical innovations. Our findings highlight the causal complexity behind favorable team compositions and emphasize the need for more elaborate theory explaining why certain team compositions lead to more radical innovation outcomes in one technological domain, and to less radical outcomes in others.

ONE: **Innovative Services For Zero-Deforestation Supply Chains: A Performance Management Approach**

Author: **Anthony Alexander**, *U. of Sussex Business School*
Author: **Helen Walker**, *Cardiff U.*
Author: **Maneesh Kumar**, *Cardiff U.*
Author: **Jon Gosling**, *Cardiff Business School, Cardiff U.*

Unsustainable levels of tropical deforestation driven by expanding export markets for timber and food commodities such as soy, palm and coffee, have prompted various novel initiatives to monitor these international supply chains. Firms importing to the USA, EU, UK, Japan and elsewhere, face new due diligence regulations regarding 'forest risk commodities'. New services seek to meet this need, including from law firms, satellite imaging specialists, NGOs, and management consultancies. This paper details a participatory case study into the creation of such a service where we observed a consortium of technical experts, supply chain actors and associated stakeholders developing a novel supply chain transparency data platform measuring deforestation risk for food sector clients. A complex food supply chain for blended soy is contrasted with a simple and transparent food supply chain for a single origin coffee producer with direct links with farmers. The theoretical framing of performance measurement and management (PMM) and decision theory conceptualises challenges of structured (simple) and unstructured (complex) contexts in food sector supply chains. The findings are relevant to wider sustainability topics, such as the Sustainable Development Goals, and other policies with similar characteristics affecting business operations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1160** | Submission: **19895** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

ONE Plenary: The Biophysical Turn in our Research: Opportunities and Challenges

Program Chair: **Nardia Haigh**, *U. of Massachusetts*
Organizer: **Lucrezia Nava**, *Bayes Business School (formerly Cass), City, U. of London*
Organizer: **Nicholas Poggioli**, *Appalachian State U.*
Organizer: **Franz Wohlgezogen**, *Faculty of Business and Economics, U. of Melbourne*

Complex interrelationships between social, economic and biophysical systems cause ecological challenges like climate change and biodiversity loss. Management research tends to focus on social, economic and financial data and pay less attention to biophysical data. Come to this year's plenary to learn how we can advance the use of biophysical data in management research.

Session Type: **Paper Session**
Program Session: **1161** | Submission: **20501** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Supply Chain Sustainability

Session Moderator: **Celile Itir Gogus**, *Bilkent U.*

OSCM: **What Drives Sustainable Operations Decisions? The Role of Goal Setting and Sustainability Logic**

Author: **Ayse Kocabiyikoglu**, *Sabanci U.*
Author: **Celile Itir Gogus**, *Bilkent U.*
Author: **Ozan Duygulu**, *Sabanci U.*
Author: **Kemal Berkay Tuzun**, *Sabanci U.*

The tensions among the three building blocks of sustainability, that is, the environmental, economic, and social dimensions, have been widely recognized in both theory and practice and affect sustainability related decision making processes in organizations. We investigate the impact of two organizational level contextual factors, goal setting and organizational sustainability logic, on operations decisions and firm sustainability performance amid such tensions, using a multi-method research design, comprised of semi-structured interviews and vignette-based experiments. We find a significant effect for goal setting; in decision making situations that have conflicting environmental and economic outcomes for the firm, providing operations managers with goals explicitly related to environmental performance, alongside the traditional financial objective, leads to better environmental outcomes. Organizational sustainability logic, on the other hand, is not observed to be as effective as goal setting in improving sustainability performance; operations managers in organizational contexts with a sustainability logic that does not prioritize the economic dimension over the environmental do not favor decision choices with better environmental outcomes compared to those in contexts with a logic that emphasizes only economic gains. Collectively, our results highlight the importance of the configuration of organizational level contextual factors to influence sustainability related operations decisions.

OSCM: **The Role of Public and Buyer-driven Governance for Supplier Sustainability Capability Development**

Author: **Chengyong Xiao**, *U. of Groningen*
Author: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*
Author: **Mark Pagell**, *U. College Dublin*
Author: **Taco Van Der Vaart**, *Groningen U. (RuG)*

Growing evidences show that governmental and regulatory agencies in emerging countries play an increasingly active role in enforcing labor and environmental protection laws. Against this backdrop, we conducted a longitudinal case study of nine Chinese suppliers of COSMOS in the consumer electronics industry, to explore how growing public governance interacts with buyer-driven governance in shaping supplier sustainability capability development in emerging countries. We did two rounds of data collection in 2014 and 2019, during which we conducted more than 100 semi-structured interviews and also collected extensive secondary materials including third-party audit reports. We identified four different mechanisms through which public governance and buyer-driven governance jointly influence the supplier's willingness and ability to transition from first-order to second-order sustainability learning. These four mechanisms are of substantially different nature, ranging from complementary, synergistic reinforcing, substitutive, to even overshadowing. As such, our findings provide a nuanced picture on the interactions between public governance and buyer-driven governance for supplier sustainability development in emerging countries. Moreover, our findings provide in-depth insights into the trajectories through which suppliers can improve sustainability performance in institutional environments characterized by different configurations of public and buyer-driven governance.

OSCM: **Responsible Service Processes: A Triadic View**

Author: **Kai Storm**, *Copenhagen Business School*

Abstract Purpose – A central concern for service triads is coordination and control, which has so far emphasized outcome-based approaches, in particular on behalf of service buyers. Such outcomes, however, can be very difficult to judge, not at least because they require varied input along tripartite relationships. We therefore argue that the processes with which such outcomes are inherently intertwined merit greater attention. Such processes, however, largely eschew external control. We therefore re-consider coordination and control in service triads by using the notion of responsibility in order to interrogate suppliers' practices. The purpose of this paper is then to investigate how services are delivered responsibly in triadic relationships, where providers must liaise with and satisfy differing demands from buyers and receivers. Design/methodology/approach – An in-depth, single case study approach is adopted to investigate responsible service processes in triads within the executive search industry. Executive search firms are hired by client organizations in order to find, qualify and help recruit candidates into high-level corporate positions, such as CEOs and board members. Data collection includes a total of 33 interviews with members of search firms, client organizations as well as candidates as well as observations and notes from industry meetings, networking events and publicly accessible material. Findings – Findings show a different way to conceptualize and investigate coordination and control in service triads. Attending to service providers' responsibility means uncovering in what way they express care and manage responses of those they interact with. We identify and classify a number of responsible practices and show how they aim both at achieving outcomes and influencing processes. Furthermore, findings highlight how these practices differ depending on the specific relationship within the triad as well as in terms of what time horizon is being considered. Altogether, this shows a different, more relational way to exercise coordination and control in service triads. Relevance/contribution – This study contributes to the literature on service triads by reconceptualizing issues around coordination and control in terms of responsibility. So doing highlights service suppliers' responsible practices in terms of their care and management of buyer's and receiver's responses, which is expressed both in service outcomes and processes.

OSCM: **Supply Chain Sustainability and Resilience Under Uncertainty: Paradoxes and Responses**

Author: **Piotr Warmbier**, *U. of Bremen, Germany*
Author: **Aseem Kinra**, *Copenhagen Business School*
Author: **Dmitry Ivanov**, *Berlin School of Economics and Law*

Under conditions of uncertainty, operations and supply chain management decision-makers face the problem of balancing economic vs. social-ecological performance of the supply chain. The aim of this study is to explore how competing demands for supply chain sustainability and resilience can be accommodated by investigating the underlying paradoxes, responses and examining required congruent supply chain capabilities. To this end, we conducted a Delphi study within the automotive industry from the perspective of the Covid 19 pandemic, including a systematic review of supply chain sustainability and resilience literature. The study identified several paradoxical tensions, such as operational versus dynamic capabilities, change versus stability and economic vs. social-ecological goals, with different underlying reasons and which can become even more evident under uncertain conditions. The context in which an organisation operates, e.g. in global supply chains, can influence the paradoxes which can occur on intra and inter-organisational level. Following the synthesis approach by considering new perspectives on social-ecological supply chain systems, we also found that dynamic capabilities can facilitate the resolution of these paradoxes. This study contributes to sustainable supply chain performance research by providing a deeper understanding of sustainability vs. resilience paradoxes in uncertain situations. Our model shows how cyclical responses to paradoxical tensions enable sustainable performance of global supply chains that ensures success in the future.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1162** | Submission: **20907** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Gender and Advocacy

Session Moderator: **Jo Crotty**, *Edge Hill U.*

PNP: **"What's in a Label?": Feminism and Women's Rights Activism in Ukraine**

Author: **Jo Crotty**, *Edge Hill U.*
Author: **Sergej Ljubownikow**, *U. of Sheffield*
Author: **Svitlana Krasynska**, *U. of San Diego*

Why would an NGO adopt a label that is viewed as contentious or contraversal in their operating environment – and does this matter? In this paper we operationalise theory around social movements and 'categorization' to examine the labels adopted by groups in the Ukrainian women's movement; and the impact on activity therein. We find that while groups do adopt differing labels, this appeared to have limited impact on their activity. Regardless of categorisiation, all engaged in similar activity – with similar effect. However the need to navigate institutional and cultural 'hostility' to feminist concepts meant that those with an overt feminist label compromised their rhetoric to engage women directly. As such groups made an impact at the practical/governance level but less so at the societal/cultural regards changing perceptions of gender equality and/or feminism as a concept. Thus labels do matter for wider cultural change – but less so with regards to constituency engagement.

PNP: **Navigating the Incongruity: The Benefits of Communal and Participative Leadership for Women Mayors**

Author: **Paulo Arvate**, *FGV-EAESP*
Author: **Sandro Cabral**, *Insper Institute of Education and Research*
Author: **Trang Hoang**, *U. of Nebraska, Omaha*
Author: **Meghna Sabharwal**, *U. of Texas at Dallas*

While the existing literature recognizes that the incongruity between expected social roles and expected leadership styles poses several challenges to women in leadership positions, little is known about the relationship between women leadership in elected roles, communal and participative leadership styles, and public service performance. By using municipality-level data in Brazilian close elections and employing a Regression Discontinuity (RD) design, this study provides causal evidence that women in elected roles implement, communal and participative leadership styles and obtain superior performance when compared to men in elected roles. Specifically, women mayors reduce lethal violence by creating and maintaining municipal community-oriented police forces along with participative councils and socially oriented infrastructure. This study shows that communal and participative leadership styles bode well for women in elected roles

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PNP: **Preference for Group-based Social Hierarchy and the Exclusion of Women in Policing**

Author: **Jill Davis**, *Ohio State U.*
Author: **Shahidul Hassan**, *Ohio State U.*

Research captures the persistent, vast underrepresentation of women in law enforcement and the finding that male officers consistently report low acceptance of women among their ranks. We examine potential sources of the reluctance to accept women as equals in law enforcement. Specifically, guided by social dominance theory and employing two-waive survey data collected from all officers working in a state law enforcement organization, we examine the role of social dominance orientation (SDO) and officer diversity values on their assessment of women's suitability for law enforcement. Aligned with extant research, we find that male officers report lower acceptance of women in law enforcement. We also find that officers with a higher SDO compared to lower SDO provide more negative assessments, and this relationship is partially mediated by officers' diversity values. We conclude that officers who prefer to protect existing social power dynamics are more likely to resist organizational diversity efforts, causing more negative beliefs about women's suitability for law enforcement. Keywords: Gender equity, diversity value, social dominance orientation, law enforcement.

PNP: **Is Bias with "Justifications" Acceptable? Citizens' Perceptions of Gendered Recruitment in Government**

Author: **Yao WANG**, *City U. of Hong Kong*
Author: **Ning Liu**, *City U. of Hong Kong*
Author: **Richard Mark Walker**, *City U. of Hong Kong*

Gender bias in recruitment continues to be a concern in many work settings, including the public sector. This study explores the perceptions of citizens on gender-targeted government recruitment, with a particular focus on the effect of justifying gender preferences in job advertisements. Findings from a preregistered online survey experiment suggest a negative impact of gender bias on citizens' perceptions of fairness and reasonableness on government recruitment, while additional justifications explaining the expected occupational expertise for the hiring position make gender bias appear more acceptable. Mediation analysis and qualitative interviews further pointed out the complex nature of citizens' attitudes.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1163** | Submission: **20906** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

The Impacts of Hybridization

Session Moderator: **Sanjib Sherpa**, *U. of Central Lancashire*

PNP: **Impact of the Increasing Adoption of a Commercial Approach on Microfinance Institutions (MFIs)**

Author: **Sanjib Sherpa**, *U. of Central Lancashire*
Author: **Tolu Olarewaju**, *Keele Business School, Keele U., U.K*
Author: **Inya Egbe**, *U. of Birmingham, UK*

The purpose of this study is to examine the impact on the performance of Microfinance Institutions (MFIs) by their increasing adoption of a commercial approach. The generalised method of moments (GMM) has been applied to analyse data from 2,102 MFIs in 114 countries. The results show that adopting the commercial approach has no significant association with the financial performance of MFIs but has a significant positive association with the breadth and depth of MFIs' outreach. However, the positive association with the depth of outreach represents a negative impact in the context of microfinance, as it indicates that the adoption of commercial approach by MFIs leads to providing larger loans, which is an indication of mission drift.

PNP: **Hybridization Capabilities: Explaining Hybridization Differences within Nonprofit Organizations**

Author: **Anja Belte**, *Leibniz U. Hannover*

Hybridiziation can increase the capacity of NPOs to act in dynamic and complex task environments. However, the nonprofit and hybrid literature emphasize tensions of hybridization that emerge from hybridization differences concerning the combination of institutional logics within the organization. In this regard, previous research has focused primarily on the relationship between different logic combinations and the emergence of tensions paying little attention to influences on the logic combination itself. Studying three units within a German nonprofit organization that undergoes hybridization this study addresses this gap. Adopting a dynamic capabilities perspective, this study contributes to theory building in the field of nonprofit hybridization in developing a capabilities based framework. Specifically, the findings suggest that how profit and social welfare logics are combined is influenced by hybridization capabilities, referred as the capabilities to explore, to assess and to align new forms of logic combination. The findings show that due to differences in the manifestation of these hybridization capabilities in the embedded units, differences occurred in the way logics were combined explaining intraorganizational hybridization differences. The insights gained from this study thus extend our understanding about the complexity of logic combination and provide approaches for further theory development on nonprofit hybridization.

PNP: **Does Trade Dependency Lead Social Enterprises to Achieve Better Performance?**

Author: **Charan Bhattarai**, *U. of Essex*
Author: **Misagh Tasavori**, *U. of Essex*
Author: **Min Bhandari**, *Teeside U.*

The effects of current socio-economic and political challenges pursuing a social mission while relying on trade dependency strategy (i.e., depending more on market-based income than non-market-based income) have created tensions for social enterprises about which they should choose between trade vs. grant dependency strategy to achieve the dual objectives. Building on a sample of 164 UK social enterprises, this study demonstrates that relative to grant dependency, trade dependency has a more substantial positive effect, direct and indirect through learning orientation, on social performance, and only indirect through learning orientation on economic performance. However, this study also shows that as social enterprises strengthen the market share growth strategy relative to grant dependency, trade dependency has a stronger positive effect on economic performance but, surprisingly, no significant impact on social performance. These findings contribute to our understanding of the role of trade dependency in the context of social enterprises and provide guidance to social enterprise managers on whether they should focus on creating a learning environment in their enterprises, and growing market share while depending more on income obtained from the trade of goods and services than from grant, donations, and funding.

PNP: **Do Social Enterprises Fulfil their Social Promise? Quality of Social Care CICs and Other Legal Forms**

Author: **Janelle Kerlin**, *Georgia State U.*
Author: **Meng Ye**, *Georgia State U.*
Author: **Kelly Hall**, *The U. of Birmingham*

This study seeks to address a foundational question around the operation of social enterprises, namely, does the redirection of profit towards social goals result in expected social outcomes even though profit motives may still be at play? The social enterprise literature has danced around this question in its discussion on the tension between mission and market goals, concerns about mission drift, and whether nonprofits and government entities are better at meeting social goals than social enterprises. However, with little, large dataset empirical analysis directed at this issue, researchers, policymakers, and practitioners have had difficulty understanding the broad social implications of blending mission and market casting a shadow on the validity of social enterprise. To address this question, we use ordered logit regression analysis to compare service quality data from Community Interest Companies (CICs), charities, for- profits, and government- and independently-run organizations operating in the social care sector in England. We find that social care CICs consistently outperformed for-profits and independently-run organizations on all social care quality measures and did as well as or better than nonprofits and government-run social care organizations across the same measures.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1164** | Submission: **20085** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 2**

Conversations With The Editors: AMLE

Presenter: **Dirk Lindebaum**, *Grenoble Ecole de Management*

Meet the editor of AMLE and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1165** | Submission: **20070** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

AMD Shark Tank PDW

Presenter: **C. Chet Miller**, *U. of Houston*
Panelist: **Jean M. Bartunek**, *Boston College*
Panelist: **John R. Hollenbeck**, *Michigan State U.*
Panelist: **Gerardo Okhuysen**, *U. of California, Irvine*
Panelist: **Denise M. Rousseau**, *Carnegie Mellon U.*
Panelist: **Christopher L. Tucci**, *Imperial College Business School*
Panelist: **Sim B. Sitkin**, *Duke U.*

Participate in the highly regarded "AMD Shark Tank." Like the reality TV show, scholars will "pitch" their paper ideas to a panel of leading management scholars who will then, along with the audience, be asked to vote for the most promising papers. Candidates will pre-submit extended abstracts of their papers. From this pool, the incoming AMD editor team will select the finalists to serve as contestants. Each contestant will be given 4 to 5 minutes (no more than 3 power point slides) to summarize the study during the live session (i.e., make the pitch). Esteemed panelists will then be given a few minutes to give quick, constructive, and perhaps humorous feedback for each paper. The first part of the event will take about 1 hour. Following this part, AMD editors will provide an additional 30 minutes of feedback to the authors of the two papers scoring the most votes. All are welcome to participate in both parts of the session. Candidates submit your extended abstracts via
https://form.jotform.com/AOMForms/amd-paper-workshop-at-aom
DEADLINE for extended abstracts: July 19

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1166** | Submission: **20232** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

Robustness and Replicability: Limitations and Recommendations

Session Moderator: **Jesper Wulff**, *Aarhus BSS, Aarhus U.*

RM: **How and Why Alpha Should Depend on Sample Size: A Bayesian-frequentist Compromise**

Author: **Jesper Wulff**, *Aarhus BSS, Aarhus U.*
Author: **Luke Taylor**, *Aarhus BSS, Aarhus U.*

The use of fixed alpha levels in statistical testing is prevalent in management research, but can lead to Lindley's paradox in highly powered studies. In this article, we propose a sample size-adjusted alpha level approach that combines the benefits of both frequentist and Bayesian statistics, enabling strict hypothesis testing with known error rates while also quantifying the evidence for a hypothesis. We present an R-package that can be used to set the sample size-adjusted alpha level for generalized linear models, including linear regression, logistic regression, and Poisson regression. This approach can help researchers stop relying on mindless defaults and avoid situations where they reject the null hypothesis when the evidence in the test actually favors the null hypothesis, improving the accuracy and robustness of statistical analysis in management research.

RM: **A Critical Evaluation Of The Impact Threshold Of A Confounding Variable In Management Research**

Author: **Sirio Lonati**, *NEOMA Business School*
Author: **Jesper Wulff**, *Aarhus BSS, Aarhus U.*

The use of sensitivity analyses, such as the Impact Threshold of a Confounding Variable (ITCV), has become increasingly common in management research as a means of assessing the robustness of results to omitted variable bias. A common practice is to benchmark the ITCV against the correlations between control variables and both predictor and outcome variables, with the assumption that these correlations serve as proxies for the effect size of unobservable confounders. However, this practice can be misleading, because benchmarks based either on control variable correlations or on effect sizes reported by other studies may be quantitatively incorrect, leading to erroneous assessments of the robustness of an estimate to omitted variables. In this paper, we thus argue for a more careful and critical interpretation of the ITCV and other recently proposed sensitivity analyses in management research.

RM: **Finding Your Match: A Review and Recommendations for Matched Sample Methodologies**

Author: **Donald D Bergh**, *U. of Denver*
Author: **José Luis Gallegos-Quezada**, *Rotterdam School of Management, Erasmus U.*
Author: **Rowan Moelijker**, *Rotterdam School of Management, Erasmus U.*
Author: **Ying Tang**, *Rotterdam School of Management, Erasmus U.*
Author: **Max Welz**, *Erasmus School of Economics, Rotterdam*

The authors examine the use of matched sampling techniques in strategic management research. They first report a content analysis of 121 empirical studies appearing in the SMJ that reported a matched sample methodology, finding that propensity score and coarsened exact matching were used in 108 of the studies. Further, most of those studies do not report the variables that served as the basis for matching, disclose pre- and post-sample sizes, or recognize the assumptions underlying the techniques, but just over half do provide diagnosis and assessment tests to justify the validity of their matched sample. The authors provide recommendations to strengthen current practices and guide strategists on matching sample methodologies.

RM: **A Confidence Interval-Based Replication Methodology: An Introduction and Illustration**

Author: **Donald D Bergh**, *U. of Denver*
Author: **Ronan Powell**, *U. College Dublin*
Author: **Yang Zhao**, *Michael Smurfit Graduate School of Business, Ireland*

The authors introduce and empirically demonstrate a confidence interval-based replication methodology. This approach extends the current focus on the statistical significance of replication studies to include (1) assessing whether results include the null effect; (2) more precisely estimating effect sizes; (3) reflecting more realistic estimates; (4) evaluating the (in)consistency of findings across studies; and (5) refining outcomes into replication, non-replication, and inconclusive conclusions. A replication of Humphery-Jenner's (2014) 'beneficial' managerial entrenchment hypothesis is used as an illustration. Overall, the confidence interval-based replication methodology provides for more robust testing and an expanded understanding of replicability. Additionally, implications for the managerial entrenchment hypothesis of acquisition performance are provided.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1167** | Submission: **13993** | Sponsor(s): **(RM, CTO)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

What Are We Talking About? Natural Language Processing in Organisations

Participant: **Michael Yeomans**, *Imperial College Business School*
Participant: **Madison Singell**, *Stanford Graduate School of Business*
Participant: **Matthew Rocklage**, *Northeastern U.*
Participant: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*

This symposium is designed to advance research on organizational communication by bringing together leading scholars examining state- of-the-art applications of natural language processing. Language is endemic to almost every aspect of an organization - we talk and write to each other all the time. However, the dominant paradigms for studying social interactions involves indirect measures of communication - for example, by manipulating language in a lab experiment, or by surveying people about their previous interactions. These methods allow researchers to structure their data in advance. But naturally occurring data from communication - the text and speech itself - is unstructured, and presents many common analytical challenges for those who care about the consequences of that communication. The presentations in this symposium demonstrate how that communication can be measured directly. Each presenter considers natural language data from common and difficult conversations throughout an organization. And in each case, natural language processing is used to show that the content of the communication has direct consequences for organizational outcomes. Across different field settings, we show how our analyses can also provide evidence for biases and information gaps that can inform behavioral models of decision-making in an organization.

·Beyond Sentiment: The Value and Measurement of Certainty in Language

Author: **Matthew Rocklage**, *Northeastern U.*
Author: **Sharlene He**, *Concordia U.*
Author: **Derek Rucker**, *Northwestern Kellogg School of Management*
Author: **Loran F. Nordgren**, *Northwestern U.*

·Back to the Future: A "Lab-in-the-Field" Experiment On Mental Time Travel in Startup Teams

Author: **Madison Singell**, *Stanford Graduate School of Business*
Author: **Andrea Freund**, *Stanford Graduate School of Business*
Author: **Hayagreeva Rao**, *Stanford U.*
Author: **Margaret A. Neale**, *Professor emerita Stanford Graduate School of Business*

·Conversational receptiveness is contagious and reduces affective polarization

Author: **Michael Yeomans**, *Imperial College Business School*

·Identifying and predicting the diversity of stereotype change in natural language

Author: **Tessa Charlesworth**, *Northwestern Kellogg School of Management*
Author: **Mark HATZENBUEHLER**, *Harvard U.*
Author: **Mazarin Banaji**, *Harvard U.*

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1168** | Submission: **18276** | Sponsor(s): **(SAP, STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Celebrating the Scholarly Life and Contributions of Steven Floyd

Organizer: **Yoojung Ahn**, *Korea U. Business School*
Organizer: **Emmanuelle Reuter**, *U. of Neuchatel*
Organizer: **Carola Wolf**, *U. of Liverpool*
Panelist: **Julia Balogun**, *U. of Liverpool*
Panelist: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Panelist: **Tomi MM Laamanen**, *U. of St. Gallen*
Panelist: **Richard Whittington**, *U. of Oxford*
Panelist: **William Wooldridge**, *U. of Massachusetts, Amherst*

In October 2022, we unexpectedly lost our dear colleague, mentor, and friend, Steven W. Floyd. This Symposium looks back on his life as an academic. His contributions have proved to be constitutional in developing several management research fields, e.g. around strategy-as-practice, middle managers, strategic initiatives and change, and corporate entrepreneurship among others. In addition, Steve provided generous efforts in the scholarly communities by serving in numerous professional roles within the strategy and wider management community, as editor, and in executive leadership teams of professional communities. This Symposium provides an opportunity and space for members across different (strategy) communities to come together and celebrate the life and work of Steve. It includes a keynote providing an overview of Steve's life and scholarly work, panel presentations discussing (1) Steve's influence on various sub-fields within strategy and management research; (2) Steve's professional service in editorial roles and as bridge-builder between communities; (3) Steve's work as a supervisor and mentor developing academic talent. It will be closed by a Q&A and an informal networking session.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1169** | Submission: **16626** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Leading at the Frontline: What Business Can Learn from How Big City Mayors Engage the Grassroots

Panelist: **Michelle Wu**, *Mayor, City of Boston*
Panelist: **Madeline Rogero**, *City of Knoxville*
Panelist: **Luke Bronin**, *City of Hartford*
Panelist: **Greg Fischer**, *City of Louisville*
Moderator: **Jeffrey Sonnenfeld**, *Yale U.*
Moderator: **Arvind Bhambri**, *U. of Southern California*

Four current and recent mayors from iconic urban cities, namely, Boston, Hartford, Louisville, and Knoxville, discuss how they empowered frontline constituencies to lead change in politicized multi-stakeholder environments with competing claims and power structures. Michelle Wu was the first woman and Asian American to be elected Mayor of Boston. Since taking office in 2022, she has worked with diverse constituencies and stakeholders to address significant disparities in housing needs, replacing segregated living patterns with integrated and balanced living patterns, transforming racially and ethnically concentrated areas of poverty into areas of opportunity. Madeline Rogero was the first woman to be elected Mayor of Knoxville and served two terms from 2011-2019 dedicating her efforts to promote the local economy, build a thriving downtown, and a greener Knoxville. She also served on a task force to advise President Obama on climate preparedness and resilience building. Luke Bronin, currently in his second term as Mayor of Hartford, led the city through the biggest fiscal crisis in the city's history. Mayor Bronin worked to position Hartford as a center of innovation and establish Hartford a leader in environmental stewardship. One of his earliest initiatives was the Youth Service Corps launched to address the city's youth unemployment crisis. Greg Fischer has just completed his third 4-year term as Mayor of Louisville. In his tenure, Louisville experienced an economic renaissance, adding 83,000 jobs and 3,000 new businesses, with unprecedented investments in affordable housing. Louisville was named an International Model City of Compassion four times. Mayor Fischer was elected by the mayors of America to be president of the U.S. Conference of Mayors in 2020 and named as the most innovative mayor in America by Politico in 2016. These four proven public leaders will share personal reflections on what it means to be a courageous strategic leader when every action is subject to public scrutiny and even good deeds have staunch critics.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1170** | Submission: **20965** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Social and Environmental Disclosure and Reporting

Session Moderator: **Christian Hüning**, *Goethe U.*

SIM: **How Do Soft Law Mechanisms and Threats to Organizational Legitimacy Affect Companies' Tax Strategies**

Author: **Christian Hüning**, *Goethe U.*
Author: **Eva Maria Katharina Koscher**, *Goethe U.*

Purpose – This paper addresses the question of how CSR soft law mechanisms and Big 4 audit company or NGO monitoring affect companies' tax strategies. We argue from a neo-institutional perspective that CSR soft law mechanisms like CSR reporting standards and stock index requirements reduce companies' absolute tax avoidance. Furthermore, the monitoring of a Big 4 audit company or a NGO has a moderating effect on the relationship. Design/methodology/approach – We test three hypotheses with linear panel-regressions and conduct different causality analyses. Therefore, we use a dataset derived from the eight largest European economies for the timespan from 2010 to 2020. Our total dataset consists of 3,619 firm-year observations. Findings – The findings indicate that soft law mechanisms like the GRI G4 reporting standards and the requirements of the Dow Jones Sustainability Indices reduce companies' absolute tax avoidance. Furthermore, being monitored by a Big 4 audit company has a moderating effect. In contrast to that, NGO auditors have no clear effect. Originality/value – First, this study provides insights on the effects of soft law mechanisms on companies' CSR and tax strategies. Second, it does so from an interdisciplinary perspective. Third, the paper sheds light into the question of how companies implement new institutional rules. Fourth, we provide a potential explanation for the decline of absolute tax avoidance in recent years.

SIM: **Dancing on a Razor's Edge between Greenwashing and Brownwashing: CED and Innovation in China**

Author: **Jintao Lu**, *Taiyuan U. of Science and Technology*
Author: **Punit Arora**, *City U. of New York*
Author: **Dan Rong**, *Taiyuan U. of Science and Technology*
Author: **Jiaojiao Qu**, *College of Business Administration, Huaqiao U.*
Author: **Yangyang Gao**, *Taiyuan U. of Science and Technology*
Author: **Mengshang Liang**, *Taiyuan U. of Science and Technology*

This study develops a mediator-moderator model to examine the relationship between corporate environmental disclosures (CED) and innovation. Specifically, in the context of China, we integrate behavioral and institutional theories to theorize and test a curvilinear relationship between CED and Innovation such that both greenwashing and Brownwashing are associated with lower innovation than green-highlighting strategies. We further argue that this relationship is mediated by the underperformance duration and moderated by firm visibility and regulatory effectiveness. Using a sample of 3,914 observations for 624 A-share listed firms in China's heavy-pollution industries for a period of 2013 to 2019, with fixed effects and dynamic panel regression modeling, we find robust support for all our predicted hypotheses. Our results showed a significant inverted U-shaped relationship between CED and innovation, which is mediated by the by the underperformance duration and moderated by firm visibility and regulatory effectiveness. We discuss the implication of these findings.

SIM: **SEA as Prefigurative Politics Towards Concrete Utopia: A Baradian Performativity Perspective**

Author: **Othmar Manfred Lehner**, *Hanken School of Economics*

The global sustainability turn has been largely driven by social movements, and while there is some success in influencing consumers and policymakers, less is known regarding their influence on organizations and systemic change. Policymakers have established various frameworks of social and environmental accounting (SEA) to guide this behavioral and systemic change, yet the political theory performativity of SEA remains unclear. This paper proposes to move away from understanding SEA in the traditional light of financial accounting theory with its measurement focus, and concentrate instead on SEA as political theory that drives a future-oriented, systematic performativity towards what Bloch calls 'concrete utopia'. Karen Barad's agential realism (AR) allows for a deeper understanding of SEA as form of prefigurative politics, emphasizing the entanglement of actors in the SEA apparatus and how a deeper, performative meaning can be created through agential cuts and intra-action. Utilizing Bloch's (1986) concept of a 'concrete' utopia, which is realistic, achievable, and emphasizes debate and collaboration between different stakeholders, this paper will discuss four AR perspectives on SEA as a form of prefigurative politics: materialization, evolution of practices, anticipatory governance, and political legitimization.

SIM: **The Quest for Organizational Change: Materiality and Drivers of Performativity in SEA**

Author: **Sarah Beatrice Kapplmüller**, *Johannes Kepler U. Linz*
Author: **Othmar Manfred Lehner**, *Hanken School of Economics*
Author: **Dorothea Greiling**, *Johannes Kepler U. Linz*

A materiality assessment is the process of identifying those environmental, social and governance (ESG) topics that are most relevant for organizations and their stakeholders from an inside-out as well as from an outside-in perspective. The results of a materiality assessment allow organizations to align their sustainability strategy and vision with their management and operations and provide the foundation for actions driving organizational change. Research increasingly realizes that a technical-rational approach in a materiality assessment process in social and environmental accounting (SEA) leads to – at best – varying success regarding its performativity towards a true organizational sustainability transformation. Combining accounting and organization theory on performativity, we examine materiality assessment as process that might moderate existing socio-political boundaries in SEA. Empirically, we make use of a salient, longitudinal single case study in which a materiality assessment process is firmly institutionalized, yet the performativity regarding the environmental versus the social sphere seems to be inconsistent. In our dynamic approach to materiality as 'becoming' rather than 'being' we identify four drivers of performativity: attitude, engagement, accountability and progression. Building upon this analysis, we contribute to the epistemological nature of materiality and a dynamic understanding of boundary conditions for performativity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1171** | Submission: **20943** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Stakeholder Engagement and Dialogue

Session Moderator: **Tiziana Gaito**, *U. of Applied Sciences in Business and Administration, Zurich*

SIM: **Stakeholder Engagement and Risk-Willingness of Private Family Firms**

Author: **Yoo Na Youm**, *Loyola U. Chicago*
Author: **Jennifer Griffin**, *Loyola U. Chicago*
Author: **Andrew Paul Bryant**, *U. of north carolina at wilmington*

Taking a responsible engagement approach to family firms, we extend an instrumental view of familiness outwards towards nonfamily stakeholders to examine a family firm's risk-willingness in operational complexity. In the context of an inherently risk adverse group of private family firms, we find that building and reinforcing connectedness through cooperative engagement with employees, consumers, and communities has risk-willingness payoffs. More specifically, private family firms displaying processes and behaviors of long-term family influence such as sharing of information, which also cooperatively engages with stakeholders, are associated with increased risk-willingness, a necessary condition for ongoing growth. Using an in-depth, proprietary survey of multigenerational, private family firms we find that extending familiness through responsible, cooperative stakeholder engagement to multiple stakeholders positively moderates the risk-willingness of family firms in terms of increased operational complexity. Implications for scholars and family firms exploring cooperative, responsible stakeholder engagement are discussed.

SIM: **Rising from the Darkness: Transforming Intractable Conflicts through Stakeholder Engagement**

Author: **Tiziana Gaito**, *U. of Applied Sciences in Business and Administration, Zurich*

Stakeholder engagement scholars are paying increasing attention to the dark side of stakeholder engagement, where stakeholders tend to destroy rather than create value due to their negative engagement. Thereby, they quickly get trapped in intractable conflicts with stakeholder relationships based on the relational state of (dysfunctional) distrust. The transformation of these value-destroying conflicts is critical for stakeholders to return to value creation—the key purpose of stakeholder engagement. However, how intractable conflicts are transformed has received little attention in the stakeholder engagement literature. Drawing from intractable conflicts and organizational behavior research, I build a theoretical process model that describes the transformation of intractable conflicts along Lewin's change model by allocating different relational states and engagement practices in his three steps. I extend stakeholder engagement theory by adding knowledge about (1) the relational state of distrust, in which constructive engagement is impaired, and suspicion, which is needed for facilitated engagement to transform stakeholder relationships into a desired direction; (2) the relational state of calculative trust that describes functional stakeholder relationships as a potentially desired relational state and precondition for building more communal relationships; (3) novel stakeholder engagement practices suitable for the three steps involved in the transformation process of intractable conflicts.

SIM: **Deliberative Corporate Governance: Integrating Stakeholder Deliberation and Stakeholder Democracy**

Author: **Simon Pek**, *U. of Victoria*
Author: **Adrien Billiet**, *KU Leuven*

We are seeing a growing interest in deliberative conceptions of corporate governance that have the potential to significantly improve corporations' relationships with their stakeholders to address societal challenges. However, we are left without a strong theoretical framework for how to make sense of and practice deliberative corporate governance, particularly when it comes to the relationship between stakeholder deliberation and stakeholder democracy. In light of these gaps, we advance a comprehensive deliberative systems conception of deliberative corporate governance. In developing this framework, we identify four variants that diverge based on a given corporation's level of stakeholder deliberation and its governance arrangement (shareholder democracy or stakeholder democracy). Our paper advances our understanding of how to foster deliberative corporate governance and the complex relationship between stakeholder democracy and stakeholder deliberation.

SIM: **Firm-stakeholder Engagement under Crisis: Communication of Firms' Social Activities and Emotions**

Author: **Yoo Na Youm**, *Loyola U. Chicago*
Author: **Eunhee Ko**, *Northwestern U.*

The COVID-19 global pandemic has highlighted the importance of environment, social, and governance (ESG) factors for businesses, and has elevated social issues as critical factors. Against the backdrop of the crisis, we examine how firms' communications of their social activities relate to the effectiveness of firm-stakeholder engagement through trust-building mechanisms and explore boundary conditions in terms of emotional elements (e.g., the extent of emotional expression, negative emotions, and empathy). We start from the argument that a firm's communication of social activities will be received favorably by stakeholders. Further, we argue that a firm's communication strategies in a crisis should be different from normal situations, and based on emotion regulation strategies, posit that communications requiring less emotional consumption will better resonate with stakeholders. We find support for the arguments in the context of firm-stakeholder communication on Twitter for firms on the S&P 500 list during December 2019 to July 2021. Through a detailed examination of firms' communications of their social activities during the COVID-19 pandemic, we contribute to the stakeholder engagement literature by incorporating emotions in understanding effective firm-stakeholder engagement and address the call for a deeper understanding of firms' strategic choices under a crisis.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1172** | Submission: **20960** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Hybrid Organizations and Social Entrepreneurs

Session Moderator: **Hyeonjin Cha**, *U. of Oregon*

SIM: **Hybrid Companies and Communication of Organizational Identity**

Author: **Hyeonjin Cha**, *U. of Oregon*

Communicating an organization's identity to members is crucial to organizational performance and survival. However, little is known about how hybrid companies—organizations pursuing prosocial missions while also engaging in commercial activities—convey their identity to internal stakeholders effectively. Drawing on key insights from organizational identity, prosocial certifications, and strategic legitimation literatures, I posit that organizational leaders of hybrid companies act as identity custodians and may use prosocial certifications as schema, i.e., a set of interrelated categories that give meaning and authority to the otherwise conflicting values of hybrid companies. Incorporating qualitative approaches to theory building with inductive case studies, I develop a theoretical framework to describe how hybrid company leaders and members engage with prosocial certifications throughout the process of identity communication.

SIM: **The Paradoxical Relationships of Performance in Hybrid Organizations**

Author: **Chansoo Park**, *Memorial U. of Newfoundland*
Author: **Yang Pok Rhee**, *Dong-A U.*
Author: **Alex Nicholls**, *Said Business School*

The ethicality of social enterprises is often taken for granted; this paper fills this gap by examining the interrelationships between ethical behaviour and the economic and social performance of 198 Korean social enterprises. Utilizing a multiple regression analysis of key measures, we found interesting results. First, the ethical behaviour of these social enterprises negatively impacted both social and economic performance. While economic performance can be expected to decrease due to social costs inherent to the social enterprise model, social performance was expected to increase due to isomorphic pressures on the legitimacy of social enterprises. Second, economic performance exhibited a negative relationship with social performance, reflecting tensions that are often present in hybrid organizational models. This relationship was contingent on the nature of social enterprise organizations. Social enterprise start-ups revealed a strongly negative relationship between economic and social performance, while social enterprises that emerged from commercial organizations did not show the same negative relationship. The research results suggest that there are complex and, at times, paradoxical relationships between ethical behaviour and the social and economic performance of Korean social enterprises.

SIM: **How do Mission-driven Organizations Become Hybrid?**

Author: **Gaëlle Cotterlaz-Rannard**, *U. of Sussex Business School*
Author: **Andrew Crane**, *U. of Bath*
Author: **Stefan Hielscher**, *School of Management, U. of Bath*

Increased competition and scarce public funds have led non-profit organizations to include commercial revenue streams, changing their donation-based models toward more enterprising ones. While research has extensively studied business models in the context of social enterprises, business model changes for traditional non-profit organizations such as non-governmental organizations are not as well understood. The purpose of this paper is to provide novel insights into the adoption of enterprising business models by non-profit organizations. Using an original database of non-governmental organizations, we conclude that, contrary to expectations, mission-oriented organizations are less likely to develop strongly enterprising business models when the dominant logic of the organization's existing donors is commercial. However, when strongly enterprising business models are adopted, NPOs tend to create separate organizational structures to manage the new commercial logic. Drawing on the business model and hybrid literatures, this research identifies how transitions in business models for the non-profit sector are influenced by dominant logics.

SIM: **Types of Hybridity - How Social Enterprises Differ in Their Value Creation (WITHDRAWN)**

Author: **Eva Alexandra Jakob**, *U. of Bayreuth*
Author: **Janina Sundermeier**, *Free U. Berlin*

Social enterprises are hybrid organizations that combine different institutional logics. While adhering to several logics can produce diverse challenges to an organization, social enterprises use the combination of logics to provide innovative solutions. To advance our understanding of hybridity, we examine how social enterprises differ in the way they combine institutional logics. Developing a taxonomy based on 213 social enterprises, we identify three overarching types of value creation that differ systematically in how they integrate social and commercial actors in their value creation: (a) value suppliers— social actors (i.e., those that adhere to a social welfare logic) create, receive, and pay for value while economic actors only take one of the roles; (b) value manufacturers— economic actors (i.e., those that adhere to an economic logic) create, receive, and pay for value while social actors only take one of the roles; (c) value exchangers—social and commercial actors both take several roles in the value creation. The proposed taxonomy offers new conceptualizations of hybridity for theorizing on tensions, hiring, and problem-solution-fit of social enterprises.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1173** | Submission: **20971** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Responsibility in the Textiles and Apparel Industry

Session Moderator: **Zara Berberyan**, *Leuphana U. Lüneburg*

SIM: **Attitude Without Action - What Really Hinders Ethical Consumption**

Author: **Zara Berberyan**, *Leuphana U. Lüneburg*
Author: **Sarah Jastram**, *Hamburg School of Business Administration*
Author: **Alkis Otto**, *Hamburg School of Business Administration*
Author: **Mark A Heuer**, *Susquehanna U.*
Author: **Joachim Rosenkranz**, *HSBA*

This study investigates the attitude-behavior gap in the context of ethical fashion consumption. Based on the Theory of Planned Behavior we conduct a comparative analysis of N=1000 German consumers differentiated into two groups: 1) consumers who despite having ethical attitudes do not consume ethically and 2) ethical shoppers. A survey is employed including a best-worst scaling experimental methodology and a logistic regression analysis is conducted to reassess the relevance of previously identified ethical consumption barriers. Our findings reveal that the majority of the hitherto attested barriers do not increase the likelihood of the attitude-behavior gap and, thus, cannot be classified as purchasing barriers. Specifically, we highlight the relevance of overt behavioral controls for the explanatory power of the Theory of Planned Behavior in the context of ethical fashion consumption. Our findings contribute to the ethical consumption discourse and general consumer research by differentiating the attitude-behavior gap both theoretically and empirically.

SIM: **What do First-tier Suppliers do for Labor Compliance in Global Value Chains?**

Author: **Jinsun Bae**, *Sprott School of Business, Carleton U.*
Author: **Joonkoo Lee**, *Hanyang U.*
Author: **Sun Wook Chung**, *Sogang U.*
Author: **Hyunji Kwon**, *Seoul National U.*

Global value chains have become increasingly complex, involving multiple tiers of suppliers. This makes it difficult for the lead firm alone to regulate labor practices in the chains. Recognizing that first-tier suppliers have become progressively more capable of sharing value chain orchestration with lead firms, we examine what these suppliers do to support the lead firm's labor regulation. Our case study focuses on two Korean MNCs that are major first-tier suppliers in the apparel and electronics industries. We find that to comply with the lead firm's labor standard (primary agency role), these suppliers ran self-audit programs and fostered cross-functional coordination. To cascade the lead firm's regulation to sub-suppliers (secondary agency role), these suppliers employed coercive and consultative strategies. In exercising these double agency roles, they exhibited competence as regulatory intermediaries—specifically, compliance expertise, operational capacity, and enforcement legitimacy vis-à-vis sub-suppliers. While navigating challenging lead firm and host country contexts, the first-tier suppliers supported the lead firm's labor regulation through the strategy of good enough compliance: a level of compliance that posed minimal risk to the lead firms and permitted the suppliers not to sacrifice production goals when they collide with those of compliance.

SIM: **When a Business Case puts a Sustainability Case at Risk: Capacity Building in Garment Value Chains (WITHDRAWN)**

Author: **Chikako Oka**, *UPEC, IRG*
Author: **Rachel Alexander**, *Copenhagen Business School*
Author: **Niklas Egels-Zandén**, *U. of Gothenburg*
Author: **Shahidur Rahman**, *BRAC U., Bangladesh*

How does a business case affect sustainability outcomes? What sustainability outcomes do the so-called business cases offer? This is a clear blind spot in the CSR literature that focused on proving the business case of CSR or critiquing the business case perspective. This paper seeks to answer the question by examining capacity building initiatives proposing a win-win solution to supplier garment factories in terms of sustainability and returns. The research draws on extensive interviews with global brands and retailers, capacity building initiatives as well as Bangladeshi factories and other stakeholders. In so doing, it also seeks to bridge the polarized perspectives and challenge the assumption in the tension literature that the tension approach is superior to the business case approach in helping achieve corporate sustainability. Indeed, these perspectives can intertwine and intersect while tensions can arise between a business case made and sustainability outcomes. The paper also makes empirical contributions by unpacking different types of business cases and exploring how they lead to different perceptions and sustainability outcomes.

SIM: **Governance Choices in Multi-Stakeholder Initiatives: Disentangling Dynamics in the Textile Industry**

Author: **Marit Grewe-Salfeld**, -
Author: **Golo Roevekamp**, *Leibniz U. Hannover*
Author: **Deniz Philipp Kruse**, -
Author: **Christiana Weber**, *Leibniz U. Hannover*

Multi-stakeholder initiatives (MSIs) are hailed as an essential remedy to social and ecological issues through combining resources and capabilities from diverse organizations. Such initiatives represent a superior solution only if they effectively strengthen and govern the partnership's capacity to create joint value. In this paper, we adopt a governance perspective to understand how and why different governance choices of MSIs are adjusted to create partnership capacity. Our longitudinal study of three different MSIs in the textile industry offers unique insights into governance choices, the resulting partnership capacity, and internal and external drivers for governance adjustment. Drawing on the rich case narratives, we develop a framework that theorizes the influence of governance choices on MSI partnership capacity via three factors, transparency, neutrality, and interaction. The contextualization of our analysis further reveals the recursive relation of the broader context, the issue at stake, the composition of organizations, and the industry's history.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1174** | Submission: **20955** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Worker Wellbeing

Session Moderator: **Divya Tyagi**, *O.P. Jindal Global U., Sonepat, Haryana, India*

SIM: **The Caste-Dirt Conundrum: Decoding Caste's Impact on Dirty Workers' Experiences & Response to Stigma**

Author: **Divya Tyagi**, *O.P. Jindal Global U., Sonepat, Haryana, India*
Author: **Sushanta Kumar Mishra**, *Indian Institute of Management, Bangalore*

The term dirty work was pioneered by the American sociologist Everett Hughes to describe roles, tasks, or occupations that are seen as disgusting, demeaning, or distasteful due to their association with physical, moral, or social taints. Society views the individuals who perform this work as if they personify their work's negative qualities and stigmatize them as dirty workers. Over the years, the scholarly interest in understanding different facets of dirty work has increased. Scholars have tried to uncover the features of dirty occupations, the challenges faced by dirty workers, and the strategies they utilize to manage the taint. These studies assume that dirty work is an occupational-level threat. Consequently, dirty workers collectively perceive, experience, and respond to this threat. As a result, dirty work's embodied aspects, including how the differences in the meanings ascribed to the dirty workers' bodies influence how they encounter their work, have been overlooked. In our qualitative study, we attempt to fill this void by exploring the influence of caste dynamics on dirty workers' perceptions and work experiences. Based on the grounded theory approach, we interviewed 55 dirty workers. The findings from our study reveal that workers have distinct beliefs regarding the extent to which they consider a dirty occupation to be "theirs" versus "others," and these beliefs, in turn, guide their choice of strategy for navigating the stigmatization surrounding them and their work.

SIM: **The Missing Voice of Adolescent Service Workers: A Qualitative Study**

Author: **Maria Golubovskaya**, *Griffith U., Australia*
Author: **David Solnet**, *U. of Queensland*
Author: **Richard Robinson**, *U. of Queensland Business School*

Adolescent workers (under 20 years of age) fill the ranks of many service organizations, yet little is known about how they interpret their own work experiences. In response, this study places the adolescent worker's voice front and center, and gives voice to their interpretations of working in frontline service jobs. Using a multi-stage qualitative design, 60 in-depth interviews were conducted revolving around a sample of 17 adolescent worker 'triads'. Critical nuances about adolescent worker experiences are uncovered, with the onus on managerial practices rather than the type of job itself, and organizational capabilities to support adolescents' basic psychological needs are questioned. The paper questions the applicability of generic adult motivational theories (ie self-determination theory, SDT) to the adolescent work context. This study challenges the universally accepted need for autonomy for young workers, and identifies a dualistic nature of social bonds at work among adolescents. A pertinent need for dignity, a dimension not adequately accommodated in SDT is also uncovered. This work also contributes methodologically and demonstrates the value of multi-participant data triangulation.

SIM: **What Happens When Companies do not Fulfil Their Responsibilities Towards Their Employees?**

Author: **Oluseyi Aju**, *U. of Huddersfield*
Author: **Eshani Samanthi Beddewela**, *U. of Huddersfield*

While there are indications that organisations can act 'irresponsibly' by not upholding their responsibilities towards their employees, there appears to be a dearth of research on how individual employees perceive organisational support and how they react to the absence of (or inadequate) organisational support. Notably, the neoliberal policies in the Nigerian oil sector appear to be overshadowing socially responsible employee relations practices, as incidences of precarious work arrangements and marginalisation of skilled indigenous workers have spiralled over the years. Yet conventional literature has provided limited insight into issues relating to workplace deprivation in the African context. Consequently, our paper adopts a qualitative approach involving semi-structured interviews with 25 indigenous skilled workers across four public and private sector organisations in the Nigerian oil industry to understand how employees experience, perceive and react to inadequate EC-CSR in organisations. Our findings suggest that there was pronounced inadequacy in the public organisation's training and employability development, employee engagement, conducive work environment, and employee health insurance. These trends engendered demotivation and chronophobia, which has implications for employee cynicism. In line with the rational norm of reciprocity, inadequate organisational support elicited passive withdrawal behaviour. Nevertheless, our paper showcases how employees who subscribe to Afrocentric indigenous values and denominational orientation exercise positive attributes of tolerance, diligence, and patience in the face of inadequate organisational support. Insights from this study could help managers in the African context understand indigenous psychology when creating strategic interventions aimed at changing dysfunctional organisational aspects that can strain effective employee-organisation relations.

SIM: **Familiar Othering at Work: A Study of Exploitation of Internal Migrant Workers in India**

Author: **Pankhuri Agarwal**, *School of Management, U. of Bath*
Author: **Vivek Soundararajan**, *U. of Bath*

Current research on identities and othering focus on the binary of self and other. This offers limited understanding of the lived experience of individuals that disturb such binaries and lie in an in-between position, such as internal migrants, biracial people, and others. Using data from a qualitative study of 25 internal migrant workers and ten key informants in the garment industry in Tirupur, India, this article is centred on their lived experience of being both included and excluded as citizens and migrants. Based on the study, we develop the theory of familiar othering. The theory postulates a combination of structures, processes and practices of inclusion and exclusion through which the in-between social identities of individuals can be comprehended. The article shows that this familiar othering is enacted in the nexus of state, employer, and workers across overlapping dimensions: space, culture, relations and procedures. Through this theory, we make three contributions. First, we develop a theory of familiar othering to understand the othering experiences of individuals who are unclassifiable or cannot be categorised through a dualistic lens of self and other. Second, we contribute to the migration literature by arguing for a focus on internal migration that challenges dominant binaries in the study of citizens and migrants. Third, we extend the emerging literature on agency within oppressive conditions by showing how workers themselves take actions to remain in a familiar other position and are not passive receivers of familiar othering practices.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1175** | Submission: **20949** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Theorizing About Human Rights

Session Moderator: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*

SIM: **Stakeholder Theory and Human Rights**

Author: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Author: **Robert A. Phillips**, *Schulich School of Business, York U.*
Author: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*

Stakeholder theory has been advanced as an alternative to more individualistic forms of capitalism. Yet, criticism remains regarding the consequences of even this variant of capitalism on marginalized, vulnerable, poor, and exploited involuntary stakeholders. These distal stakeholders are powerless individuals or groups whose remoteness from core firm operations generates blind spots in managers' limited attention. We argue there are three stakeholder theory issues that contribute to these blind spots: stakeholder status, graphical firm-centrism, and considerations of stakeholder theory's normative core. In addressing these issues, we conceptualize a human rights approach that better accounts for the prerequisite step of respecting rights in firm decision making. Because respect for human rights is both morally and temporally prior to other stakeholder obligations, we elaborate a two-step process in which opportunities are first evaluated through a human rights filter before proceeding to an analysis of the sort of voluntary, reciprocal relationships more typical of contemporary stakeholder theory.

SIM: **The Importance of Human Rights for Management and Organization Studies**

Author: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Author: **Harry J. Van Buren**, *U. of Tennessee, Chattanooga*

Business and human rights (BHR) scholarship examines the role of business in human rights violations as well as business responsibilities to respect human rights and provide remedy where needed. BHR scholarship has been thriving over the last several decades, but it has yet not entered management and organisation studies scholarship to the extent that is merited given the importance of the topic. The purpose of the paper is to present BHR as a relevant topic in management and organisation studies with three objectives: (1) to introduce general management and organisation studies scholars to the foundations of BHR, (2) to advance a future research agenda for BHR in management and organisation studies and (3) to provide BHR scholars an entry point for their work into management and organisation studies. In so doing, we advance a macro-level conceptualisation (Organising for BHR) and a meso/micro-level conceptualisation of BHR (BHR Organising). This paper expands existing management and organisation studies constructs, inviting management and organisation studies scholars to provide their insights and discuss the implications of human rights for the firm.

SIM: **MNC-CSO Engagement to Prevent & Remedy Human Rights Violations in GVCs– A Collective Action Problem**

Author: **Myriam Celine Rapior**, *U. of Hamburg*
Author: **Marc Oberhauser**, *ESCP Business School*

Multinational Corporations (MNCs) are faced with the grand challenge of human rights violations occurring along their Global Value Chains (GVCs) and often struggle to provide remedy. The voices of right holders, who are affected negatively by human rights standards at MNCs' suppliers, oftentimes remain unheard. Theorizing grand challenges as a result of collective action problems, this study shows how civil society organization (CSOs) can play an important role within the remedy of human rights violations along GVCs. Based on 54 interviews with CSOs representatives from emerging and developed economies we conduct method triangulation by combining qualitative analysis with social network analysis. We find that CSOs from emerging and developed economies build transnational networks in order to bridge the geographical and psychic distance between right holders, MNCs and suppliers. CSOs engage in a set of different activities, i.e. forwarding complaints, entering into negotiations and conducting collaborative monitoring and auditing with MNCs. Taking in the CSO perspective it this study, allows us to identify MNC-CSO engagement as a potential solution to achieve a transnational governance form for MNCs human rights due diligence.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1176** | Submission: **11409** | Sponsor(s): **(SIM, ODC)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Tackling Grand Challenges Through Responsible Management

Organizer: **Tracey Dodd**, *U. of Adelaide*
Panelist: **Hari Bapuji**, *U. of Melbourne*
Panelist: **Robert Edward Freeman**, *U. of Virginia*
Panelist: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Panelist: **Jody Hoffer Gittell**, *Brandeis U.*
Panelist: **Mette Morsing**, *professor*
Panelist: **Roy R. Suddaby**, *U. of Victoria*
Organizer: **Samantha Lai**, *U. of Adelaide*

Our symposium seeks to shed light on (1) how RM could be defined in the context of grand challenges, (2) how RM could be used to address grand challenges in theory and practice, and (3) how RM principles could be upheld to respond to and recover from adversity. In this panel, we invite international experts to discuss their promising work in RM and their part in addressing grand challenges.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1177** | Submission: **20678** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Strategic Implications of Attention

Session Moderator: **Ningzi Li**, *U. Of Chicago*

STR: **Strategic Ambiguity Aligns Stakeholder Attention**

Author: **Ningzi Li**, *U. Of Chicago*
Author: **Mukund Chari**, *U. of Colorado, Boulder*
Author: **James Evans**, *U. Of Chicago*

Although precise communication has aided the rise of modern organizations and markets, managers may choose to communicate ambiguously to address strategic issues. Drawing insight from strategic ambiguity, sense-making, and collective cognition, we investigate the impact of ambiguous language on stakeholder attention, particularly when the firm's resource environment is constrained. By analyzing transcripts of NASDAQ-listed companies' earnings calls from 2006 to 2010, we find that top managers who communicate ambiguously are better able to align financial analysts' attention with their own priorities. We also find that ambiguous language is particularly effective in aligning attention for firms that operate in resource-constrained environments.

STR: **CEO Attentional Vigilance and the Pursuit of Exploration: Theory and Evidence**

Author: **Luke Rhee**, *U. of California, Irvine*

This study proposes that CEO attentional vigilance, defined as maintaining a constant level of attention over time, can contribute to a firm's pursuit of exploration. Using data from new product introductions in the prepackaged software industry and a text-based measure of attentional vigilance, we find that the vigilance of CEO attention is positively associated with the firm's rate of exploration. We also observe that the vigilance of CEO attention to exploration mitigates a firm's propensity to decrease that rate in response to its financial performance below aspiration levels. Lastly, we show that the level of satisfaction among employees in explorative units partially mediates the relationship between CEO attentional vigilance and the firm's pursuit of exploration. The findings hold significant implications for research in the attention-based view, performance feedback, and microfoundations of strategy.

STR: **Organizational Culture, Vocabularies, and Attention: An Experimental Approach**

Author: **Laura Fritsch**, *U. of Oxford*
Author: **Alan D. Morrison**, *Oxford U., Saïd Business School*

We study the relationship between an organization's vocabularies, the cultural foundations of organizational categories, and the way that attention is directed within organizations. We present a process model within which organizations converge on specific vocabularies that enable them to perform tasks efficiently and, in turn, those vocabularies support commonly understood categories that enable organizational members to make sense of the world; those categories then focus attention on specific features of the world. We study these phenomena in an experimental setting within which participants communicate orally to perform an image recognition task. We perform Natural Language Processing (NLP) on transcripts of the subjects' speech in order to quantify the formation, evolution, and transmission of organizational vocabularies. When subjects leave the experiment, they perform a basic memory task that measures the way that their attention was directed during the experiment. Our set-up therefore facilitates an analysis of the relationship between strategic vocabularies and attention. Our work yields four results. First, vocabularies cause attention direction. Second, vocabularies outlast their progenitors and they exhibit strong founder effects. Third, organizational vocabularies change in response to conscious choices. And, finally, when personnel, processes, categories, and goals are held fixed, organizational identity affects the vocabularies used within organizations.

STR: **The Performance and Competitive Implications of Attention Conformity to Exemplars**

Author: **Lingling Pan**, *U. of Pittsburgh*
Author: **Lihong Qian**, *Portland State U.*
Author: **Tianxu Chen**, *West Virginia U.*
Author: **Eric Y.-F. Zhao**, *U. of Oxford*

Despite its strategic significance, a theory of attention conformity has yet to be developed in the literature. In view of this omission, we propose a conceptual framework that theorizes the strategic implications when a nonexemplar firm strives for attention conformity to exemplars. Our core contention is that attention conformity impacts a nonexemplar firm's performance through two countervailing mechanisms. On the one hand, it allows the nonexemplar firm to take advantage of the "path to success" identified by exemplars. On the other hand, attention conformity can lead to important strategic similarities between the nonexemplar firm and the exemplars, thereby evoking a racing mechanism that motivates the exemplars into intensified competitive actions, which in turn detriment the nonexemplar firm's performance. Furthermore, we identify four firm- and industry-level contingencies pertaining to the learning and racing mechanisms associated with attention conformity. Regarding to the learning mechanism, we propose that a nonexemplar firm's size will negatively moderate the learning effect while its slack resources will positively moderate this effect. With regard to the racing mechanism, we propose that industrial concentration and exemplars' market dependence will positively moderate the racing effect. We test our hypotheses using a large, longitudinal dataset of publicly traded US firms. We find strong support for our predictions.

Session Type: **Paper Session**
Program Session: **1178** | Submission: **20764** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Diversification, and Positioning

Session Moderator: **Gong Min**, *Xi'an Jiaotong U.*

STR: **Constraint or Incentive? Performance Shortfalls and New Industry Entry of State-owned Enterprises**

Author: **Gong Min**, *Xi'an Jiaotong U.*
Author: **Xu Jiang**, *Xi'an Jiaotong U.*
Author: **Lawrence Loh**, -
Author: **Jiang Xiaoxian**, *Xi'an Jiaotong U.*

We draw on the dynamic capabilities view and the behavioral theory of the firm to examine the impact of performance shortfalls on the decisions state-owned enterprises (SOEs) make regarding new industry entry and how this relationship changes with SOE prominence. We find a U-shaped relationship between performance shortfalls and new industry entry using a sample of municipal SOEs publicly listed in China from 2003 through 2019. This nonlinear effect is moderated by SOE prominence, such that the slope of the U-shaped curve flattens as SOE prominence rises, thus decreasing the impact of performance shortfalls on SOEs' new industry entry. The findings contribute significant value to the literature on performance feedback and new industry entry.

STR: **Diversify or Doubling Down: Choosing a Digital Growth Strategy**

Author: **Lars Arvei Moen**, *NHH Norwegian School of Economics*

Digital transformation has led to several improvements in performance and efficiency, but its impact on growth patterns is less clear. Two schools of thought dominate the literature on digital growth strategies. One stream advocates that digital firms should focus only on scaling their core position, while the other contends that firms should envelop into multiple complimentary markets. This paper synthesizes both views and argues that the distinct growth strategies are in fact contextual, and that their optimal strategy is influenced by a new catalyst, the relative level of digital transformation of firms in each market. We offer a new conceptual model that illustrates how digital firms may move between different strategies depending on their perceived market opportunities, competitive advantages, and the relative level of digital transformation of their competitors. Hereby, this paper contributes to a better understanding of the growth strategies of digital businesses.

STR: **When is Less than More? Reductions in Firm Scale and Scope during Economic Downturns**

Author: **Rahul Anand**, *Aarhus BSS, Aarhus U.*
Author: **Jaideep Anand**, *Ohio State U.*
Author: **Pierre Dussauge**, *HEC Paris*

Past research has paid little attention to why and how firms choose to reduce their size. Size reductions can come about either by a reduction in the scale of operations or a reduction in the scope of activities undertaken by the firm. We argue and show that firms are more likely to reduce the scale of their operations but less likely to reduce the scope of their activities in the event of an economic crisis. We also show that reducing scale during a crisis results in better performance than reducing it before a crisis, while reducing scope during a crisis results in worse performance than reducing it before a crisis. Furthermore, asset characteristics and industry growth trends moderate these relationships. We test our arguments on a sample of publicly listed European firms from 2003-2014. This paper provides a boundary condition to the argument that firms primarily sell assets to reduce diversification and highlights the role played by reducing the scale of operations in a firm's corporate strategy.

STR: **No Half Measures: Optimal Distinctiveness Positioning in Multiple Strategic Dimensions**

Author: **Sebastian Von Beck**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Marco Tonellato**, *U. of Trento*

The question to which extent companies should differentiate themselves relative to their competitors has attracted the attention of countless researchers. The recommendation derived from this work is that companies should strive for optimal distinctiveness, or being the same and different at the same time. Most theorizing and empirical analysis in the field focuses on a single strategic dimension, neglecting strategic multidimensionality. In recent years we observed an increasing shift to contextualize the implications of being optimally distinct, however, little is known about the implications of different strategic dimensions and the interplay of strategic conformity dimensions for firm success. In this paper, we conceptually and empirically examine how conformity in core strategy dimensions differs from peripheral strategy dimensions, and how these dimensions together influence firm performance. We find that extreme positioning in strategic conformity is important for firm success. Our results do not support our thesis of firm performance benefitting from gaining legitimacy through conforming in a core dimension, while differentiating in a peripheral dimension, but suggest that congruence in terms of conformity is important for firm success.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1179** | Submission: **20759** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Adaptation in Platform Industries

Session Moderator: **Paolo Aversa**, *City U. London*

STR: **Intermediaries and Technological Disruptions: Responding to Physical and Digital Disintermediation**

Author: **Paolo Aversa**, *City U. London*
Author: **Ludovica Caccaro**, *U. degli Studi di Padova*
Author: **Andrea Vinelli**, *U. degli Studi di Padova*

Research has mostly focused on producers, leaving intermediaries (e.g., distributors, wholesalers) poorly understood. We thus investigate how incumbent intermediaries respond to digital technological disruption that disintermediate their distribution and sales. We conduct an inductive study of Sonepar, a major distributor of electrical parts, and its adaptation to digital technologies (2012–2022). Our contribution advances a two-phase process model made of (1) Systems Adaptation and Business Model Change, and (2) High-End Servitization – underpinning the transition from a traditional 'Offline Strategy' to a new 'Hybrid Digital-Driven Strategy.' We also advance a dynamic approach of the classic dichotomy of 'core knowledge' vs. 'complementary assets' by showing how underlying activities vary with the type of actor and the phase of its evolution. Theoretical and practical implications are discussed.

STR: **Choosing the Right Lane: Sustainability Framing and Platform Growth Models in Carsharing**

Author: **David Oliver**, *U. Of Sydney*

This study compares the growth paths and challenges of Australia's two primary carsharing platforms with a particular attention to the sustainability frames they used to attract different stakeholders. The two focal platforms that competed in the same environment differed in their business model; one started out as a peer-to-peer (P2P) platform while the other had a business-to-customer (B2C) model, which involved the platform using its 'own fleet' of cars. The findings address the varying growth challenges of these platforms that stem from their business model as well as the relevance of the sustainability frame for attracting platform members and gaining approval from institutional stakeholders. The study also documents the consequences of a business model switch for one of these platforms. Its findings contribute to extant theory on platform growth in relation to business model design, sustainability framing, and ties to institutional stakeholders.

STR: **Flying in Flocks? How Platform Entry Influences Firm Strategies in Traditional Industries?** ☯ 💻

Author: **Senem Aydin Ozden**, *Bayes Business School*
Author: **Fernando Suarez**, *Northeastern U.*

This study examines how the emergence of platforms transforms traditional product industries and impacts firm strategies. Transformations in traditional industries are often triggered by new technologies developed and exploited through new business models. We focus on the strategic decisions of the traditional industry players regarding whether to join one of the new platforms as a complementor or fight them by platformizing their own offerings. Our empirical results show that firms that attract an ecosystem of supporting apps for their products enjoy positive network effects in growing their businesses and are less likely to join a newcomer platform, while firms that hold strong intellectual property (IP) rights are more likely to join as a complementor (patents might act as a shield against platform owner value expropriation). An increase in the popularity of emerging platforms also bolsters the firms' likelihood of joining the platform space as a complementor. We discuss the managerial implications of our findings for the traditional industry players.

STR: **Benefiting From a Shock: Innovation in Connectedness in Platform-based Ecosystems** ☯ 💻

Author: **Francesca Hueller**, *Bayes Business School*
Author: **Elena Novelli**, *Bayes Business School*
Author: **Paolo Aversa**, *City U. London*

Prior literature has widely explored how platform owners expand their functionalities and growth by attracting complementary innovation. Yet, app developers' innovation generated when ecosystem participants connect their complementary offers remain relatively unexplored. The paper focuses on a specific type of app developers' innovation, "innovation in connectedness," which refers to innovation in providing a more interconnected offer to the final users. Our theory identifies three structural features—connectedness scope, generality, and flexibility—and underpinning mechanisms—that provide some app developers with an "architectural advantage" in introducing new connections or improving the existing ones in the face of a shock that increases the need for a more integrated consumption. Exploiting Covid-19 as an exogenous shock to demand for an integrated consumption, our quantitative longitudinal (2019-2021) analysis of Apple's iOS and Google's Android ecosystems supports our predictions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1180** | Submission: **20673** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

Strategies under Uncertainty and Change

Session Moderator: **Phebo Derk Wibbens**, *INSEAD*

STR: **Dynamic Rents: Defining Firm Performance in an Era of Rapid Change**

Author: **Phebo Derk Wibbens**, *INSEAD*

Rents are foundational in strategic theory as a measure firm performance. Intrinsically connected to a firm's control of resources, rents are particularly central to the resource-based view (RBV). However, having been established for industries with stable boundaries and staying in or close to competitive equilibrium, it is unclear how to apply traditional rent concepts to highly dynamic business environments facing rapid change and high uncertainty. This paper introduces the concept of dynamic rents with the goal of providing a definition of firm performance that also applies in an era of rapid change. Dynamic rents are defined as the net present value generated for investors over a given period, estimated with uncertainty. A formal analysis indicates that dynamic rents arise from a gain in information about an uncertain competitive environment. The analysis moreover indicates that dynamic rents can only be meaningfully defined over periods of a few years up to a few decades, depending on the specific business environment. Hence, scholars and practitioners need to more carefully consider the period over which to measure firm performance. The analysis of dynamic rents yields several implications for the RBV, value-based strategy (VBS) and stakeholder theory.

STR: **The Strategic Value of Recessions: An Integrated Real Option and Strategic Factor Market Approach**

Author: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*
Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*
Author: **Alejandra Parrao**, *Pontificia U. Católica de Chile*

This paper advances the strategic analysis of recessions as a source of competitive advantage by drawing from insights from real options theory and strategic factor market theory. We propose the core organizational problem is determining the adequate level of commitment to build advantages in periods of economic expansion but keep financial flexibility to exercise growth options during recessions. Namely, firms with greater financial flexibility have a distinct option to expand by acquiring potentially undervalued strategic resources during recessions via corporate mergers and acquisitions. Using a sample of 2,166 firms from various US industries between 2005-2013, we performed a Discontinuous Growth Model (DGM) to test our theory and found support for our proposed theoretical channel.

STR: **Adapting versus Shaping: Competition in the Face of Uncertainty**

Author: **Nety Wu**, *INSEAD*

This study examines the competitive dynamics between firms that adopt a proactive shaping strategy and those that take a reactive adaptation approach when faced with uncertainty. By combining the multi-armed bandit framework and Cournot competition, a simulation model is used to analyze the performance implications of these strategies. Results show that when the shaper's shaping capability is weak, the adapter's flexibility to switch to a more lucrative alternative benefits it in competition. As the first stage becomes longer and the shaper's shaping capability increases, the shaper tends to see an accumulative advantage. Findings also suggest a U-shape relationship between the shaper's shaping capability and the adapter's profit. When the shaper's shaping capability is strong enough, the adapter can earn a higher profit by following the shaper's lead. Implications for capability development, imitation, and the broader ecosystem are discussed.

STR: **Formulating Strategic Problems: A Reflection-In-Action Perspective**

Author: **Guilherme Fowler A. Monteiro**, *Insper Institute of Education and Research*
Author: **Bruno Varella Miranda**, *Insper Institute of Education and Research*

Drawing inspiration from the design literature, we argue that problem formulation can be articulated from a reflection-in-action perspective, thus challenging the idea of a pre-existing problem landscape. In doing so, we develop a different rationale compared to the problem-finding and problem-solving (PFPS) approach. We propose that firms perform four cognitive acts when faced with a highly uncertain problematic situation. The cognitive acts are: (i) naming the relevant issues of the problematic situation, (ii) framing the situation in a certain way, (iii) making moves, and (iv) reflecting on those moves and the framing. From the characterization of these cognitive acts, we expand our framework to consider not only the dynamics of reflection-in-action, but also the governance of the firm that performs reflection-in-action.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1181** | Submission: **20779** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Platform Strategies

Session Moderator: **Timo Olavi Vuori**, *Aalto U.*

STR: **Strategic Decision-Making at Platform Transitions and Senior Team Emotional Dynamics**

Author: **Timo Olavi Vuori**, *Aalto U.*
Author: **Michael L. Tushman**, *Harvard U.*

Based on an inductive case study, we develop a process model of top management team emotional dynamics and strategic decision-making at platform transitions. Accordingly, novel platform companies generate stress and ambiguity for incumbent leaders. When incumbent leaders realize that their company's internal solutions are no longer competitive, they experience emotional shock and exhaustion. This increases their vulnerability to the emotional appeal of some of their external platform options. Contextual factors can further reduce their ability to regulate their emotions at the group level. Consequently, top managers' emotions cause them to evaluate and refine their options in an unbalanced way, which shapes their ultimate strategic platform choice. Our findings contribute to theory on the intersection of platform strategy and emotions.

STR: **Organizing for Generativity: From Platforms to Ecosystems**

Author: **Anoop Madhok**, *Schulich School of Business*
Author: **Nudrat Mahmood**, *Schulich School of Business*
Author: **Rishiraj Kashyap**, *Ivey Business School*

Generativity is increasingly being recognized as a critical attribute of digital platform ecosystems (DPEs). We examine how platform firms invoke generativity to evolve into ecosystems and how this ability to harness generativity sets them apart from other organizing forms. We specifically explain (1) how the platform firm orchestrates disciplined generativity through choices regarding architecture, governance and scope, (2) how power asymmetry permits the platform firm to induce ecosystem-wide adaptation to temporal changes with the goal of optimizing for generativity and (3) how efficiency benefits of DPEs complement the pursuit of generativity, reinforcing one another in a virtuous cycle. Our argument advances a more organizing-oriented perspective of DPEs, one that provides novel insight into the recent ascendance – and in some cases dominance – of DPEs.

STR: **Corporate Strategy in Platform Ecosystems: Competitive Dynamics & Diversification among the Big Five**

Author: **Erik Liesola**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Jens Schmidt**, *Aalto U., Department of Industrial Engineering and Management*

In this paper, we apply a corporate strategy lens to the analysis of platform industries, examining the diversification strategies and competitive dynamics among the Big Five platform firms (Amazon, Apple, Facebook, Google and Microsoft) in the time frame 2001-2021. We use the concept of a layer map to identify the distinct segments in the industry and use it to map the firms' products and services. For each firm, we identify their "core" and trace its evolution over time, and we examine the increasing overlap and competitive dynamics among the five firms. We find that each of the firms' core has been remarkably stable over time, and conclude that much of the competitive dynamics, including entry into new segments, has served to maintain, protect and enhance that core through the strategic exploitation of interfaces. A key insight that emerges from our analysis is how the firms use interfaces strategically, especially by setting defaults, to protect and strengthen their core. We also identify five strategic ploys firms use to strengthen and protect their core. Our analysis also shows the usefulness of the concept of a layer map to identify and map the different segments in platform industries.

STR: **Monetary Incentives and Financial Professionals' Contribution: Evidence from Medium**

Author: **Ting Yao**, *U. of Wisconsin, Milwaukee*
Author: **Cheng Chen**, *U. of Wisconsin-milwaukee*

The rise of the creator economy stimulates more online platforms to offer users opportunities to monetize their content. The impact of monetary incentives is unclear, especially on good-income users. We examine how financial professionals on Medium respond to the introduction of the Partner Program. Monetary incentives motivate participants to improve article quantity, quality, and diversity more than nonparticipants, contributing to a better-perceived quality. The program's introduction reduces nonparticipants' article quantity and diversity but increases quality and perceived quality. More participants in the financial professionals' following network do not influence their article quantity but have a different moderating impact on participants' and nonparticipants' article quality, diversity, and perceived quality. The findings help online platforms evaluate the pros and cons of adding monetary incentives.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1182** | Submission: **20819** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Innovation Ecosystems Research

Session Moderator: **Nasrin Sultana**, *HEC Montreal*

STR: **Diffusion Of Innovation Through Collaboration Across Ecosystems: The Role of Intermediaries**

Author: **Nasrin Sultana**, *HEC Montreal*

The purpose of this study is to move toward a nuanced understanding of the role of intermediaries in supporting the diffusion of innovation across ecosystems. Intermediaries create necessary links and opportunities for the development of relations and cooperation between different actors in an ecosystem. Yet, how intermediaries facilitate the diffusion of digital technologies and innovation across different ecosystems has remained relatively understudied. In this study, we used a multiple-case design approach to obtain a deeper understanding of the phenomenon. We find that innovation intermediaries, being connected to different actors, facilitate the diffusion of innovation by connecting actors in different ecosystems. Our findings contribute to the literature on innovation intermediaries and ecosystems by elucidating the role of intermediaries in the diffusion of innovation as well as providing an empirical foundation for the roles of intermediaries in relational developments across ecosystems.

STR: **A Configurational Approach Towards Achieving Competitive Advantage in Innovation Ecosystems (WITHDRAWN)**

Author: **Thomas Draschbacher**, *Graz U. of Technology*
Author: **Thomas Bohnstingl**, *Graz U. of Technology*

Bottlenecks serve as important sources of competitive advantage in innovation ecosystems. Two different approaches have been described to unlock this competitive advantage: First, in traditional strategies, actors try to ensure the availability of and access to bottleneck resources for themselves to improve their own value proposition through exclusivity. Second, in ecosystem strategies, actors foster the overall ecosystem's progress in bottleneck areas to improve the ecosystem's value proposition and benefit from complementarity. Until now, most scholars have only investigated these strategies separately, without considering the fact that ecosystem actors may apply multiple strategies simultaneously. We fill this gap by conducting an exploratory fuzzy set qualitative comparative analysis of original equipment manufacturers' (OEMs) configurations of traditional and ecosystem strategies to address upstream and downstream bottlenecks in the ecosystem around battery electric vehicles (BEVs). We identify successful combinations of these strategies that remain stable over multiple years, show how these configurations change over the course of an innovation ecosystem's evolution, and illustrate the different strategic implications of upstream and downstream bottlenecks.

STR: **Ecosystem-specific Advantages of Digital Platform and Emerging Market Firms' International Outcomes**

Author: **Yihui Liu**, *School of management, Zhejiang U.*
Author: **Yi Li**, *U. of Sydney Business School*
Author: **Aiqi Wu**, *Zhejiang U.*

How digital platforms transform emerging market firms' international advantage leveraging has attracted scholarly attentions in both platform strategy and international business fields. Drawing upon the perspective of ecosystem-specific advantages, we argue that interactions with foreign customers through digital platforms facilitate emerging market firms' international performance with a mediating role of their product innovation, and the benefits of ecosystem-specific advantages on innovation outcomes would be contingent on the level of foreign firms' presence in an industry. With a sample of 3,816 Chinese manufacturing firms adapting digital platforms to internationalize, we find the empirical support that cross-side network interaction on digital platform foster emerging market firm's international performance through improving innovation speed rather than enhancing innovation intensity; and the relationship between cross-side network interaction and innovation speed is negatively moderated by the foreign firms' presence in an industry. We discuss theoretical contributions on digital platform strategy and international business research.

STR: **Orchestrating Innovation Ecosystems**

Author: **Karolin Frankenberger**, *U. of St. Gallen*
Author: **Joachim Stonig**, *U. of St. Gallen*

Orchestrating innovation ecosystems has become a critical capability for many firms, but little is known about which governance mechanisms effectively influence ecosystem performance. Therefore, this study examines the relationship between three dimensions of ecosystem governance mechanisms – relational, cognitive, and positional – and the performance of innovation ecosystems. We suggest that the strength of these relationships is contingent upon the degree of novelty of the innovation ecosystem. A network analysis of 72 ecosystems launched by 20 different orchestrators in the software industry supports the positive effects of all three governance mechanisms on ecosystem performance, as well as the moderating role of ecosystem novelty. Results show that relational and positional governance are more important for the performance of highly novel ecosystems, whereas cognitive governance is less important for this type of ecosystem. Our study contributes both to ecosystem and network theory, and we discuss research opportunities at the intersection of these streams.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1183** | Submission: **20700** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Managing Different Stakeholders

Session Moderator: **Pushpika Vishwanathan**, *U. of Amsterdam*

STR: **Cheers for Initial Public Offerings? Unpacking Employee Satisfaction Decrease in Newly Public Firms**

Author: **You Wu**, *Chinese U. of Hong Kong*
Author: **Seyedeh Zahra Hejrati**, *Stanford U.*

While going public is a key milestone of success, adding public shareholders may introduce challenges to stakeholder management. In response to a recent call for research on how shareholders impact stakeholders, our study investigates how introducing public shareholders influences employees in newly public firms. We propose that employee satisfaction declines after a company completes an initial public offering (IPO) because employees perceive lower levels of organizational justice. Applying sentiment analysis methods to text data from Glassdoor and a matched difference-in-differences design, we find that an IPO is associated with a decline in employee satisfaction, perceived procedural justice, and perceived interactional justice. Our study contributes to a more comprehensive understanding of transactional shareholders' impact on relational stakeholders by identifying a negative effect of introducing public shareholders on employee satisfaction in newly public firms and examining declines in organizational justice perceptions decrease as potential reasons for employee satisfaction decrease.

STR: **Bringing Managers Back into Stakeholder Theory: The Role of Practical Wisdom and Moral Agency**

Author: **Pushpika Vishwanathan**, *U. of Amsterdam*
Author: **Siri Nordland Boe-Lillegraven**, *Amsterdam Business School, U. of Amsterdam*

Extant literature presents two perspectives on how managers balance competing stakeholder interests. One points to norm-based and organization-specific general approaches, another to managers' own perceptions and motives. We utilize a strategy-as-practice (SAP) lens and rely on mixed-methods to inductively investigate the interplay between organizations' general approaches to stakeholder management and managers' situation-specific balancing behaviors. Based on data from Dutch nonprofit organizations, we flesh out established practices and moral logics associated with organizations and show how managers deviate from them in situations involving competing stakeholder interests. We develop a theoretical model highlighting practical wisdom and moral agency as central for explaining the relation between general approaches to stakeholder management and managers' situation-specific balancing behavior. We contribute to the stakeholder literature by challenging the view of managers as mere conduits of organizational approaches and by revealing new mechanisms of variation and change in stakeholder management practice. Our work also informs SAP scholarship on the micro-macro dynamics pertaining to tackling complex societal challenges. We conclude by identifying opportunities for further cross-fertilization of stakeholder theory and SAP.

STR: **Supplier Collaboration for Firm's Decarbonization Strategy: A Field Experiment in India**

Author: **Sukti Ghosh**, *INSEAD*
Author: **Jasjit Singh**, *INSEAD*

In light of the climate crisis, firms are increasingly committing to decarbonization targets not just within their own operations but also for their overall supply chain. Achieving these targets, however, requires eliciting collaboration of suppliers in the decarbonization effort, yet prior research offers limited empirical evidence related to this issue. We theorize that this problem can be viewed from the lens of joint value creation under exchange uncertainty, one solution of which is providing suppliers with value inducement. To empirically test this, we collaborated with a Fortune 500 firm rolling out such a decarbonization program for their agricultural supply chain in India. The program provides customized support in the form of personalized advisory services intended to help the supplier farmers become more productive and climate resilient, and to hence serve as an inducement for them to adopt the climate-friendly agricultural practices recommended by the firm. We describe findings from our qualitative field interviews as well as the design of an ongoing field experiment examining the effectiveness of the program in ensuring farmer adoption of climate-friendly agricultural practices and their retention in the program. Our study contributes to the broader literature on stakeholder theory by drawing attention to the issue of achieving collaboration across stakeholders in order to make faster progress towards addressing the climate crisis.

STR: **Supporting Platform Complementors From Disadvantaged Communities in Times of Crisis**

Author: **Leandro Nardi**, *HEC Paris*

This phenomenological study investigates the effectiveness of a training initiative aimed at supporting platform complementors (i.e., fintech agents) based in disadvantaged communities. A field experiment involving 293 agents of a Brazilian fintech company that serves poor communities shows that training has an average positive but highly nuanced effect on agents' sales. While gains from training are stronger for agents operating in communities with more limited access to regular banking services, I also find that local economic conditions and the pre-existing size of the local customer base also shape these effects. Accordingly, I show that the intervention reduced the sales of agents with larger existing customer bases who operated in communities subject to stronger Covid-19 restrictions. All the other groups—agents with smaller customer bases or operating in communities where Covid-19 restrictions were weaker or nonexistent—derived positive gains from the training. I then examine a potential mechanism underlying these results—namely, the entry of new agents in communities where at least one incumbent agent participated in the intervention. Lastly, I discuss several theoretical and practical contributions of these findings, including implications for research on strategy in contexts of disenfranchisement, stakeholder theory, and platforms.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1184** | Submission: **12356** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Studying the Fashion Industry: Opportunities and Challenges

Host: **Daniel Sands**, *UCL School of Management*
Host: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Panelist: **Frederic Clement Godart**, *INSEAD*
Panelist: **Mukti Khaire**, *Cornell SC Johnson College of Business*
Panelist: **Alexander Hoppe**, *Max Planck Institute for the Study of Societies*
Panelist: **Heeyon Kim**, *Cornell U.*
Panelist: **Paola Cillo**, *Bocconi U.*

The use of the fashion industry in management research has provided insights on issues that range from institutional transformation to strategic positioning to the entry of entrepreneurial ventures. The size and scope of this industry makes it both economically and culturally important for academic research. Indeed, the phenomenological richness and pragmatic significance of the fashion industry highlights that there is an abundance of empirical material that can help us to address core research questions from across diverse areas of management. Provided the opportunities for future work in this space, this panel symposium brings together leading scholars who have engaged in this setting to share their perspectives for working on research about the fashion industry and to discuss new ideas that will appeal to scholars who may be interested in this domain. Provided the broad scope of the fashion industry and the diverse expertise of our panelists, this symposium expects to engender a rich intellectual experience for all AOM members, and for those members of the STR, OMT, and ENT divisions, in particular. We also anticipate this to be among the best dressed panel symposiums in academia.

Session Type: **Paper Session**
Program Session: **1185** | Submission: **20705** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Alliance Formation, Growth, and Stability

Session Moderator: **Mark Tavani**, *Virginia Tech*

STR: **Unraveling the Gordian Knot of Dyadic Alliance Stability**

Author: **Mark Tavani**, *Virginia Tech*
Author: **Richard Hunt**, *Virginia Tech*
Author: **Pankaj Kumar**, *Virginia Tech*

Throughout the strategic alliance literature, successful strategic alliances include a multitude of factors promoting various facets of mutual benefit. There is convergence, however, on the notion that longer-lived, more stable alliances signal success. Thus, duration is consequential as a metric and measure of success. Dyadic alliance stability is conceptualized as the duration of the entity or initial agreement and presumes stability is a desirable aim. This research challenges the assumption that duration is an accurate and effective measure of dyadic alliance stability and success. We contribute to the alliance literature by providing much-needed construct clarity regarding the concept of dyadic alliance stability and a framework for the effects of stability on innovation performance. We conceptualize dyadic alliance stability as the alliance's duration, resilience, and robustness over time. Counterintuitively we posit that high levels of duration and low levels of resilience result in a "stability trap" attenuating performance. We also argue that low duration and high resilience levels result in an "opportunity zone" for break-out results, leading to superior performance levels. This novel concept and framework clarify the concept of dyadic alliance stability, overturning prior assumptions regarding the effects of alliance stability and its role in value creation.

STR: **Alliance Formation with New Partners as a Reaction to Acquisitions by Current Alliance Partners**

Author: **JIAWEN MA**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Gokhan Ertug**, *Singapore Management U.*
Author: **Ilya Cuypers**, *Singapore Management U.*
Author: **Cyndi Man Zhang**, *Singapore Management U.*

Firms can access tangible and intangible resources from both acquisitions and alliances. Drawing insights from the literature on the interplay between acquisitions and alliances, we examine how acquisition activities of a firm’s partners influence this firm’s subsequent alliance formation. We suggest that partners’ acquisitions of targets that are in the same industry as the focal firm may reduce these partners’ commitment to the focal firm and trigger opportunistic behaviors because of potential competition. We predict that, in reaction to these, the focal firm’s subsequent alliance formation with new partners will increase. We also theorize how the focal firm’s network status compared to its partners can mitigate its resource dependence on these partners and how the focal firm’s ego network density could alleviate the incidence of its partners’ practices that go against its benefits. Accordingly, we hypothesize that these two factors will weaken the relationship in our main prediction. Our analysis of US listed firms from 2000 to 2020 largely supports our framework. We emphasize the role of third parties (i.e. partners’ acquisition targets) to research on the interplay between acquisitions and alliances, and expand our knowledge of the antecedents of alliance formation.

STR: **How Do Firms React to Their Partners’ Acquisitions?**

Author: **Binh Minh Truong**, *BI Norwegian Business School*
Author: **Linda Rademaker**, *BI Norwegian Business School*
Author: **Randi Lunnan**, *BI Norwegian Business School*

Drawing insights from resource dependence theory, this study looks into power and dependence dynamics and examines how an alliance partner’s acquisition triggers responses from the firm that allies with that partner. An acquisition is a critical event that may not only bring changes to the acquiring partner and its target, but also restructure the partner’s relation with the focal firm. We argue that when the partner’s acquisition causes a shift in power-dependence in the alliance that is less favorable for the firm, the firm may react by developing new alternatives such as allying with or acquiring other organizations in the partner’s industry. We also examine the moderating role of relational embeddedness between the firm and the partner. The empirical analysis shows support for the predicted direct effects and mixed support for the moderating effects.

STR: **“In-Crowds”: Entrance Waves and Performance Implications in Multipartner Alliance Growth**

Author: **Joshua Austin Downs**, *Western Carolina U.*

The growth of multipartner alliances over time, determined by the sequence of new member firm entry, has been shown to affect the performance of the alliance and its partners. However, when sequence of entry is considered absent absolute temporal measures, it implies uniform, homogeneous time intervals between entrance events, which does not reflect reality and ignores possible implications related to varied entrance timing. Through the lens of divisive faultlines in inter-organizational conflict, I introduce the concept of entrance waves as clusters of firms entering a multipartner alliance within an abbreviated, absolute time period. I propose that, when divisive faultlines within intermediate entrance waves are activated by perceived inequities of value distribution related to sequential entry positions, this will have consequences for the collective creation and individual appropriation of value by firms in the alliance.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1186** | Submission: **20738** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Executive Experience and Background

Session Moderator: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*

STR: **A Study on Inventor CEO Experience, Governance Mechanisms, and Earnings Management**

Author: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*
Author: **Yungu Kang**, *UNIST*
Author: **Taejin Jung**, *IE Business School*

The present study investigates the relationship between CEO inventor experience and earnings management. By drawing on research on individual motivations, our study first establishes that a CEO's inventor experience is a reflection of his or her intrinsic motivation. We then propose that, given the intrinsic nature of the inventor CEO's motivation orientations, he or she will be less likely to engage in earnings management, which is a commonly used form of impression management. We propose that intrinsically motivated CEOs put less value on external rewards such as getting recognition and obtaining a bonus and, as a result, will be less likely to engage in earnings management. Moreover, we focus on the moderating roles of two prominent controlling governance mechanisms—board independence and institutional ownership. By relying on research on motivational crowding-out and cognitive evaluation theory, we suggest a positive interaction effect on the relationship between CEO inventor experience and earnings management such that the stronger the monitoring mechanisms, the relationship between CEO inventor experience and earnings management will become positive. We test our hypotheses using a panel of US firms between 1996-2017 and find strong support for all our hypotheses. The implications of these findings are discussed.

STR: **How CEOs' Pre-career Exposure to Religion Affects Corporate Tax Avoidance**

Author: **Yu Chen**, *Shanghai Jiao Tong U.*
Author: **Ruchunyi Fu**, *Shanghai U. of Finance and Economics*
Author: **Xiaoping Zhao**, *Shanghai Jiao Tong U.*

Resonating with the burgeoning interest in CEOs' pre-career experience, this study focuses on a CEO's pre-career exposure to religion and extends its strategic implications to corporate tax avoidance. We propose that a CEO's exposure to religion before starting a professional career shapes his/her cognitive aspects of moral decision-making. Because an emphasis on their social obligation is imprinted, CEOs with such experience are less likely to engage in aggressive tax avoidance. This effect is stronger when natural disasters occur and when the local community has fewer social capital resources. An analysis of a sample of U.S. listed firms from 2000 to 2019 provides strong support for our predictions. Our results are robust to various model specifications, including an entropy balancing approach and a difference-in-differences (DID) analysis. Implications for ethical leadership and tax avoidance literature are discussed.

STR: **GRATA DOMUM: Executives' Early-Life Exposure to Clan Culture and Firm Innovation**

Author: **Zhengyu Li**, *The U. of Melbourne*
Author: **Danyang Chen**, *Shanghai U. of Finance and Economics*
Author: **Congshan Li**, *Xiamen U.*

Recent research has shown that the personal experiences of firms' top executives in their early life influence their decision-making—especially risk-taking decisions, such as innovation—when they take over the roles of executives later. Our study extends this burgeoning stream of research by examining how executives' early-life exposures to the clan culture—featured with strong lineage-based kinship networks—affect firm innovation. Drawing upon the imprinting theory and the upper echelons research, we argue that executives who have been exposed to stronger clan culture in their early life tend to emphasize more on reputation and long-termism when making decisions. This carries over to their professional life when they are in top management positions, and it leads to a higher level of firm innovation. Using novel databases of Chinese publicly listed firms' patenting behaviors and the genealogies of clans in China, we find strong support for our hypotheses: Firms managed by executives who had a higher level of exposure to clan culture in their early life exhibit better innovation performance; this imprinting effect is stronger when these executives have higher equity ownership; when the firm possesses higher reputation; and when the firm is family-controlled. We discuss the implications of our study in strategic leadership and innovation research.

STR: **Social Frictions, Strategic Leadership, and International Business Strategy**

Author: **Suyash Garg**, *U. of Texas at Dallas*

Recent research has highlighted that the role of informal institutions in international business has been underexplored. Thus, we examine how CEOs' exposure to an important informal institution, namely ethnic violence, shapes their firms' internationalization strategy in specific geographies. Drawing upon categorical social cognition theory and upper echelons theory, we inquire into how Hindu CEOs' exposure to Hindu-Muslim communal violence informs two components of their firms' internationalization strategy in Muslim-majority countries: (1) likelihood of FDI in Muslim-majority countries, and (2) the choice of FDI mode of operations (partnering v non-partnering) in them. Based on data from three large datasets, our analyses of Indian firms' FDI between 2010-2018, using an instrument variable, reveal that such riot-exposed CEOs are less likely a) to undertake FDI in Muslim-majority countries and b) to choose a partnering-mode in Muslim-majority countries. However, these effects are mitigated when riot-exposed CEOs have greater experience with Muslim directors on other firms' boards. In this way, our research highlights how CEOs' implicit biases regarding specific social groups, stemming from their personal history, inform their perceptions of the geographies in which individuals from these social groups form the preponderant demography.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1187** | Submission: **20769** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Knowledge and Entrepreneurship

Session Moderator: **Sandra Baumbach**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

STR: **Watching You-How Financial Setup and Monitoring Impact Exploration and Exploitation in New Ventures**

Author: **Sandra Baumbach**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Organizational ambidexterity is a successful strategy for organizations to survive and succeed in a competitive business environment. While prior work has extensively analyzed benefits and antecedents of ambidexterity for incumbent firms, we lack equivalent understanding of potential drivers for exploration and exploitation in a new venture context. Hence, the purpose of this study is to provide first insights into the emergence of organizational ambidexterity by analyzing new venture-specific antecedents, such as the new venture's financial setup and investor or mentor monitoring. By leveraging a dataset of 190 entrepreneurs, we show that investor or mentor monitoring positively relates to exploration and exploitation. We also confirm the positive, indirect impact of the number of funding rounds on exploration and exploitation mediated through monitoring. However, the corresponding mediation hypothesis for the number of investors, predicting a negative impact, is not supported. Our findings contribute to extant ambidexterity literature by adding new ventures as additional research object and, thereby, extending current antecedent research. We also add to entrepreneurship research by transferring the well-established Stakeholder and Agency Theory into the entrepreneurial context. Practically, we provide valuable insights for new venture leaders on potential consequences of their funding decisions as well as investor or mentor involvement.

STR: **Reconciling Conflicting Evidence on Why Employees from Smaller Firms Become Entrepreneurs**

Author: **Benjamin King**, *Tulane U.*
Author: **Evan Penniman Starr**, *U. of Maryland, College Park*
Author: **Martin Ganco**, *Wisconsin School of Business*

Heterogeneity in entrepreneurial entry has often been examined through the lens of the differences in founders' prior knowledge, especially prior work experience. In the context of this literature, scholars have argued that small firms (relative to large firms) facilitate the acquisition of knowledge relevant for entrepreneurship which, in turn, facilitates transitions to entrepreneurship (i.e., the "small firm effect"). An alternative explanation has emerged, arguing that the small firm effect is an artifact of large firms being better at intrapreneurship. To inform this debate, we utilize unique, nationally representative survey data providing rich details about the emergence of entrepreneurial ideas and their potential implementation inside vs. outside of incumbent firms. Consistent with the traditional explanation of the small firm effect, for the average worker, we find strong evidence that small firms (relative to large firms) are better at providing an environment that facilitates transitions to entrepreneurship. Technical workers, however, are more likely to attempt to implement ideas in larger firms relative to non-technical workers. This finding helps to reconcile contradicting evidence in prior studies. In addition to unpacking the black box of the drivers of the small firm effect, our study has broader implications for the recent discussion on the drivers of entrepreneurial dynamism

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STR: **How do New Ventures Scale Up in the Ecosystem of Electric Vehicle Industry in the Emerging Economy?**

Author: **Shengce Ren**, *Tongji U.*
Author: **Luning Shao**, *Tongji U.*
Author: **Jinmin Wang**, *U. of Nottingham*
Author: **Jianxin You**, *Tongji U.*

Abstract: This paper examines how new ventures scale up in the ecosystem of electric vehicle industry in the emerging economy. Based on an in-depth longitudinal case study of electric vehicle charging service provider in China, a scaling process model is developed to explain the dynamics of entrepreneurial new venture growth in the ecosystem of nascent industries. The scaling of new ventures is significantly affected by the entrepreneur's effectual cognition about the evolution of focal nascent industry ecosystem. It is highly important for entrepreneurs to keep sensing the dynamic changes of emerging industry and making continuous business model innovation to grasp the new business opportunities. The study contributes to the new venture growth theory by integrating the effectuation theory and the cognitive approach to business model innovation literature with special focus on the role of effectual cognition of entrepreneurs in the scaling process of new ventures.

STR: **Technology vs Market Knowledge: How can Public Funding Aid Commercialization and Industry Emergence?**

Author: **I-Chen Wang**, *Suffolk U.*
Author: **Lihong Qian**, *Portland State U.*

Public funding plays an important role in promoting technology commercialization and industry emergence, its effectiveness is an important issue for policy making. Existing literature on public funding or industry emergence lacks finer-grained empirical evidences about the effectiveness of public funding in this regard. Our study addresses this research gap and examines the effect of public funding on the commercialization of private innovation by considering compositions of different partners in publicly-funded innovation projects. Empirical results from the Department of Energy's hydrogen and fuel cell commercialization program corroborate our predictions, showing that if a public-funded innovation project has non-profit partners like National Research Labs or Universities, its commercialization likelihood is reduced, but for-profit partners like upstream firms or downstream firms can increase the likelihood of commercialization. Our study offers theoretical contributions to the industry emergence literature and the public funding literature. Empirical evidence from this study further provides policy implications on administering public funding, which is considered to be better used if it enables more private effort in commercialization and cultivates a diverse body of knowledge that consists of business acumen needed for the commercialization process.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1188** | Submission: **20702** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

The Government as a Stakeholder

Session Moderator: **BIBEK BHATTACHARYA**, *Indian Institute of Management, Bangalore*

STR: **Firm Board Status and Compliance with the Indian CSR Mandate**

Author: **BIBEK BHATTACHARYA**, *Indian Institute of Management, Bangalore*

Faced with the same regulatory mandates, some firms comply while others do not. Prior research offers status heterogeneity as a leading explanation of this variation. The middle-status conformity perspective is the dominant theoretical narrative in this stream of research and predicts a non-monotonic inverted U-shaped status-compliance relationship. Moreover, this perspective as well as traditional status theory posits that higher status bestows more security on firms. However, recently scholars have challenged the universality of these arguments and encouraged further investigation of this relationship in different contexts and situations. Accordingly, in this paper, I theorize and formulate hypotheses about how firms' status in the board interlock network shapes compliance with a mandatory CSR law in India. In contrast to the dominant narrative, I predict a positive monotonic relationship between a firm's status in the board network and its likelihood of compliance with the CSR law. Further, I also posit that this association would be strengthened when there is greater compliance amongst a focal firm's industry peers. I test these hypotheses using a panel dataset of listed Indian firms.

STR: **CEOs and Political Donations: Are They Just Like Regular People?**

Author: **Benjamin Barber Iv**, *IE Business School*
Author: **Daniel Blake**, *IE Business School*

Why do CEOs make political donations? The literature offers two competing explanations: a) CEOs make donations as "investments" in order to gain access to politicians for the benefit of their firms; b) CEOs view donations as "consumption" and make donations to support the candidates whose ideological positions reflect their own. We provide a more nuanced treatment of CEOs' motives with respect to donations that adjudicates between these perspectives. We argue that CEOs value access more than the average donor, and therefore they are more likely to make donations for access. However, the extent to which CEOs value access varies as a function of regulatory intensity, equity share of CEO compensation, and firm performance, causing CEOs to vary from one another in their donations. We test our arguments using a dataset on the donations of CEOs of S&P 1500 firms from 1990 to 2014. We find strong evidence that CEOs are much more likely to donate for access than the average donor, and that CEOs' prioritization of investment over consumption varies systematically.

STR: **Chinese Corporate Leaders' Early-life Exposure to Confucianism and Political Compliance Strategy**

Author: **Linhao Han**, *Wuhan U.*
Author: **Yi Tang**, *U. of Hong Kong*
Author: **Tao Wang**, *Wuhan U.*

Political compliance strategy (PCS) refers to a firm's stance on implementing business activities centered around government policies. While existing research has examined the antecedents of PCS from the perspective of institutional pressures and resource dependence, little is known about how PCS can be affected by corporate leaders' personally held values. Resonating with the recent development of upper echelons theory on corporate executives' values, this study examines how Chinese corporate leaders' personal value shaped by their early-life exposure to strong Confucian cultures may carry a persistent influence on their firms' PCS. Analyzing two samples of Chinese non-state-owned (non-SOE) listed firms for 2013-2020 and 2011-2019 respectively, we find that board chairs with early-life exposure to a strong Confucian culture are more likely to engage in PCS, reflected by voluntary participation in the Belt and Road Initiative (BRI) and active engagement in green innovation. These relationships weaken if a board chair has overseas experiences, when a firm has a higher level of foreign ownership, and when a firm is headquartered in a region with better market development. Implications to upper echelons research and political strategy literatures are discussed.

STR: **When Trump Said Jump: Political Directors and the Recruitment of Foreign Workers**

Author: **Steve Sauerwald**, *U. of Houston*
Author: **Peter Norlander**, *Loyola U. Chicago*

Companies build and secure their competitive advantage by recruiting highly qualified employees. Recruiting foreign workers, often on H-1B visas, may be a promising way to accomplish this goal. However, immigration has become a highly contentious political issue in the United States, making it increasingly difficult to recruit foreign workers. We examine how politicians on the board influence recruitment strategies to attract foreign workers. Empirically, we utilize former President Donald Trump's election and "Buy American, Hire American" rhetoric to estimate the effect of political directors on firms' recruitment strategies. Using the near-universe of job advertisements in the U.S., we create novel firm-level measures of barriers to employment for foreign workers and find that political directors affect a firm's recruitment efforts toward U.S. workers and workers on visas. We then argue that other directors on the board—in particular ethnic minorities and foreign directors—as well as governance structures—such as HR committees and the timing of the shareholder meeting—moderate political influences on firms' recruitment strategies.

Session Type: **Paper Session**
Program Session: **1189** | Submission: **20751** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Board Influence

Session Moderator: **Koen Van Den Oever**, *Radboud U. Nijmegen*

STR: **Do Board Topics Change as the Board Nears the End of Their Term?**

Author: **Koen Van Den Oever**, *Radboud U. Nijmegen*
Author: **Stephanie Koornneef**, *Radboud U.*

Although boards are an important echelon of the organization, research is increasingly questioning what their roles are. In this paper, we develop a temporal perspective that shows that boards focus on different topics depending on the time until their term ends. We argue that boards will behave more opportunistically as their end term draws near. Specifically, boards will discuss fewer long-term topics, but based on a renomination incentive, will simultaneously discuss more stakeholder-related topics. We test our predictions in the Dutch water management context, where board members' collective end term is predefined, and the nature of opportunistic behavior is complex as board members are elected and nominated by stakeholder groups. Indeed, we find that boards discuss fewer long-term topics and more stakeholder-related topics as their end term becomes imminent. This has important implications for the literature on corporate governance and decision making as we show that opportunistic behavior can materialize in different forms concurrently.

STR: **Towards a Configural Theory of Influence within the Boardroom**

Author: **Michelle Weck**, *Johannes Gutenberg U. Mainz*
Author: **Dennis Veltrop**, *U. of Groningen*
Author: **Jana Oehmichen**, *Johannes Gutenberg U. Mainz*
Author: **Floor Rink**, *U. of Groningen*
Author: **Ryan Adam Krause**, *Texas Christian U.*

Much research has focused on understanding the functioning/ misfunctioning of boards of directors. However, a simple yet relevant question pertaining to who has the most and least to say within the board has remained largely unanswered. We draw on classical group and team research to better understand this phenomenon. Specifically, previous group research has highlighted the importance of the formal role, social dominance, prototypicality, and social and intellectual competence to become influential within groups. We integrate these topics and explore the complex interdependencies in boardrooms. We use fuzzy set qualitative comparative analysis (fsQCA) on a sample of 299 Dutch supervisory directors in 60 boards to elaborate theory on how directors become influential within the board. Specifically, our findings highlight that directors can improve their influence level within the board via their behavioral cues; however, the options for non-prototypical directors are much narrower. Overall, our configurations support our theoretical arguments and provide evidence for the presence of equifinality of influence patterns within the boardroom because of interconnected and hard-to-isolate dynamics at play within the boardroom. As such, our study offers novel theoretical and empirical insights to academics and practitioners alike.

STR: **Is it Me or is it You? CEO-Director Forename Commonality, Implicit Egotism, and CEO Compensation (WITHDRAWN)**

Author: **Sebastian Firk**, *U. of Groningen*
Author: **Hauke Meyer**, *U. of Goettingen*

This study finds that CEOs sharing a forename with a non-executive director receive significantly higher compensation. We explain this striking bias with implicit egotism – people's tendency to transfer their positive self-image onto others with whom they share an incidental similarity. While implicit egotism is well grounded in the psychology literature, its role in major professional decisions is controversial. We contribute to this debate by analyzing CEO-firm fixed effects regressions in a sample of more than 38.000 firm-year observations of S&P 1500 firms between 1995 and 2019. The results are robust to the inclusion of demographic similarities (e.g., ethnicity, age, gender) as well as the exogenous likelihood that a CEO and director share their forename. Additional tests reveal that the relationship is more pronounced for directors with a higher structural influence in the compensation-setting process. Interestingly, we do not find evidence that a higher degree of oversight within the board, through analysts or institutional investors weakens this relationship. Overall, the results suggest that boards and the wider governance environment struggle to contain the biases of individual directors, especially when these directors are in influential positions.

STR: **Norms of Deference and the Impact of Military Background on Monitoring Firm Regulatory Misconduct**

Author: **Christina Walker Robichaud**, *U. of Montana*
Author: **Juan Carlos Morales**, *West Texas A&M U.*

Understanding the barriers to board oversight has become increasingly important as corporate scandals fill the news. The norm of deference is an under-examined attribute, which is considered under a demography-based perspective of governance to influence effective monitoring. However, we think the relationship is more nuanced than prior research has acknowledged and suggest that the target of a director's deference is relevant—when the deference is directed towards the CEO rather than the principal, a barrier for monitoring might exist. Further, group factors that perpetuate (or mitigate) dysfunction and information asymmetry can amplify (reduce) these norms of deference. Interestingly, this norm is a key aspect of military training, and it is common for a US board seat to be filled with a director possessing a military background ("military board"). Using a 14-year panel of US manufacturing firms comparing firms with and without military boards, we find evidence for higher levels of regulatory misconduct when a firm has a military board or a military board together with a larger board size or a higher level of board independence.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1190** | Submission: **20733** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Board Gender Dynamics

Session Moderator: **Y.Anthony Kim**, *Western Kentucky U.*

STR: **The Female Board Representation and Group Decision-Making Under High Uncertainty**

Author: **Y.Anthony Kim**, *Western Kentucky U.*
Author: **Eugene See**, *Coastal Carolina U.*

Prior studies have found that threat factors could lead female directors to become more actively engaged in group decisions. However, there is also the possibility that threat factors, such as uncertainty and complexity, can streamline the group's decision-making process. Unfortunately, to date, this possibility has not been theoretically or empirically examined. In the present paper, we examine the impact of female board representation on corporate strategic decision-making—specifically, greenfield investment, which is commonly perceived to be particularly high in uncertainty and complexity. Building upon the threat-rigidity theory, we empirically examine the association between female board representation and the firm's propensity toward greenfield investment. We also predict a moderating effect from outside directorships. Using a sample of the top 500 firms in the U.S., we find a positive association between a firm's female board representation and greenfield investment. Additionally, we find that such a relationship is strengthened when there are more outside directors on the board. In addition to employing an econometric approach, we also used an experimental approach to investigate impact of gender diversity on a board's decision-making process regarding various internationalization strategies.

STR: **The Added Value of Women in the Board: Evidence From Two-sided Matching Under Gender Quota Policies**

Author: **Elena Lizunova**, *Brigham Young U.*
Author: **Denisa Mindruta**, *HEC Paris*

To remedy the gender gap problem makeup of corporate upper echelons, a number of countries have resorted to legislative measures to improve gender representation in corporate boards. While these policies are usually heralded as solutions to labor market biases, they have also been criticized as being hard to implement due to firms' difficulties to attract scarce talent. Critics point to possible unintended consequences of these regulations, such as a small number of women holding multiple appointments and further closing down opportunities for other candidates, or firms stumbling on "unqualified" candidates. We join the debate on the impact of gender policies by focusing on the structural features of the director labor market. We build on the idea that appointment of women directors is a manifestation of a matching process where firms have preferences over candidates and candidates have preferences over which firms to join. Therefore, the observed appointments are the outcome of mutual preferences, ability to attract qualified candidates, and opportunities to cherry-pick among options. This matching process is endogenous and cannot be captured by studies that are correlational in nature or those that report average tendencies and thus obscure important variation across firms and candidates. Empirically, we focus on the French context and the passing of Copé - Zimmerman Law in 2011, which has instituted a two steps quota policy of gender representation in the boards. We ask three related questions: 1) what factors (preferences) drive the matching of firms and candidates, before and after the quota policy? 2) do the matching factors (preferences) change or are they stable? 3) at the time of hiring, who, among women, is perceived as bringing higher "added value" for the governance of the firm? Preliminary results indicate that preferences have largely remained stable, with notable differences concerning public firms and better governed firms, who post-reform are better matched with qualified women candidates (both those with and without prior board experience). More strikingly, homophily in the elite status of existing board members and the women who join the boards has increased in importance after the reform. Our analysis indicates that the perceived "added value" of qualified but less experienced women (i.e. those with less or no prior board experience) increases dramatically after the reform, while the perceived "added value" of more experienced women and those with elite status remains stable. This result indicates that qualified women who were not entrenched in the existing network of board directors had most to gain due to the reform.

STR: **Board Gender Dynamics and CEO Compensation**

Author: **SU CHEN**, *Rutgers U., School of Management and Labor Relations*
Author: **Jie Feng**, *Rutgers U.*

We theorize and examine the conditions when increased representation of female interlocking directors may change the pay-setting processes within boards of directors and the subsequent CEO pay raises. Integrating research on board gender diversity and minority influence, we particularly focus on corporate governance, firm diversity strength, and changes of male interlocking directors to explore how these factors moderate the relationship between female interlocking director increase and CEO pay raises. Using 3,363 firm-year observations from 440 S&P firms in 9 years (2010-2018), we find support for our hypotheses that in firms of stronger corporate governance and diversity strength and in boards with substantial changes of male interlocking directors, increased representation of female interlocking directors significantly lowers CEO pay raises. Taken together, by investigating the impact of enhanced women representation in the "inner circle", the corporate elite, we extend the important, ongoing conversations of how gender diversity changes workplace at the upper echelon level and how firms curb the rise of pay inequity and regulate excessive CEO pay raises. We encourage future research to adequately investigate the dynamics of gender diversity and simultaneously consider the minority influence exerted by female directors at both the board and the firm level.

STR: **"Sisters Before Misters?" How Board Gender Diversity Affects CEO Compensation (WITHDRAWN)**

Author: **Kristen Faile**, *Belmont U.*

In this study we explore differences in chief executive officer compensation as influenced by the number of females on the Board of Directors at the firm and the interaction of CEO personality and the number of female directors at the firm. We predict that the number of female directors will affect the compensation of female CEOs in either a positive or negative direction based on competing sociological theories and that the effects of these theories will extend not only to female CEOs but also to CEOs who display stereotypically female personality traits, specifically neuroticism and agreeableness. We find that a larger sample size of female CEO's is most likely needed to examine the effects of increased quantity of female directors on female CEO compensation. We also find that neuroticism in CEO's does not seem to interact with the quantity of female directors to affect CEO compensation, however, we find strong evidence that agreeable CEO's are compensated more based on the quantity of female directors present on their boards. Lastly, we find in a supplementary analysis that the trait of openness to experience in CEO's also interacts with the number of female directors on a CEO's board to increase CEO compensation significantly. Our study aims to contribute to the literature on gender differences in executive compensation, gender dynamics in the upper echelons, CEO personality, and outcomes of Board member characteristics, specifically gender on CEO compensation.

STR: **Role of Women Directors in Strengthening Board Committees: Cross National Evidence**

Author: **Anish Purkayastha**, *U. of Sydney Business School*
Author: **Chinmay Pattnaik**, *U. Of Sydney*

Studies on the role of women directors focus on gender representation in corporate boards and its impact on strategic and performance outcomes. Focusing on how the female directors strengthen board governance quality, this study examines the role of women director's voice in improving the monitoring role of the board. We find that the tenure of women directors which provides them voice in the board has a positive impact on the managerial capital of the monitoring committees (i.e., audit, nomination and compensation) as opposed to other advisory committees. This relationship is contingent upon the presence of Women CEO in the firm and the status of women in the society such that women CEO positively moderates this relationship and societal gender equality weakens it. We test our hypotheses based on a multi-country sample of emerging markets which are underrepresented in current literature spanning eleven years (2010-2020) over half of the world population.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1191** | Submission: **17556** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Web3 Decentralization: Blockchain Technologies' Impact on Modern Organizational Governance

Organizer: **Magnus Van Haaren**, *Rotterdam School of Management, Erasmus U.*
Organizer: **Xule Lin**, *Imperial College Business School*
Organizer: **Wenqian Wang**, *Purdue U., West Lafayette*
Panelist: **Ethan Scott Bernstein**, *Harvard Business School*
Panelist: **Hanna Halaburda**, *New York U.*
Panelist: **Ying-Ying Hsieh**, *Imperial College Business School*
Panelist: **Alex Michael Murray**, *U. of Oregon*
Panelist: **Joana Pereira**, *Leeds U. Business School*
Panelist: **Jean-philippe Vergne**, *UCL School of Management*

This panel symposium aims to explore the opportunities for understanding Web3 decentralization in blockchain-based organizations that arise from management theories' competing arguments. Blockchain technology, based on distributed ledger technology, is a disruptive technology that provides a decentralized database of immutable transactions maintained across peer-to-peer networks. Theoretical lenses like transaction cost economics, agency theory, mechanism design theory, institutional theory, and organization design are frequently used to examine blockchain-based organizational governance. However, these theories present competing arguments and inconsistencies regarding the effectiveness of blockchain-based organizational governance. The symposium will provide a platform for discussing the need for more theoretical clarity and for examining the impact of decentralized blockchain-based governance models on organizational processes and performance. The symposium will bring together established blockchain scholars and members of the technology and innovation management, strategic management, and organization and management theory interest groups to discuss new insights into classic managerial issues.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1192** | Submission: **20754** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

Capability Management

Session Moderator: **Minh Hoang Vo**, *INSEAD*

STR: **Emergence of Knowledge Capability from External Mobility of Human Capital: A Resourcing Perspective**

Author: **Minh Hoang Vo**, *INSEAD*
Author: **Daniel Z. Mack**, *Singapore Management U.*
Author: **Quy Nguyen Huy**, *INSEAD*

For decades, research on strategic human capital emphasizes the importance of attracting, motivating, and retaining human capital for developing the firm's knowledge-based capabilities. However, the literature largely focuses on human capital strategies that rely on firm's reputation and resource endowment and under theorizes the strategy that can be used by firms in low-resource contexts. Based on a qualitative, longitudinal study of a machine-repair shop evolving into a prominent firm in defense R&D, we induct theory that explains how low-resource firms develop and evolve knowledge-based capability by using its scarce resource to upskill its employees to gain human-capital mobility to reputable firms in the industry. Our data shows how managerial enactment of an interfirm-career cognition motivates changes to employees' boundary conceptions (knowledge boundary, time boundary, and valuation boundary). These changes underpin organizational capability in conducting knowledge work in complex, specialized, and distant domains and thereby enable firm-level evolution from low-cost imitator of existing products to creative designer of novel products. Using the perspective of resourcing theory, our theory nuances the resource-based view underlying the strategic human capital literature's emphasis on isolating human capital within the firm. Our theory also addresses the strategic human capital literature's call for a multi-level, dynamic empirical examination of how firms develop capability from human capital as well as advances the emerging conversation of why firms should invest in general human capital.

STR: **Unconventional Times: Competition, Capability, and Innovation in the Oil and Gas Industry**

Author: **Weikun YANG**, *Ross School of Business, U. of Michigan*
Author: **Yue Maggie Zhou**, *U. of Michigan*
Author: **Sendil Ethiraj**, *London Business School*

We develop a formal model to analyze innovation as a firm choice affected by market competition and firms' technological capabilities. Our model accounts for a short-term selection effect, that an increase in market competition will increase the threshold of firm capability for staying in the industry and slow competition growth for surviving firms, thereby reducing firms' survival-based incentive for innovation. With lower survival pressure, firms focus more on short-term profit than long-term survival and decrease innovation efforts as competition intensifies. In addition, high capability firms, because they are less vulnerable to survival threats but more sensitive to price levels for total profits, their innovation efforts will be more negatively affected by competition than those of low capability firms. We test these predictions by examining firm investments in unconventional wells in the United States between 2010 and 2018.

STR: **Timeliness and Accuracy in Retrieving Firm Competencies: An Indexing Capability Perspective**

Author: **Mengyue Su**, *Peking U.*
Author: **Hao Ma**, *National School of Development at Peking U.*

A firm constantly orchestrates and redeploys its competencies to maintain a dynamic fit with its competitive environment. Timely and accurate retrieval of its competencies is essential for subsequent orchestration and redeployment. This article advances a theory of a firm's indexing capability consisting of architecting capability, stocking capability, and retrieving capability and examines its impacts on the retrieval of firm competencies. The architecting capability helps provide a comprehensive architectural system based on which a firm's competencies are to be stocked and retrieved. The stocking capability helps the firm track the content and location of the competencies during their acquisition and accumulation. The retrieving capability allows the firm to access and assess the needed competencies for their orchestration and deployment. The impact of indexing capability will be moderated by the attributes of firm competencies and the attributes of the contexts in which the competencies are called for.

STR: **Why do Some Firms Struggle to Reactivate Idled Resources?**

Author: **Toby Li**, *Texas A&M U.*
Author: **Jan-Michael Ross**, *Imperial College London*

Why do some firms struggle to reactivate idled resources, while others do not? While prior theoretical work has pointed out that the cost of restarting operations rises with the duration of a temporary suspension, we build on the resource-based perspective to explore firm-specific sources of such time-dependent cost. Specifically, we posit that the duration of resource idling increases the intangible cost of restarting operations due to capability erosion. We argue that the negative effect of a firm's idling duration on its capabilities is alleviated for firms with more homogenous assets relative to the focal asset being idled (i.e., resource fungibility), with greater non-idleness of similar resources, and with greater previous idling-reactivation experience. We empirically test and find support for our arguments using data of the full population of oil-gas wells drilled in Texas between 2010 and 2022. Our findings contribute to the strategic management literature by linking operational decisions to reactivate idled resources to firm-specific sources of performance heterogeneity and by shedding light on sources of capability erosion when adapting to changing environments.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1193** | Submission: **10463** | Sponsor(s): **(STR, HR)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Workers, Wages, Diversity & Corporate Culture

Organizer: **Rachelle Sampson**, *U. of Maryland*
Organizer: **Nathan Barrymore**, *McCombs School of Business, U. of Texas at Austin*
Presenter: **Jillian Grennan**, *U. of California, Berkeley*
Presenter: **Rick Wartzman**, *Drucker Institute, Claremont Graduate U.*
Presenter: **Nathan Barrymore**, *McCombs School of Business, U. of Texas at Austin*
Discussant: **Rick Wartzman**, *Drucker Institute, Claremont Graduate U.*
Discussant: **Christopher I. Rider**, *U. of Michigan, Ross School of Business*
Moderator: **Rachelle Sampson**, *U. of Maryland*
Author: **Wei Cai**, *Columbia Business School*
Author: **Aiyesha Dey**, *Harvard Business School*
Author: **Joseph Pacelli**, *Harvard Business School*
Author: **Lin Qiu**, *Krannert School of Management, Purdue U.*

Employees have been resigning at higher rates in recent years, particularly since the start of the pandemic. This resignation is true at all wage levels within organizations, from low wage to more senior, mid-career employees with higher wages. This resignation is purported to be due to existing dissatisfaction with the workplace and, consequently, increased expectations around work, including but not limited to wages as well as non-wage benefits and workplace culture (e.g., Sull, Sull, and Zweig, 2022). Furthermore, firms face stakeholder and public pressure to become more inclusive across ethnic and racial groups, and better represent society at large. Many firms in the United States have struggled to both recruit and retain employees from underrepresented groups, highlighting managers' need for best practices to retain this talent. Employee resignations are not only disruptive for employees, but also for the firms that employ them. Such turnover costs are often a significant component of human resource expenses that ultimately affect firm financial performance. Further, turnover can be an indicator of ineffective or even toxic workplace culture, which affects not only job tenure, but the ability of firms to be selective in hiring and the ultimate productivity of those they do hire. What are some of the factors that lead to higher turnover or reduce it? How do firms build a more effective workplace culture that attracts and retains talented employees? This symposium examines these questions from both a large-scale empirical and qualitative research perspective. Three presentations, including two quantitative studies examining wages, workplace culture and turnover, and a qualitative analysis of Walmart's changes to wages and working conditions, bring forth timely and important research to understand how firms can respond to workplace challenges. Specific areas addressed in this symposium include: - how firms can increase diversity among employees, develop more equitable pay practices and create inclusive workplace cultures; - the impact of pay practices on employee turnover and firm performance; and - the impact of increased wages and benefits on workplace culture and performance within a specific firm. A full discussion is planned, one that encompasses academic commentary as well as translation to how this appears in the workplace with an ultimate objective to inform business practices.

Do Diverse Directors Influence DEI Outcomes?

Author: **Jillian Grennan**, *U. of California, Berkeley*
Author: **Wei Cai**, *Columbia Business School*
Author: **Aiyesha Dey**, *Harvard Business School*
Author: **Joseph Pacelli**, *Harvard Business School*
Author: **Lin Qiu**, *Krannert School of Management, Purdue U.*

Still Broke Walmart's Remarkable Transformation and the Limits of Socially Conscious Capitalism

Author: **Rick Wartzman**, *Drucker Institute, Claremont Graduate U.*

(When) Does Paying Living Wages Affect Employee Turnover and Firm Performance?

Author: **Nathan Barrymore**, *McCombs School of Business, U. of Texas at Austin*
Author: **Rachelle Sampson**, *U. of Maryland*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1194** | Submission: **14464** | Sponsor(s): **(STR, OMT, TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Navigating Organizations through Multiple Goals

Discussant: **J.P. Eggers**, *New York U.*
Organizer: **Dongil Daniel Keum**, *Columbia Business School*
Panelist: **Henrich Greve**, *INSEAD*
Panelist: **Metin Sengul**, *Boston College*
Panelist: **Julie Battilana**, *Harvard U.*
Panelist: **Saeedeh Ahmadi**, *Amsterdam Business School, U. of Amsterdam*

This symposium aims to shed light on the challenges of managing the pursuit of multiple organizational goals. In addition to traditional financial and innovation goals, organizations face growing pressure to meet environmental, social, and corporate governance (ESG) goals. The pressure comes not only from shareholders but by an increasingly diverse set of stakeholders, including employees, board members, rating agencies, media, and CEOs themselves who are demanded and emboldened to express their political and social values. This symposium aspires to go beyond recognizing the presence of multiple organizational goals and make advances on the following two questions: (1) The varied and nuanced nature of conflicts between different goals (2) The organizational tools employed by managers to facilitate resolving such conflicts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1195** | Submission: **17723** | Sponsor(s): **(STR, SIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

When Stakeholder Engagement and Governance is Front and Center

Organizer: **Sinziana Dorobantu**, *NYU Stern School of Business*
Organizer: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Session Chair: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Presenter: **Jan-Willem Stoelhorst**, *U. of Amsterdam*
Presenter: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Presenter: **Christoph Grimpe**, *Copenhagen Business School*
Presenter: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*

Strategy research is increasingly moving beyond shareholder-centric theoretical models to emphasize the participation of a wide range of stakeholders in the process of value creation. The acknowledgement of the importance of various stakeholders in the process of value creation calls for new thinking on (i) the role of different stakeholders in a firm's fundamental function of creation and distribution of economic value and, implicitly, in the firm's strategic behavior, and (ii) the role of stakeholder engagement and governance processes that underpin the identification of stakeholder interests and their enfranchisement. In this symposium, we propose to engage in con-versations that cut across work in strategic management, stakeholder theory, corporate govern-ance, and social issues in management to advance further research on these important topics. The symposium will consist of four paper presentations and a question-and-answer session with the audience. The ensuing discussion is envisioned to help advance both conceptual and empirical work on stakeholder engagement and governance. We hope to also highlight promising areas for further research that leverages both novel approaches to theory and explores new empirical set-tings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1196** | Submission: **13106** | Sponsor(s): **(STR, TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Academic Research is Dead. The Robots Won

Organizer: **David Maslach**, *Florida State U.*
Organizer: **ChatGPT Robot**, *Internet*
Panelist: **Anil R. Doshi**, *UCL School of Management*
Panelist: **Marie Louise Mors**, *Copenhagen Business School*
Panelist: **Phanish Puranam**, *INSEAD*
Panelist: **Robert Channing Seamans**, *NYU Stern*

This symposium will examine the potential impacts of chatbot technology on the academic research process for organizational scholars. It will draw on the expertise of scholars from a variety of disciplines, including computer science, information technology, organizational behavior, and strategy to provide a comprehensive understanding of the opportunities and challenges associated with chatbot technology for organizational research. The symposium will focus on the implications for research, teaching, and academic productivity, as well as the ethical and privacy issues that arise in the use of chatbot technology. Case studies and strategies for addressing these concerns will also be discussed.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1197** | Submission: **10645** | Sponsor(s): **(STR, TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Insights on the Determinants of Scientific Knowledge Production

Organizer: **Gabriel Cavalli**, *U. of Toronto, Rotman School of Management*
Organizer: **Anita McGahan**, *U. of Toronto*
Presenter: **Michael Blomfield**, *U. of Massachusetts, Amherst*
Presenter: **Caroline Fry**, *Massachusetts Institute of Technology*
Presenter: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*
Presenter: **Keyvan Vakili**, *London Business School*
Discussant: **Soomi Kim**, *MIT Sloan School of Management*

Scholars of Strategic Management, Technology and Innovation Management, and Research Methods have recently sought to integrate theories that investigate the determinants of scientific knowledge production. In this Symposium, we propose to advance research on these determinants through the presentation of scholarly papers by four authors, each of whom will present recent findings developed with co-authors on this topic. The papers will be discussed formally by an emerging scholar in this domain. The purpose of the symposium is to support scholarly dialogue among participants, with the discussant, and in a question-and-answer session with attendees. We envision that this dialogue will advance frontier approaches to understanding how scientific knowledge production can be fostered institutionally, organizationally, and methodologically.

Stimulating Innovation on Neglected Diseases: Institutional Development and Knowledge Production

Author: **Gabriel Cavalli**, *U. of Toronto, Rotman School of Management*
Author: **Michael Blomfield**, *U. of Massachusetts, Amherst*
Author: **Anita McGahan**, *U. of Toronto*
Author: **Keyvan Vakili**, *London Business School*

Migration and Global Network Formation: Evidence from Female Scientists in Developing Countries

Author: **Caroline Fry**, *Massachusetts Institute of Technology*
Author: **Jeffrey Furman**, *Boston U.*

How does Data Access shape Science? Evidence from the Impact of U.S. Census's Research Data Centers

Author: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Author: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*

The Pursuit of Novelty in Science and Technology

Author: **Keyvan Vakili**, *London Business School*
Author: **Michael A. Bikard**, *INSEAD*
Author: **Florenta Teodoridis**, *California Southern U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1198** | Submission: **11545** | Sponsor(s): **(STR, TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Digitization and Platforms: Bridging Market and Nonmarket Strategy

Organizer: **Angela Soomin Ryu**, *Columbia Business School*
Organizer: **Bo Cowgill**, *Columbia Business School*
Discussant: **Feng Zhu**, *Harvard U.*
Presenter: **Hyunjin Kim**, *INSEAD*
Participant: **Xi Kang**, *Vanderbilt U.*
Presenter: **Andrei Hagiu**, *Boston U.*
Participant: **Julian Wright**, *National U. of Singapore*
Presenter: **Bo Cowgill**, *Columbia Business School*
Participant: **Andrea Prat**, *Columbia Business School*
Participant: **Tommasso Valletti**, *Imperial College Business School*
Presenter: **Angela Soomin Ryu**, *Columbia Business School*

In recent years, the unique opportunities and challenges the firms face in the digital context and how the existing strategy concerns could be applied and expanded to accommodate such challenges have started to receive closer attention from scholars. More broadly, digitization calls for a more nuanced understanding of its implications on competitive and nonmarket strategies, but the conversation between the two sides has remained less integrated. This symposium attempts to bridge the dialogue between the market and nonmarket strategies, focusing on the digitally-mediated and enhanced interactions within firms (e.g., algorithmic decision-making, platform discoverability) and the political strategies of firms to navigate the heightened societal/regulatory pressures arising from such interactions.

Algorithmic Predictions, Confidence, and Reasoning Quality

Author: **Xi Kang**, *Vanderbilt U.*
Author: **Hyunjin Kim**, *INSEAD*

Optimal Discoverability on Platforms

Author: **Andrei Hagiu**, *Boston U.*
Author: **Julian Wright**, *National U. of Singapore*

The Non-market Effects of Market Power: Evidence from Mergers and Lobbying

Author: **Bo Cowgill**, *Columbia Business School*
Author: **Andrea Prat**, *Columbia Business School*
Author: **Tommasso Valletti**, *Imperial College Business School*

Negative Lobbying by Digital Firms and Effects on Competitors

Author: **Angela Soomin Ryu**, *Columbia Business School*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1199** | Submission: **13518** | Sponsor(s): **(STR, TIM, OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Learning from Automobiles and Mobility Services: Modularity, Ecosystem Structure & Value Migration

Organizer: **Michael G Jacobides**, *London Business School*
Organizer: **John Paul MacDuffie**, *U. of Pennsylvania*
Participant: **Marc Alochet**, *CRG Ecole Polytechnique*
Participant: **Marvin B Lieberman**, *UCLA Anderson School of Management*
Participant: **Johann Peter Murmann**, *U. of St. Gallen*
Participant: **C. Jennifer Tae**, *Temple U.*
Discussant: **Carliss Baldwin**, *Harvard Business School*
Discussant: **Aakash Arora**, *Boston Consulting Group*

From the automotive sector – long fertile ground for management research – we have the opportunity to observe and to learn how the gradual transition from internal combustion engine vehicles (ICEV) to battery electric vehicles (BEV) and associated changes in related technologies plus the expansion to mobility services is shaping the sector's evolution. Recent evidence challenges early predictions that BEVs would be much more modular than ICEVs, whether in product, process, or industry architecture. If the physical vehicle remains somewhat persistently integral, what does that mean when vehicle-as-platform strategies bring modular and digital innovations from the tech sector – along with the active interest and investment of tech giants in the mobility sector? This morphing of a product grounded in physical realities into a platform for all-digital services provides us with lessons that extend well beyond automotive. Scholars whose recent research raises these questions will debate what the early tea leaves show and project the future trajectory of mobility ecosystems along with implications for relevant theory.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1200** | Submission: **20329** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

People and Innovation Track: The Role of Leaders in Innovation

Session Moderator: **Jung-Ching Lin**, *Southern Taiwan U. of Science and Technology*

TIM: **How Should Family Firms Bring the Next Generation into the Company?**

Author: **Dung Thi Phuong Nguyen**, *Southern Taiwan U. of Science and Technology*
Author: **Cheng-Yu Lee**, *Southern Taiwan U. of Science and Technology*
Author: **Jung-Ching Lin**, *Southern Taiwan U. of Science and Technology*

Many business owners want their offspring to continue the family business after they have retired. However, some family firms (FFs) hire non-family CEOs, expecting that they introduce superior managerial skills and tacit knowledge accumulated through their outside work experience, which may not be available in the limited pool of family members. This study incorporates upper echelons theory and imprinting theory to propose the boomerang succession planning in which future heirs are encouraged to boomerang back FFs only after obtaining professional experience outside FFs. We theorize and find that family CEOs' prior work experience at outside firms has a positive effect on technological exploration. Moreover, family successors spending more time working at their firms are less favorable to technological exploration opportunities. As a by-product, this succession planning sheds light on how FFs should promote future heirs' readiness to bring them into firms to enhance the attractiveness of continuation by offspring.

TIM: **The Influence of CEO and Board Information Technology Expertise on Large Firms' Risk of Cyberattack**

Author: **Chi Hon Li**, *Tilburg U.*
Author: **Ryan Adam Krause**, *Texas Christian U.*
Author: **Michael C. Withers**, *Texas A&M U.*

Cybersecurity is an increasing concern for executives and boards of directors. Cyberattacks represent breaches of information security systems leading to the exposure, damage, or loss of vital organizational data. The risk of such attacks is especially high for large corporations, as they are attractive targets for hackers. In this study, we examine the role of CEOs and boards in the context of information technology (IT) governance. In particular, we integrate research on managerial expertise and board IT governance to theoretically expand the roles of CEOs and boards as cybersecurity safeguards. We focus on firm size as a risk factor associated with the likelihood of experiencing a cyberattack and then examine the moderating roles of CEOs with IT functional experience and interlock ties to firms from technology-based industries. Testing our hypotheses on a sample of Fortune 500 firms from 2010 to 2019, we find that large firms are more likely to experience cyberattacks, but this likelihood is reduced when the CEO has IT experience and the board is interlocked with firms from IT-based industries.

TIM: **Parental Creativity Imprinting on CEO and Corporate Renewal Strategies**

Author: **Puya Kahhali**, *U. of California, Riverside - Anderson Graduate School of Management*
Author: **Alexandru Roman**, *CSULA*
Author: **Haibo Liu**, *U. of California, Riverside*

Firms renew their capabilities internally by investing in research and development and externally by acquiring other firms. We theorize that a firm's corporate renewal strategies can be shaped by its CEO's early-life experiences. Specifically, CEOs whose parents engaged in highly creative occupations will bear a creativity imprint via parent-child interactions during their formative years that lasts into adulthood. CEOs with creativity imprints are more likely to engage in corporate renewal compared to other CEOs. We also expect this main effect to strengthen following better firm performance and to weaken with CEO age. Interestingly, the differences are mainly driven by a CEO's pursuit of familiar instead of radical renewal strategies. We find support within a proprietary dataset of Fortune 100 firms between 2000 and 2016.

TIM: **The Effects of CEO-TMT Shared Cognition on Radical Technological Innovation**

Author: **David Lohmar**, *Westfälische Wilhelms-U. Münster*
Author: **Christopher Albert Sabel**, *Rotterdam School of Management, Erasmus U.*
Author: **Stephan Nüesch**, *Westfälische Wilhelms-U. Münster*

Incumbent firms' approaches towards radical innovation are important for their sustained competitive advantage. Recently, studies focused on the cognition of chief executive officers (CEOs) and top management team (TMT) members to explain incumbents' innovativeness. However, less attention has been paid to the shared cognition at the CEO-TMT interface, even though, the entire top management is essential in implementing radical strategic initiatives. Relying on a social-interactionism view of the CEO-TMT interface, we study the effects of CEO-TMT shared cognition on incumbents' attainment of radical technological innovation. We test our hypothesis on 411 S&P500 firms between 2006 and 2017. We hypothesize and find that CEO-TMT shared cognition positively affects incumbents' pursuit of radical innovation, up to a certain point, at which shared cognition negatively affects incumbents' pursuit of radical innovation. We posit that the positive effect persists due to increasing CEO-TMT cohesion and concomitant confidence in pursuing high-risk business endeavors such as radical innovation. After a certain point, these positive effects become outweighed by the negative effect of groupthink, which limits divergent thinking and creativity, which are paramount for radical innovation. Our study develops the understanding of radical innovation within incumbent firms and contributes to the literature on shared leadership at the CEO-TMT interface.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1201** | Submission: **20336** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

People and Innovation Track: Building an Innovative Workforce

Session Moderator: **Ning Xu**, *Zhejiang U., China*

TIM: **Retrospection, Revival, Rebirth: Conceptualizing Human Resource Management in Gig Work**

Author: **Vaishnavi Gautam**, *Indian Institute of Management, Kashipur*
Author: **Abhyudaya Anand Mishra**, *Doctoral student at Indian Institute of Management Kashipur*
Author: **Mridul Maheshwari**, *Faculty Indian Institute of Management Kashipur*

The purpose of this research is to systematically synthesize the extant literature available at the interface of gig work and HRM and thereby advance knowledge while evaluating the relevance of HRM in this new but important work context. The study undertakes a systematic review of literature (SLR) to integrate the scattered literature while considering papers published at any time. To appraise contemporary studies, source data and synthesize findings for conceptualizing HRM in gig work. A total of 42 studies were considered, based on the inclusion/exclusion criteria. The research enabled the identification and classification of prior research at the Gig-HRM interface. Three major themes (i.e. Emanant, Refurbished, and Obsolete relevance) emerge when the relevance of HRM is evaluated in gig work. The need for a rethink in the current understanding of HRM in the context of gig work is felt. To the best of author's knowledge, this study is the first to systematize and review the relevance of HRM in gig work. In an effort to examine the relevance of HRM in gig work, it uncovers the underlying issues and emerging trends along with suggestions for future research

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TIM: **Personnel Turnover and Organizational Adaptation: The Role of Member Connectivity and Influence**

Author: **Ning Xu**, *Zhejiang U., China*
Author: **Amit Jain**, *National U. of Singapore*

Mobility research has typically associated turnover with negative effects on organization performance, such as a decrease in manufacturing productivity. It suggests that turnover leads to forgetting and the loss of human capital, while hiring leads to learning and the acquisition of it. We extend this literature drawing from mutual learning and adaptation theory and a consideration to social capital. Connectivity (ties to other people) and influence (ability to affect other people's behavior) are manifestations of an individual's social capital within an organization. We establish the beneficial effects of influence and connectivity on organizational learning and find that they have decreasing returns. We investigate the effect of connectivity and influence of member's turning over on organization performance using an extension of the multi-armed bandit model in mutual learning may take place through socialization. We find that while turnover may disrupt organizational performance in the short-term, it may also result in adaptation and better long-term performance. This effect of turnover on learning and performance in the longer term depends on the connectivity and influence of an individual turning over, and her or his replacement through hiring.

TIM: **The Effect of Job Security on Inventor Behavior** 💻

Author: **David Wehrheim**, *IESE Business School*
Author: **Eduardo Melero**, *U. Carlos III de Madrid*
Author: **Neus Palomeras**, *U. Carlos III de Madrid*

This paper investigates the effect of job security on inventor behavior. We hypothesize that higher job security of employee inventors leads them to exploit more intensively firm-specific technologies and thus to produce less novel innovations. We use employer-employee data derived from patent records to address this research question. In particular, we analyze the effects of the progressive implementation of Wrongful Discharge Laws, which introduced limitations to the employers' ability to fire employees, in U.S. states from the 1970s to the 1990s. The results of the Differences-in-Differences analysis support our predictions.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1202** | Submission: **20276** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

Innovation and Entrepreneurship Track: Startup Growth & Learning

Session Moderator: **Matthias Troebinger**, *ESSEC Business School*

TIM: **Harnessing the Crowd: How Ventures Learn to "Bounce Back" from Failure**

Author: **Matthias Troebinger**, *ESSEC Business School*
Author: **Sen Chai**, *McGill U. - Desautels Faculty of Management*

We examine how ventures interpret and integrate crowd feedback to "bounce back" from failure. Using archival data from 23 cases of entrepreneurial reentry, we take advantage of the crowd feedback the ventures received during and after their first failed attempts and observe how they receive and react to this feedback and subsequently adapt for and during reentry. In our study, the ventures were pitched in the same entrepreneurial space with similar project quality and the same prior experience, but only some of them succeeded in their second attempt while others failed again. Our analysis revealed three salient stages, finding that "bouncing back" requires anticipating, bridging, and stabilizing in a fluid bi-directional exchange with the crowd. We show how failure is not a discrete event but a process that can be anticipated - "bouncing back" is already nurtured before the dichotomous failure event. We also illustrate how - contingent on managing the process throughout the three stages - granular crowd feedback can be a source of learning for ventures persisting on their journey. By providing a processual understanding of how ventures manage crowd feedback, we contribute to the literature on learning from failure and crowdfunding, which tended towards static explanations.

TIM: **Swimming with Sharks: Collaborating with Corporates from a Start-up's Perspective**

Author: **Wolfgang Hora**, *U. of Liechtenstein*

Due to the constantly changing market conditions and increased competitive pressure, a growing number of firms are entering inter-organizational partnerships. In this regard, it has been observed that particularly established, large firms, i.e. corporates, engage in collaboration with young, innovative firms, i.e. start-ups, whereby these relationships often take place within the same industry, i.e. among competitors. Although this special relationship can be beneficial for both parties since the respective counterpart possesses something that the other lacks, there are major risks – particularly for start-ups – existing which mainly occur due to the imbalance in power and size. Nevertheless, previous studies have examined this issue primarily through the lens of corporate venturing, i.e. the corporate's view. Thus, this study explores critical success factors from a start-up's perspective, whereas primary data of 608 start-ups from four Central European countries build the basis to test our hypotheses. Results show that a trusting environment, measures for conflict management, and the absorptive capacity of start-ups have a significant impact. Besides the theoretical contribution to the coopetition literature, this paper also provides numerous practical implications to guide start-ups when partnering with corporates.

TIM: **Story Fracture: The Evolution and Disintegration of Innovation Narratives in Science-based Ventures**

Author: **Peter Kalum Schou**, *BI Norwegian Business School*

Science-based ventures are crucial vehicles that bring new technologies from the lab and to the mainstream market. During this journey, innovation narratives play a crucial role in coordinating innovation. However, little is known about how innovation narratives and coordination evolve during this journey. To improve knowledge on this matter, I conducted a 24-month study of a science-based venture crossing over to a commercial market. I find that during this transition, innovation narratives shift from being shaped by progressive storytelling, where the benefits of becoming commercial and hiring non-academics is highlighted, to being shaped by retrogressive storytelling, where incumbents and newcomers use their respective pasts to develop divergent narratives, and finally to appearing as disintegrated storytelling that hinder innovation coordination. Building on these findings, I constructed a process model of how innovation narratives evolve and disintegrate as science-based ventures scale. The paper contributes to knowledge on the nature of innovation narratives and how they influence innovation processes during venture scaling.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1203** | Submission: **20303** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Innovation and Competitive Strategy Track: The Role IPRs in Firms' Strategy

Session Moderator: **Chen Zhang**, *Dalian U. of Technology*

TIM: **Procrastination or Incomplete Data? An Analysis of USPTO Examiner Search Activity (WITHDRAWN)**

Author: **Charles DeGrazia**, *EMLV*
Author: **Nicholas Pairolero**, *USPTO*
Author: **Alexander Giczy**, *U.S. Patent and Trademark Office*

Frakes and Wasserman (2020) finds evidence that United States Patent and Trademark Office (USPTO) patent examiners disproportionately receive credit for examination activities at the end of production periods and interprets this behavior as systemic examiner procrastination. Using newly assembled micro data on the timing of USPTO examiner activities, our results show examiner work effort more closely resembles a uniform distribution, indicating consistent workflow and not procrastination. These data better track the precise timing of examiner work activities than the data used in Frakes and Wasserman (2020), explaining the differences in our results.

TIM: **Patent Reassignments, R&D Collaborations and Firms' Innovation: A Relational Pluralism View**

Author: **Chen Zhang**, *Dalian U. of Technology*
Author: **Yutao Sun**, *Dalian U. of Technology*

Based on the relational pluralism view, this study aims to examine and explain the impacts of patent reassignment (buying and selling patent), and the interplay between patent reassignment and R&D collaboration on firms' technological innovation. Employing a panel dataset consisting of 1707 firms in the autonomous vehicles industry from 2008 to 2017, this study empirically tests the research hypotheses. The results indicate that, first, buying patents can strengthen the focal firm's technological innovation, while selling patents can induce lower technological innovation though it is not statistically significant. Second, buying and selling patent simultaneously, namely that firm has the dual identity deriving from patent reassignment, can improve the firm's subsequent technological innovation performance. Third, when a firm simultaneously conducts patent reassignment and R&D collaboration, the positive effects of buying patent on firm technological innovation will be strengthened, while the negative effects of selling patent on firm technological innovation will be weakened. Finally, when a firm simultaneously conducts patent reassignment and R&D collaboration, the positive effects of the dual identity on firm technological innovation will be weakened. The study sheds light on how a firm can achieve superior innovation by managing patent reassignment and R&D collaboration.

TIM: **Terms and Conditions: An Exploration of IP Contract Patterns in the German Biotechnology Industry**

Author: **Steffen Grebe**, *TUM School of Management, Technical U. of Munich*
Author: **Svenja Jarchow**, *TUM School of Management, Technische U. München*

Policy-makers emphasize the commercialization of scientific findings generated in public research institutions. Among various technology transfer mechanisms, the exploitation of intellectual property (IP) through spin-off creation is particularly important in research- intensive industries, such as biotechnology. The IP contract between the research institution and the spin-off stipulates the transfer terms and conditions. Besides prior literature on designing optimal contracts, recent findings indicate that the choice of payment types is further influenced by the risks and rewards perceived by the negotiating partners. Whereas these findings relate variations in IP contract design to resource-based differences across licensees, we examine the research institution's perspective. Our exploratory study encompasses survey and interview data with spin-offs and technology transfer experts. Survey data indicates that a variety of IP contract design patterns formalize technology transfer. Besides licensing, we observe a transfer of IP ownership. The interviews further indicate variations regarding equity compensation among the research institutions. We conclude that the research institution's objectives and characteristics, as well as perceived investor preferences for IP ownership, influence their risk and reward assessment. We contribute to the literature on payment schemes and our findings further indicate that the institutions' risk and reward assessment justifies consideration when designing technology transfer policies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1204** | Submission: **20281** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Open Innovation Track: Exploring Open Source Innovation

Session Moderator: **Nianchen Han**, *Nanyang Business School, NTU Singapore*

TIM: **Value Appropriation and Knowledge Development in Open Source Innovations: The Role of OSS License**

Author: **Nianchen Han**, *Nanyang Business School, NTU Singapore*
Author: **Shaoqin Tang**, *U. of Colorado, Boulder*

While previous studies focus on how firms may appropriate value from open source software (OSS) through complementary resources, the role of OSS licenses in value appropriation remains underexplored given the difficulty in specifying the legal enforceability of these licenses. Addressing this gap, this study exploits an exogenous shock that ascertains the legal specification of a type of open source license to examine how enhanced formal protection for OSS license may affect the knowledge development decisions made by OSS participants. Utilizing the litigation over Ghostscript in 2017 as an exogenous shock to GPL licenses' legal status as contract and GNU GPL licensed projects as the treatment group, this paper explores how participants of GPL licensed projects may change their knowledge development decisions. We find that in response to the strengthened formal protection, both internal and external knowledge development increase in GPL projects relative to knowledge development made to other projects.

TIM: **Government IT Procurement Policy & Firm Behavior: Evidence from a French Open Source Software Policy**

Author: **Frank Nagle**, *Harvard Business School*

Open source software (OSS) is critical to the modern economy, especially in cutting-edge fields like artificial intelligence and big data analytics where nations actively battle for technological superiority. Although firms are increasingly willing to use OSS, traditional resource ownership arguments often make them hesitant to contribute to the development of OSS. This is despite evidence that contributing benefits firms more than simply free-riding. Therefore, governments may want to encourage firms to contribute to OSS to promote national competitiveness and economic growth. Directly sponsoring such contributions can be costly, but altering procurement regulations may present a cost-effective mechanism. In 2012, a new French regulation required government agencies to favor OSS over proprietary software. While an increase in OSS usage would be expected, a difference-in-differences analysis using the rest of the EU/OECD countries as controls shows that this policy change also led to an increase of over 1.1 million OSS contributions per year from France and thousands of new French OSS contributors. Qualitative and quantitative evidence indicates that the increased contributions are due to a change in firm behavior rather than an increase in general awareness of OSS. Furthermore, additional spillovers related to IT startups, IT labor, and software patents led to positive economic outcomes for France. Underscoring the importance of intangible IT assets, this research quantifies the influence of government procurement on firm innovation activities. Furthermore, it offers new insights into how firms can collaborate on shared (core) technologies while competing in other areas (edges) that build on the shared core.

TIM: **Contributions of Commercial Developers in Open-Source Software – A Study of the Linux Kernel**

Author: **Fabian Fleischmann**, *U. of Passau*
Author: **Sven Apel**, *Saarland U.*
Author: **Carolin Haeussler**, *U. of Passau*
Author: **Patrick Figge**, *U. of Passau*
Author: **Thomas Bock**, *Saarland U.*

Since commercial companies are increasingly using and contributing to open-source software projects, understanding the role of commercial companies in these projects becomes critical. Despite some research showing increasing participation of commercial companies in open source software projects, the contribution behavior of commercial developers and the impact of this behavior on open source communities is still largely unknown. By studying the Linux Kernel, we document that commercial participation outweighs volunteer participation substantially and that commercial and volunteer development efforts are intertwined due to co-development of most Linux Kernel functionalities by both groups. We identify nine patterns of interaction between commercial and volunteer developers that show how volunteer developers respond to increases and decreases in commercial participation. We find that the occurrence of the different interaction patterns is highly dependent on the general development activity during the pattern occurrence, as well as on the activity of popular companies. In a detailed analysis of one pattern, we show that the inflow of highly experienced commercial developers can lead to a crowding out of highly experienced volunteer developers within the Linux Kernel.

TIM: **Open Source Hardware: Commercialisation Strategies**

Author: **Thierry Rayna**, *École Polytechnique / CNRS*
Author: **Ludmila Striukova**, *SKEMA Business School*

The ability to commercialise products based on distributed innovation is one of the critical challenges of large-scale open innovation. While this issue has been largely investigated in relation to open-source software (OSS), the literature on strategies of commercialisation of open-source hardware (OSHW) is comparatively scarce, despite OSHW commercialisation being more complex. Based on a multi-method exploratory study, combining interviews and a netnography within the RepRap project, this research shows that in the case of OSHW firms may strategically leverage a 'grey area' between closeness and openness to take advantage of OSWH community innovations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1205** | Submission: **12696** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Training Academic Entrepreneurs: Theory and Evidence from the NSF I- Corps Program

Session Chair: **Yong Li**, *U. of Nevada, Las Vegas*
Session Chair: **David A. Waldman**, *Arizona State U.*
Discussant: **Maryann P. Feldman**, *Arizona State U.*
Discussant: **Ruth Shuman**, *National Science Foundation*
Presenter: **Donald Siegel**, *Arizona State U.*
Presenter: **Johan Wiklund**, *Syracuse U.*
Presenter: **Onnolee Anne Nordstrom**, *North Dakota State U.*
Participant: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*
Participant: **Dan K. Hsu**, *North Dakota State U.*
Participant: **Dongwook Kim**, *North Dakota State U.*
Participant: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Participant: **Salome Opoku**, *Arizona State U.*

Academic entrepreneurship is an important part of the U.S. entrepreneurship and innovation ecosystem, with the NSF I-Corps program playing a pivotal role. How best to evaluate the effectiveness of the I- Corps program is critical to its future success, since NSF is looking to expand the program. There is a need for alternative evaluation and assessment data that could be used to better understand the effects of regional programs, as well as how those programs might be improved. The overarching goal of this symposium is to discuss several important topics in entrepreneurship research including feedback, experimentation, pivoting, and knowledge spillovers, and to show how such research can be used to enhance assessment of the effectiveness of the I-Corps program.

New Directions in the Evaluation of NSF I-Corps: The Multilevel Effects of Knowledge Spillovers

Author: **David A. Waldman**, *Arizona State U.*
Author: **Donald Siegel**, *Arizona State U.*
Author: **Salome Opoku**, *Arizona State U.*

The Antecedents and Outcomes of Entrepreneurial Pivots in the Context of I-Corp Trainees

Author: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*
Author: **Johan Wiklund**, *Syracuse U.*
Author: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*

The Bright Side of Negativity? Effective Feedback for Academic Entrepreneurs

Author: **Dan K. Hsu**, *North Dakota State U.*
Author: **Onnolee Anne Nordstrom**, *North Dakota State U.*
Author: **Dongwook Kim**, *North Dakota State U.*

Business Model Experimentation in the Context of I-Corps Teams

Author: **Yong Li**, *U. of Nevada, Las Vegas*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1206** | Submission: **20309** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Innovation and Competitive Strategy Track: Creation & Disruption of Radical Innovations

Session Moderator: **Frank Ilg**, *FIF@Zeppelin U.*

TIM: **How and Why do Family Firms Successfully Deal with Disruptive Innovation?**

Author: **Frank Ilg**, *FIF@Zeppelin U.*

Disruptive innovations are a challenge for every organization. For Family firms it might be particularly difficult to successfully handle disruptive innovation projects, for example due to tensions between tradition and innovation or between ownership and management roles. Many studies in the context of innovation in family firms find that it is not easy to constantly find a balance between tradition and innovation. Nevertheless, those studies remain silent about the interplay between ownership and management roles in this balancing act. Collecting data from an extreme case in a unique setup, a single case study of a German family company that recently has successfully implemented a highly disruptive technology, the study explores the entire process of creating this innovation from the first idea to the realization in the marketplace. Heterogeneity derived from different roles is not always hindering but contrary to the expectations seems to be beneficial if not necessary in the decision-making process for the successful implementation of disruptive innovations in family firms. The study shows that the interaction and the different perspectives of family owners and family-external management is necessary for a successful proceeding in different phases of the implementation process of a disruptive innovation and provides insights into why and how disruptive innovations can be successfully implemented in family firms.

TIM: **Breakthrough Invention through Knowledge Recombination: The Impact of Bridging Structural Holes**

Author: **Hongjuan Zhang**, *Tianjin U.*
Author: **Qiqi Xie**, *Nankai U.*
Author: **Liang Wang**, *U. of San Francisco*
Author: **Runhui Lin**, *Nankai U.*

This study examines how bridging structural holes in a knowledge network affects a researcher's performance in breakthrough invention through affecting the researcher's capability of deploying two types of knowledge recombination (i.e., formula creation and element introduction). Data from Huawei's 3063 researchers (2004-2013) shows that: (1) researchers bridging structural holes in the knowledge network are more likely to generate breakthrough inventions; (2) formula creation mediates the relationship between structural hole and breakthrough invention; (3) element introduction only indirectly contributes to breakthrough invention by encouraging formula creation. The study from a knowledge network perspective provides an answer to the question why some researchers are more capable of generating technological breakthroughs, and fine-tunes the concept of knowledge recombination.

TIM: **How Digital Capabilities and Knowledge Inertia Jointly Affect Radical and Incremental Innovation**

Author: **Ao Zan**, *Changsha U. of Science & Technology*
Author: **Yanhong Yao**, *Hunan U.*

The purpose of this study is to investigate how digital capabilities and knowledge inertia jointly affect both radical and incremental innovation. The empirical study finds that, while there is a U-shaped effect of digital technological capability (DTC) on radical innovation performance (RIP) and incremental innovation performance (IIP), digital cognitive capability (DCC) can both enhance RIP and IIP based on data from 304 Chinese firms obtained by the scenario separation method and the inter-temporal method. Additionally, learning inertia amplifies the positive effect of DCC on RIP while weakening the U-shaped link between DTC and RIP. In the meantime, the positive effect of DCC on IIP is strengthened by experience inertia. The research on digital capabilities and their application to innovation is expanded by the findings, which also give firms a theoretical foundation and methodological direction for overcoming the digital dilemma.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1207** | Submission: **20298** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation and Competitive Strategy Track: Catch-up & Latecomers: Innovation or Imitation?

Session Moderator: **Qingwei Li**, *Nanyang Technological U.*

TIM: **Going Aboard or Bringing In? The Knowledge-based View on Innovation Catch-up in Emerging Markets**

Author: **Qingwei Li**, *Nanyang Technological U.*
Author: **Seung Ho Park**, *Nanyang Technological U.*

Emerging market firms (EMFs) are catching up with advanced market firms (AMFs) in innovations, but how they can overcome the knowledge deficit in innovation catch-up still needs to be explored. We study EMFs' two strategies that help them acquire lacking knowledge, i.e., establishing foreign R&D subsidiaries and bringing in TMTs with foreign experience, and discuss their effects on two dimensions of innovation catch-up, i.e., innovation output and authenticity. We hypothesize that these strategies help EMFs improve innovation catch-up and overall performance when both strategies are implemented simultaneously. Our analysis compares the innovation performance quantified by patent and publication data of 80 Chinese-listed firms with the US firms in pharmaceutical and biotechnological sectors from 2015 to 2021 to track the innovation catch-up. The results confirm the proposed hypotheses, contributing to innovation catch-up and international business studies by illustrating the role of foreign R&D subsidiaries and TMTs with foreign experience in EMFs' R&D activities.

TIM: **Economic Sanction and Technological Catch-up**

Author: **Jang Woo Kim**, *National Taiwan U.*

Economic sanction is an attempt of the sanctioning country to reorient the target country's political and diplomatic behaviors by suppressing cross-border trades and investments related to the target; and, technological catch-up often is a derivative of international trade and cross-border investments between latecomers and forerunners. However, the literature had not addressed the impacts of economic sanction on technological catch-up, particularly when the sanction was imposed by technological forerunners like the United States against technological latecomers. To estimate the effect with lesser endogeneity, this paper instrumented the difference-in-differences with coarsened exact matching. The findings show that, for the treated, the number of patents applied is increased and the quality of patents is decreased, while search for new knowledge becomes more explorative.

TIM: **The Follower's Curse?: The Paradoxical Impact of Creative Imitation on Innovation of Latecomer Firms**

Author: **Byungjun Min**, *Seoul National U.*
Author: **Yu Jin Kim**, *Sogang U.*
Author: **Jaeyong Song**, *Seoul National U.*

Drawing on the technological learning model of latecomer firm (LCFs) and the literature on LCFs' catch-up, this paper examines how accumulated internal R&D investment, foreign technology in-licensing experience, and creative imitation experience independently and interactively affect innovation by LCFs. We showed that LCFs' accumulated internal R&D investment and creative imitation experience have a positive impact on their innovation, respectively. However, we found that LCFs' creative imitation experience weakens the positive relationship between accumulated internal R&D investment and innovation, implying the paradoxical effect of LCFs' creative imitation strategy on their innovation. Using the GEE (Generalized Estimating Equation) population averaged regression model and the unique panel dataset on drugs developed by Korean pharmaceutical firms between 1999 and 2019, we find evidence that generally supports our hypotheses.

TIM: **Knowledge-Sharing Processes for Reverse Innovation**

Author: **Linus Roth**, *Loughborough U., School of Business and Economics*
Author: **Simone Corsi**, *Loughborough U., School of Business and Economics*
Author: **Mathew Hughes**, *U. of Leicester*

R&D is increasingly globalised and recent research attributes a growing global innovative power to R&D activities in developing economies. Innovations from developing markets that find application in advanced markets are defined as Reverse Innovations (RIs) as they flow against the direction assumed in traditional innovation theory. In the meantime, researchers have awarded important benefits to the pursuit of RI. Namely, from the commercialisation of RIs in advanced markets and the innovative contributions that developing economy-based R&D activities can hold for MNEs. Despite the increasing theoretical and practical relevance of RI, academic literature has failed to provide systematic approaches that MNEs can adopt to effectively manage the inversion of the flow of innovative knowledge. This paper fills that gap by adopting a knowledge-based view of the firm. Specifically, we investigate how MNEs manage their knowledge-sharing across developing and advanced economies to strategically enable explorative and exploitative RI. We do so through an abductive research approach based on interview data collected from thirty R&D executives of MNEs that operate in both developing and advanced economies. In correspondence to each phase of the RI process (von Zedtwitz et al., 2015), our study contributes to the RI literature by identifying the processes that are crucial for the systematic execution of RI. It also extends our understanding of the KBV to the context of cross-border knowledge flows from emerging to advanced economies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1208** | Submission: **11656** | Sponsor(s): **(TIM, STR, OMT)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Managing the Metaverse: The Implications of Augmented and Virtual Reality for Management

Organizer: **Abhishek Nagaraj**, *UC Berkeley & NBER*
Panelist: **Phanish Puranam**, *INSEAD*
Organizer: **Fang He**, *U. of St. Gallen*
Panelist: **Tianyu He**, *National U. of Singapore*
Panelist: **Christopher L. Tucci**, *Imperial College Business School*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*

The metaverse is a proposed concept that involves digitally-enhanced immersive worlds facilitated by the use of virtual and augmented reality headsets. While the metaverse and supporting technologies are predicted to have a meaningful impact, important questions remain about their viability, technological feasibility, and ethical, legal, and moral implications. For management scholars, these trends foreshadow conceptual and methodological opportunities. What are the business implications of a successful metaverse? What new research questions do they pose? And what are its implications for the research process itself? This panel symposium aims to promote conversations across different sub-fields of the Academy to identify emerging opportunities and challenges in this area. We bring together a group of leading scholars to exchange their insights on topics such as (i) the economics of the metaverse, (ii) organizations in the metaverse, (iii) VR and group creativity, and (iv) VR-mediated remote work. We hope to set a theoretical foundation to understand changes wrought by newly emerging immersive technologies so that business and government leaders can best steer its development and end users and managers can best harness its capabilities. The symposium consists of two parts: first, five leading scholars (Abhishek Nagaraj, Vivianna Fang He, Raj Choudhury, Tianyu He, and Phanish Puranam) will share their insights and then, Christopher Tucci with lead a panel with the panelists with audience questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1209** | Submission: **16453** | Sponsor(s): **(OB, MOC, ODC)**
Scheduled: **Monday, Aug 7 2023 12:15PM - 1:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

Revitalizing Work: Taking the Mindful Path Toward Greater Collective Fulfillment

Coordinator: **Joan F. Marques**, *Woodbury U.*
Panelist: **Ian Mitroff**, *U. of California, Berkeley*
Panelist: **Tim Ewest**, *Houston Baptist U.*
Panelist: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Panelist: **Sandra A. Waddock**, *Boston College*

Today's work environments are far more complex than they were a few decades ago. There are several factors that have contributed to this trend, some of which are foundationally constructive, such as increased diversity in the workplace, rapid change, massive innovation, and globally dispersed teams. At the same time, these developments require increased mindfulness. This symposium aims to underscore the importance of mindfulness practices amongst stakeholders in a work setting. Mindfulness is a universal human ability and does not require any particular religious or cultural belief system. Mindfulness has the ability to ignite positive changes within the practitioner through increased self-transcendence (Kumar et. al., 2021). This means, that mindfulness is beneficial to its practitioners in multiple settings. Gupta and Singh (2019) underscore a strong connection between workplace mindfulness, life satisfaction and individual performance, and subsequently encourage those making decisions in work environments to cultivate a tradition of mindfulness practices to enhance general employee and organizational wellness. Utilizing a variety of proposed strategies, the panelists in this symposium will combine their common advocacy for revitalizing work environments toward greater collective fulfillment. More specifically, the panel of seasoned scholars will present reflections on Buddhist psychology, systems thinking, prosocial leadership, quantum science, mindfulness and action-taking capacity.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1210** | Submission: **15758** | Sponsor(s): **(OB, OMT)**
Scheduled: **Monday, Aug 7 2023 12:15PM - 1:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Making Connections: Antecedents and Outcomes of Professional Networking Behavior

Organizer: **Travis Grosser**, *U. of Connecticut*
Organizer: **Rohit Subhash Piplani**, *U. of Connecticut*
Discussant: **Eric Quintane**, *ESMT Berlin*
Participant: **Tiziana Casciaro**, *U. of Toronto*
Participant: **Bill McEvily**, *U. of Toronto*
Participant: **Evelyn Ying Zhang**, *Frankfurt School of Finance & Management*
Participant: **Seong Won Yang**, *U. of Kentucky*
Participant: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Participant: **Anna Smith**, *U. of Kentucky*
Participant: **Sunyoung Lee**, *UCL School of Management*
Participant: **Gokhan Ertug**, *Singapore Management U.*
Participant: **Julia Brennecke**, *U. of Potsdam*
Participant: **Blaine Landis**, *U. College London*
Participant: **Jung Won Lee**, *Gustavson School of Business, U. of Victoria*

Although the topic of social networks has received substantial attention from researchers in the field of management, most work on networks at the individual level of analysis has focused on examining specific characteristics of employee networks (e.g., network structure, network centrality, etc.), often from a static perspective. In contrast, relatively little work has directly focused on the behaviors employees engage in to build and manage their social networks. As a result, there is still much to be learned about when and why employees enact networking behavior. The papers in this symposium aim to address this imbalance by directly examining the antecedents and outcomes of professional networking behavior. While the research designs and theoretical lenses of the papers in this symposium vary, the papers are united in their shared focus on various aspects of networking behavior. Two papers focus directly on factors that impact the extent to which employees engage in network building, one takes a temporal approach by examining the factors that influence the speed by which network relationships are formed, and one paper examines how daily fluctuations in networking behavior influence performance outcomes. The end result is a collection of papers that provide a comprehensive look at a complex and multifaceted phenomenon that has begun to attract an increasing amount of research attention among management scholars.

The Network Hawthorne Effect: How Network Studies Change Networking Behavior in Organizations

Author: **Tiziana Casciaro**, *U. of Toronto*
Author: **Bill McEvily**, *U. of Toronto*
Author: **Evelyn Ying Zhang**, *Frankfurt School of Finance & Management*

Initial Encounters and Follow-Up Behavior at Organizational Networking Events

Author: **Seong Won Yang**, *U. of Kentucky*
Author: **Jung Won Lee**, *Gustavson School of Business, U. of Victoria*
Author: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Author: **Anna Smith**, *U. of Kentucky*

Interpersonal Differences in Networking Speed

Author: **Sunyoung Lee**, *UCL School of Management*
Author: **Gokhan Ertug**, *Singapore Management U.*
Author: **Julia Brennecke**, *U. of Potsdam*

To Broker or Not to Broker? A Daily Perspective on Tertius Iungens Brokering

Author: **Blaine Landis**, *U. College London*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1211** | Submission: **20313** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 12:15PM - 1:45PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Technological Change Track: Navigating the Technology Adoption Journey

Session Moderator: **Fariborz Damanpour**, *TIM, OMT*

TIM: **Network Effects by Choice: Evidence from the Board Games Industry**

Author: **Joe N. Ploog**, *UCL School of Management*
Author: **Joost Rietveld**, *UCL School of Management*

It is a long-lasting assumption that network effects are predetermined by market features. However, firms can choose to design for network effects, for example, by implementing social features into their products. Social features enable consumers to create value from social interactions, making consumers a valuable resource outside the boundaries of the firm. On the one hand, social interactions can create a self-perpetuating network effect that causes products to diffuse widely. On the other hand, products that do not succeed in attaining adequate adoption numbers early on in their life cycle will fail to generate network effects and will find themselves locked out of the market. Consequently, designing for network effects raises the stakes, and firms must strategize to maximize their chances for widespread diffusion. When is it beneficial for firms to design for network effects? To answer this question, we develop a demand-side theory on how consumers' adoption decision differs across products with vs. products without network value. We test our predictions on a sample of more than 19,000 products in the board games industry. We contribute by illustrating how successful product, launch, and competitive strategies for firms trying to induce network effects differ from those that do not.

TIM: **Sources of Discontinuance of Managerial Innovations in Service Organizations**

Author: **Fariborz Damanpour**, *TIM, OMT*
Author: **Catherine Magelssen**, *London Business School*
Author: **Richard Mark Walker**, *City U. of Hong Kong*
Author: **Wenna Chen**, *Sun Yat-Sen U.*
Author: **Binzizi DONG**, *City univercity of Hongkong*

We extend the innovation adoption process of initiation, adoption decision, and implementation to the post-implementation decisions of discontinuance, theorizing that discontinuance can occur through replacement (substitution with a new practice) and retraction (return to the original practice). We investigate the role of rational and institutional factors in the decision to discontinue managerial innovations. Our theory suggests that from a rational perspective, environmental factors will influence organizations' decisions to discontinue innovations while from an institutional perspective will reduce the likelihood of discontinuance. Moreover, we argue that organizations learn from adopting innovation, and this learning alters the effects of rational factors on discontinuance over time. For the empirical analyses, we constructed an eight-panel dataset (1982-2017) consisting of 2,228 public service organizations and tracked their managerial innovation over time. The findings indicate that the supplier market, innovation costs, and lack of social approval for an innovation significantly influence the decision to discontinue an innovation. The results also provide evidence that the influence of rational factors on discontinuance declines over time. We contribute to the literature by developing a theory of discontinuance after the innovation is fully implemented and put into use and exploring the modes of discontinuance of replacement and retraction.

TIM: **Drivers and Frictions in Accelerating the Adoption of Digital Healthcare Services**

Author: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*
Author: **Rima Sermontyte-Baniule**, *Kaunas U. of Technology, Lithuania*
Author: **Jurate Macijauskiene**, *Proffesor*
Author: **Isabel Narbón-Perpiñá**, *U. Autònoma de Barcelona*

Objective: The study aims to identify and compare drivers and frictions in three healthcare ecosystems to adopt and scale digital healthcare services. Methods: An explorative multiple-case study with an embedded unit of analysis was conducted following Yin's (1989) methodology. In doing so, we have performed 63 interviews of 30-90 min each with managers, medical doctors, patients, R&D staff, and start-up representatives. Besides, we have collected and analyzed secondary data, such as LinkedIn profiles, webpages, and press releases, to triangulate interview data and ensure internal and external validity. We have deployed MAXQDA software for data coding and analysis. Results: Based on the case study analysis, we have classified drivers and frictions into 1) individual level; 2) organizational level; 3) technological level; and 4) policy level based on the four identified groups of healthcare ecosystem stakeholders. Further, we have analyzed collaborative interactions between the four identified groups of stakeholders and propose unique healthcare business ecosystem drivers: Patient empowerment, Advanced functionality, and Value-based healthcare; and business ecosystem frictions: Feedback, Capabilities, and Embeddedness. The results spotlight the need for a tailor-made approach to each type of ecosystem stakeholder and country healthcare ecosystem as well as co-creation efforts between them to mitigate those frictions. Conclusions: The findings can be used to advance policy legislation and healthcare providers' strategy in adopting and scaling digital healthcare services while heading towards value-based healthcare.

TIM: **The Effects of Technology Adoption on Firms, Supply Chains, and Rivals**

Author: **Kristina Steffenson McElheran**, *U. of Toronto*
Author: **Jianqiu Bai**, *northeastern*
Author: **Wang Jin**, *MIT Sloan School of Management*
Author: **Ryan Williams**, *U. of Arizona*

We study the effects of technological change and adoption timing on firms' liquidity management practices and subsequent product market outcomes. We first posit that investment in Enterprise Resource Planning (ERP) software improves trade credit and inventory efficiencies between supply chain partners. We identify exogenous variation in the timing of a firm's incentives to implement ERP by using a firm's ex-ante exposure to the Year 2000 bug (Y2K). Our results show that a firm's average accounts receivable collection period and inventory turnover improve following ERP implementation in the supply chain. Interestingly, this is due to adoption by either the focal firm or its key customer. ERP adoption also increases a firm's subsequent market share, but only for non-early adopters. This pattern suggests that early adopters of transformational technologies bear higher implementation costs that spill over to the advantage of both trading partners and competitors. Documenting these mechanisms yields insight into the boundary conditions of first-mover advantage, particularly in the early years of a significant technological advance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1212** | Submission: **19932** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 1:00PM - 2:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

MED Board and Past Chair Luncheon

Division Chair: **Gerard Beenen**, *California State U., Fullerton*
Division Chair-Elect: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Program Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Professional Development Workshop Chair: **Christine Rivers**, *U. of Surrey*

Division Chair: Gerard Beenen, California State U., Fullerton Division Chair-Elect: Mairead Brady, Trinity College Dublin Program Chair: Arran Caza, U. of North Carolina Greensboro Professional Development Workshop Chair: Christine Rivers, U. of Surrey

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1213** | Submission: **20086** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 1:00PM - 2:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 2**

Conversations With The Editors: ANNALS

Presenter: **Matthew A. Cronin**, *George Mason U.*
Presenter: **Elizabeth George**, *Cambridge Judge Business School*

Meet the editors of ANNALS and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1214** | Submission: **14722** | Sponsor(s): **(SIM, SAP)**
Scheduled: **Monday, Aug 7 2023 1:30PM - 3:00PM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

Embracing Complexity and Systems to Bridge the Corporate-Society Divide

Moderator: **Wendy Chapple**, *WU Vienna U. of Economics and Business*
Organizer: **Christof Miska**, *WU Vienna U. of Economics and Business*
Participant: **Michael L. Barnett**, *Rutgers U.*
Participant: **Thomas J. Roulet**, *U. of Cambridge*
Participant: **Sylvia Grewatsch**, *Brock U.*
Participant: **Mary Uhl-Bien**, *Texas Christian U.*

The purpose of this symposium is to generate a discussion across business sub-disciplinary fields on how to embrace complexity and systems approaches in management research. This involves understanding the impacts of business on societal and environmental systems, but also how businesses are actors, leaders and decision-makers within complex systems. Whilst there is a strong rationale for WHY this kind of research is needed, the HOW question is still relatively underdeveloped. The panel consists of leading scholars, from a range of sub-disciplines, who are addressing the HOW question. The panel discussion will explore emerging theoretical, methodological, and empirical approaches to understanding the interaction between business and system-level outcomes, and the challenges of doing so. By creating a space for discussion between sub-disciplinary boundaries, we hope to develop new research directions on how complexity theory and systems- oriented approaches can enhance our understanding of business within societal systems.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1215** | Submission: **16857** | Sponsor(s): **(ODC, OSCM)**
Scheduled: **Monday, Aug 7 2023 1:45PM - 3:15PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom**

Scholar-Stakeholder Collaborative HRM Research – Taking Stock and Moving Forward

Panelist: **Marco Guerci**, *U. degli Studi di Milano*
Panelist: **Dimitrios Spyridonidis**, *Warwick Business School*
Panelist: **Anastasia Kulichyova**, *Manchester Metropolitan U.*
Panelist: **Aravind Chandrasekaran**, *Ohio State U.*
Panelist: **Gavin M. Schwarz**, *UNSW Sydney*

Management research is more and more required to develop rigorous and actionable knowledge, relevant to today's social and environmental global challenges. Engaging in collaborative knowledge creation processes - through which academics embed themselves in contexts of application, develop transdisciplinary collaborations, and involve stakeholders throughout the research process – has been considered for years a possible way to reach that objective, and it becomes even more important today for exploring the so called 'messes' or 'wicked problems'. Even if HR research is potentially well equipped for providing actionable knowledge on global social and environmental challenges, several influential commentaries highlight that currently HR scholars tend to engage in more traditional knowledge creation processes, in which research is mostly performed and 'consumed' by academics, and is mostly driven by disciplinary and theoretical concerns rather than practical ones. Consistent with the conference theme, our panel symposium has the objective to collectively reflect on what has been done until now for developing relevant HR research via researchers-stakeholders collaborations (i.e., the 'taking stock'), and what could be future initiatives (i.e., the 'moving forward') for improving collaborative HR (relevant) research. The symposium involves a group of panellists in a formal, moderated, interactive discussion. The panellists are of two types: (i) authors of two empirical collaborative HR papers, included in a recent special issue of Human Resource Management Journal on collaborative research in the HR field; (ii) journal editors interested in collaborative research. The symposium has been intentionally designed in a multi- disciplinary way, so that voices from the HR research community are together with voices from other management research communities facing the same rigor/relevance challenge (i.e., Organizational Change, Operations Management). Overall, we hope our symposium will serve as a catalyst for increasing the relevance of HR research via collaboration with relevant stakeholders.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1216** | Submission: **20257** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

Challenges in Careers: Paradoxes, Transformation, Decidedness, and Missteps

Session Moderator: **Claire Schulze Schleithoff**, *Vrije U. Amsterdam, School of Business and Economics*

CAR: **Multi-Level Paradoxes of Professional Artists**

Author: **Deirdre McQuillan**, *Technological U. Dublin*
Author: **Elizabeth Keating**, *U. of Texas at Austin*

The aim of this paper is to explore the multi-level interrelated paradoxes in the working lives of professional artists that influences the variability and dynamism of their careers. The focus is on Ordinary Artists, bound by the common thread that they are neither rich nor famous, yet this is where most artists exist. Findings are presented according to five sets of interrelated paradoxes involving the conventional life and the artist life; the daily life and daily art; work and art work; growing art income; and connecting. Contributions are made in this paper to organisational paradox theory and the career management literature.

CAR: **A Voluntary Reinvention of One's Work: The Case of French Anesthesiologists Using Hypnosis**

Author: **Nishani Bourmault**, *NEOMA Business School*

Individuals deeply socialized into professional cultures tend to strongly resist any attempts to break with their professions' core cultural tenets. Apart when facing external pressures (such as new technology or regulation) and typically turning to peers for guidance in such involuntary reinventions, it is unclear how some professionals may voluntarily break with such deeply ingrained views. Our study of French anesthesiologists who practice hypnosis aims to better understand this little explored phenomenon. Adopting hypnosis, a practice considered "subjective" and even "magical," went against one of anesthesiologists' core tenets: only using techniques validated by evidence-based medicine. Drawing on interviews and observations, we analyze how anesthesiologists using hypnosis reinvented their work. We detail how turning inward to oneself (focusing on one's own direct experiences of clients, here patients) and turning outward to clients (relying on relations with clients) played critical roles in this process. In doing so, these anesthesiologists embarked on a voluntary internal transformation where they profoundly reassessed their work, onboarded adjacent professions in their own reinvention, and countered peer isolation. Overall, we show that a pathway to such a reinvention entails both turning inward and outward (rather than to professional peers), thus diverging significantly from past understandings of professionals' transformations.

CAR: **From Disoriented to Focused: Career Decidedness Profiles From a Grounded Theory Study**

Author: **Livia Kuga**, *FGV - EAESP*
Author: **Miguel Caldas**, *U. of Texas at Tyler*

Even when career indecision is a common thread among working professionals, the concept of career decidedness has been a disputed one among career scholars. Drawing from a life-designing-informed (Savickas & Savickas, 2019) revisit of Holland's (1997) theory, this study seeks to understand how and why individuals vary in how decided or undecided they are facing similar emerging life-designing transformational events. Through a grounded theory approach, 2 time-lagged interviews were conducted with each of 24 working professionals. Two primary categories emerged from the data, career decidedness (the level of certainty about a career decision orientation) and vocational identity (i.e., career interest stability), which taken as dimensions (varying from low to high) generated 4 career decidedness base profile for the individuals in the sample: Focused, Adaptable, Insecure, and Disoriented. Moreover, a third adjacent dimension also emerged – locus of control (the degree of agency one believes to have over one's life): thereby, 2 subtypes for each of these 4 base profiles, internal and external, accruing a total of 8 profiles in a 3-axis theoretical scheme. Our results expand our knowledge on career decidedness through a qualitative approach and offer avenues for future research.

CAR: **Finding the Beauty in Your Career Missteps: Exploring how Individuals Deal with Career Missteps**

Author: **Claire Schulze Schleithoff**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Evgenia Lysova**, *Vrije U. Amsterdam*
Author: **Svetlana Khapova**, *Vrije U. Amsterdam*
Author: **Konstantin Korotov**, *ESMT Berlin*

IIn light of the multitude of decisions and actions throughout one's career path, there is a high possibility that some of them do not turn out the way we expect. Consequently, we need a more sophisticated understanding of how individuals deal with their career missteps, which are career-related decisions and actions that do not lead to the expected results for the individual and are thus perceived as not optimal. To date, the topic of career missteps is still nascent and knowledge about individuals dealing with their career missteps remains to be limited. Drawing on qualitative data collected from a sample of N=72 participants we found that individuals engage in career repair to fix their career missteps and eventually experience career recovery or career growth. Therewith, we introduce career repair as a new term in the career literature. Our findings show that when people engage in career repair, they view their career missteps with gratefulness and rationalization later as they provide them with valuable learning opportunities. We further saw that career repair inhibits career regret. Our research provides important theoretical and practical implications since we extended the limited knowledge about career missteps and career regret development.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1217** | Submission: **20240** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Successful Aging and Retirement

Session Moderator: **Guodong Cui**, *Shandong U.*

CAR: **How and Why Age-Inclusive HR Practices Boost Successful Aging at Work: A Dual-path Mediation Model**

Author: **Guodong Cui**, *Shandong U.*
Author: **Dorien Kooij**, *Tilburg U.*

With an increasing number of older workers in the workplace, it is critical for organizations to help older workers age successfully. However, current research on successful aging at work primarily emphasizes the active role of individuals, and little is known about how organizational HR practices contribute to the success of older workers. Drawing on the process model of successful aging at work proposed by Kooij et al. (2020), we propose that age-inclusive HR practices positively contribute to successful aging at work by promoting older workers' demands-abilities fit and relatedness needs-supplies fit. Furthermore, given that the efficiency of age-inclusive HR practices may be contingent on individual differences in work orientations, we further extend this theoretical model by hypothesizing intrinsic goals as a moderator. A multi-sourced and multi-wave survey was conducted and a matching sample of 261 older workers (aged 45–60) and their supervisors was used to test the hypotheses. The results showed that age-inclusive HR practices had a positive indirect relationship with successful aging at work through increased relatedness needs satisfaction. Moreover, the indirect effect of age-inclusive HR practices on successful aging at work through relatedness needs-supplies fit was stronger for those with higher intrinsic work goals. The theoretical and practical implications of these results are also discussed.

CAR: **Crafting Successful Aging at Work: Employees' Agency in Regulating Their Work Uncertainty**

Author: **Stanimira Koleva Taneva**, *U. of Birmingham*
Author: **Yisheng Peng**, *George Washington U.*

This research emphasizes the proactive role of employees in managing their experiences of successful aging at work. Following a lifespan developmental framework, we propose a new model in which employees, who proactively engage in cognitive job crafting and work uncertainty regulation, are more effective in altering their occupational future time perspective (perceptions of the remaining time at work). This, in turn, enhances their experiences of successful aging in the workplace (i.e., the likelihood to sustain longer, healthier, and more productive working lives). We test the conceptual model in two consecutive studies with workers from the United States of America (Study 1) and China (Study 2). The results replicate across the two studies, confirming the indirect positive effect of cognitive job crafting on successful aging at work through occupational future time perspective. In addition, in Study 2, we find that the effect of cognitive crafting on occupational future time perspective is stronger for employees experiencing higher levels of work certainty than employees experiencing lower levels of work certainty. Finally, work predictability indirectly moderates the relationship between cognitive crafting and OFTP via work certainty. These findings offer important theoretical insights into the fields of work and aging, job design, and uncertainty regulation and provide the evidence base for building capacity, improving managerial practice, and organizational policymaking on active aging at work.

CAR: **Career Adaptivity, Adaptability and Retirement Intentions as Adapting Results**

Author: **Khaled LAHLOUH**, *U. Internationale de Rabat*
Author: **Delphine Lacaze**, *Aix-Marseille Graduate School of Management – IAE, France*
Author: **Aicha Oumessaoud**, *ICN Business School, CEREFIGE, U. de Lorraine, Nancy, France*

Economic conditions as well as older employees' desires and possibilities have induced dramatic changes in ending careers, bridge employment emerging as an alternative to full retirement. As more needs to be known about the psychological antecedents of retirement decisions, this research proposes a time-lag quantitative study of how career adaptivity i.e., proactive personality (T1) and Occupational Future Time Perspective (T2), and career adaptability (T2) i.e., attitudinal resources for change, influence sequentially late career decisions (T3) i.e., bridge employment and full retirement. A total of 235 employees of a French insurance company participated in the 3-wave longitudinal investigation. The results indicate that career adaptivity variables are positively related to career bridge employment and negatively to full retirement intention both independently and sequentially, proactive personality influencing positively Occupational Future Time Perspective. Proactive personality positively influences bridge employment though the sequential mediation of Occupational Future Time Perspective and career adaptability. The research provides an empirical validation of the career construction theory.

CAR: **Staying Employable When Being Close(r) to Retirement: The Role of Job Autonomy**

Author: **Lena Schneider**, *ETH Zürich*
Author: **Julian Pfrombeck**, *Columbia Business School*
Author: **Gudela Grote**, *ETH Zürich*

Due to longer life expectancies and prolonging careers with higher retirement ages in many countries, staying employable becomes increasingly important. However, prior research shows a drastic decline of employees' perceived chances of finding an employment in the labor market with increasing age. The present study investigates how job autonomy can promote older employees' perceived employability. Drawing on the theory of selection, optimization, and compensation, we hypothesize that job autonomy is positively related to older employees' perceived employability as it allows for the orchestrated use of personal and external resources to set priorities promoting the achievement of desired outcomes. Further, we assume that this effect becomes weaker as employees approach retirement due to older employees' shift in focus away from their professional life towards life after retirement. Based on a time-lagged sample of 182 employees at age 50 and above, we found that employees' job autonomy is positively related to their engagement in selection, optimization, and compensation strategies, which in turn has a positive effect on their perceived employability. Further, we found that the effect is attenuated when employees' age gets closer to the official retirement age. Our findings demonstrate the importance of older employees' job autonomy for staying employable and highlight the role of boundaries set by retirement regulations. We discuss implications for organizations and policy makers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1218** | Submission: **20247** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

Work-Home and Work-Family Interface in Careers

Session Moderator: **Claudia Rossetti**, *U. of Mannheim*

CAR: **How Working Long Hours Before Personal Losses Affects Changes in Employee Well-Being via Emotions**

Author: **Claudia Rossetti**, *U. of Mannheim*

Personal grief-inducing events, which refer to the losses of significant and loved ones due, for example, to divorces and bereavements, represent negative career shocks. This paper explores how the number of hours worked by individuals before these events affects subsequent changes in employee psychological and physical well-being. Based on arguments from the broaden-and-build theory, we expect working longer hours before personal grief-inducing events to be associated with larger decreases in employee psychological and physical well-being through a reduction of positive relative to negative emotions available to individuals in the aftermath of the events. The results of mediation analyses using longitudinal data regarding the careers of 2,578 individuals experiencing the loss of a family member confirm our expectations. Our findings, which suggest that more time spent at work before personal grief-inducing events is linked to larger declines in employee well-being through an influence on the emotional resources available to grievers, contribute to existing work-family research and the literature on career shocks and individual resilience.

CAR: **Work-Home Need Satisfaction Congruence, Work-Family Enrichment, and Well-Being**

Author: **Heidi Marie Baumann**, *Illinois State U.*

This paper integrates the work-family enrichment literature with research on psychological need satisfaction from self-determination theory in order to uncover complexities in the relationships between need satisfaction, work-family enrichment, and well-being (in terms of positive affect). When employees experience need satisfaction at work, they feel a sense of choice and volition in their work role. While this has considerable value for employees and organizations, our research proposes that exclusively focusing on employees' need satisfaction at work, while ignoring their need satisfaction at home, is problematic when considering outcomes related to the work-family interface, including work-family enrichment. The current research presents a work-family model that includes both need satisfaction at work and need satisfaction at home and examines congruence between these two constructs (i.e., work-home need satisfaction congruence). In a field study of full-time employees and their significant others, we use polynomial regression and response surface methodology to investigate the benefits of congruent need satisfaction across work and home for work-family enrichment and downstream well-being outcomes. Given organizations' increased attention to supporting employee well-being, our research holds important implications for how managers and organizations can foster enrichment and well-being (i.e., positive affect) across employees' work and family roles.

CAR: **The Workforce Experience of People who Provide Unpaid Family Eldercare: A Review and Research Agenda**

Author: **Hugh Bainbridge**, *U. of New South Wales*
Author: **Keith Townsend**, *Griffith Business School, Griffith U.*
Author: **Xi Wen Chan**, *Griffith U.*

We systematically reviewed quantitative studies of employees with non-work responsibilities for elderly family members and friends. We report on the overall prevalence and trends in research approaches relating to the examination of key facets of eldercare, employment, and the interface between the two roles. The findings draw attention to areas of emphasis in relation to the prevalence of a wide range of design choices relevant to examining how unpaid eldercare shapes an employee's career (and vice versa). Research design choices and the degree to which certain choices are being emphasised or de-emphasised over time inform assessments of the maturity of the literature on employment and unpaid eldercare. Based upon the findings of the review, we elucidate specific future directions for studying each of the six phases of eldercare and employment. We conclude by outlining approaches to studying employment and eldercare that better account for the temporal considerations that are central to both employee careers and the unfolding eldercare role.

CAR: **The Influence of Parental Leave on Career Advancement: Promotions, Lateral Moves, and Velocity**

Author: **Almasa Sarabi**, *Amsterdam Business School, U. of Amsterdam*
Author: **Monika D. Hamori**, *IE U. - IE Business School Madrid, Spain*

We examine the effects of parental leave on employees' intra-organizational career trajectories, that is, their likelihood of making a promotion or a lateral move as well as the velocity with which they do so. Research on the career trajectories following parental leaves has focused on vertical movement within organizations, such as promotions. However, contemporary careers evolve in many other ways and include lateral moves to hierarchically equivalent positions within different contexts in the same organization, such as moves across different jobs, job functions or different business units. Drawing on a dataset comprising the intra-organizational careers of 1,266 employees over 11 years, we find that employees who take parental leave are penalized in terms of the likelihood and velocity of receiving a promotion and making a lateral move. We discuss possible implications for different employee groups, male and female employees as well as high potentials.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1219** | Submission: **11155** | Sponsor(s): **(CAR, DEI, HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Understanding the (In)effectiveness of Organizational Diversity, Equity and Inclusion (DEI) Efforts

Session Chair: **Seval Gündemir**, *U. of Amsterdam*
Session Chair: **Astrid Carlotta Homan**, *U. of Amsterdam*
Presenter: **Linda Nguyen**, *U. of Washington*
Participant: **Serena Does**, *UCLA Anderson School of Management*
Participant: **Miguel Unzueta**, *U. of California, Los Angeles*
Participant: **Sapna Cheryan**, *U. of Washington*
Author: **Ivuoma Ngozi Onyeador**, -
Presenter: **Hannah McKinney**, *Boston U.*
Participant: **Ashley E. Martin**, *Stanford Graduate School of Business*
Presenter: **Oriane Georgeac**, *Boston U. Questrom School of Business*
Participant: **Aneeta Rattan**, *London Business School*
Presenter: **Adriana Germano**, *Yale School of Management*
Participant: **Kristina Olson**, *Princeton U.*

Organizations spend annually billons of dollars on DEI-efforts. These efforts, however, are not always effective. Showcasing cutting-edge research, this symposium seeks to answer a critical question for management scholars: Why do many of these costly and often well-intentioned DEI-efforts fail to deliver and what can organizations do about it? The presentations seek to answer this question by illuminating key factors and mechanisms with regards to the (in)effectiveness of DEI-efforts. The presentations are followed by an integrative moderated discussion with a focus on what future research is needed and how the insights from the presentations can be used to better shape DEI-efforts.

You can't fix what you don't see: Diversity blind spots reduce support for organizational diversity

Author: **Linda Nguyen**, *U. of Washington*
Author: **Serena Does**, *UCLA Anderson School of Management*
Author: **Miguel Unzueta**, *U. of California, Los Angeles*
Author: **Sapna Cheryan**, *U. of Washington*

The Business Case for Diversity Undermines Women's Performance During Recruitment

Author: **Oriane Georgeac**, *Boston U. Questrom School of Business*
Author: **Aneeta Rattan**, *London Business School*

A Path Forward for Diversity Training: Bringing More Diversity Science into Practice

Author: **Ivuoma Ngozi Onyeador**, -
Author: **Hannah McKinney**, *Boston U.*
Author: **Ashley E. Martin**, *Stanford Graduate School of Business*

Gender neutral = Masculine

Author: **Adriana Germano**, *Yale School of Management*
Author: **Kristina Olson**, *Princeton U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1220** | Submission: **11774** | Sponsor(s): **(CAR, MSR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

What's New on Calling: Multi-Method Insights on its Predictors and Outcomes

Organizer: **Anna Dalla Rosa**, *U. of Padova*
Organizer: **Michelangelo Vianello**, *U. of Padova*
Discussant: **Evgenia Lysova**, *Vrije U. Amsterdam*

People increasingly seek meaning and purpose in their job and careers, and eventually quit their job if they experience a lack of meaning and purpose (Allan et al., 2019; De Smet et al., 2021). Extreme experience of meaning and purpose in one's job or career is captured by the concept of calling. While scientists keep debating on its conceptualization (Dik & Shimizu, 2019), the experience of work as a calling can be broadly understand as as a purposeful, meaningful, and passion-driven engagement in a career that one feels drawn to pursue, that contributes to a greater good and for which people are willing to make sacrifices (Vianello et al., 2018). The past two decades has shown a growing scholarly interest in the topic (Dik & Duffy, 2013; Dobrow et al., 2019; Thompson & Bunderson, 2019; Shabram et al., 2022), showing that perceiving a calling is a positive resource and is related to well-being, higher life satisfaction, commitment, and better work performance (Dobrow et al., 2019; Vianello et al., 2022). Yet many questions concerning how people can develop a calling for their career as well as which are its behavioral and non-attitudinal outcomes remain unanswered (Lysova et al., 2019; Thompson & Bunderson, 2019). In line with the 2023 call theme of "putting the worker front and center", this symposium brings together an internationally-diverse group of scholars (Italy, Switzerland, the Netherlands, and USA) to offer five original contributions of exceptional quality on both the nature of work as a calling and on its correlates. The symposium will begin with two qualitative studies followed by three quantitative studies that address knowledge gaps on the predictors, outcomes and relevance of calling that have been previously identified in reviews of the literature (Dobrow et al., 2019; Thompson & Bunderson, 2019) and in a special issue of the Journal of Vocational Behavior (Lysova et al., 2019). All questions that are addressed by these contributions are extremely timely and relevant for the theoretical development of the field, and help to understand the role of work as a calling in the current economy, which is characterized by an increase of flexible work arrangements and more frequent voluntary and involuntary job loss (Gulati, 2022; Spreitzer et al., 2017).

Living one's calling outside of employment: The role of Gig Work Platforms

Author: **Lorenz Affolter**, *Berner fachhochschule*
Author: **Caroline Straub**, *Bern U. of Applied Sciences*
Author: **Daniel Spurk**, *U. of Bern*

The Call to Sell: A Qualitative Exploration of Calling for Religious Women in Multi-level Marketing

Author: **Alexa Jayne**, *Colorado State U.*
Author: **Bailey Underill**, *Colorado State U.*
Author: **Bryan Dik**, *Colorado State U.*

Examining motivational priors of callings with HR practices and implications for performance

Author: **Brittany Buis**, *Northern Illinois U.*
Author: **Donald H. Kluemper**, *Texas Tech U.*

Functional Creativity: Calling, Regulatory Foci, and the Drive to Make the World a Better Place

Author: **Kira Franziska Schabram**, *U. of Washington*
Author: **Ussama Ahmad Khan**, *U. of Washington, Seattle*

Further Along The Road Not Taken: The Long-Term Consequences Of Unanswered Callings

Author: **Jennifer Tosti-Kharas**, *Babson College*
Author: **Shoshana Dobrow**, *London School of Economics*
Author: **Hannah Weisman**, *Harvard Business School*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1221** | Submission: **21062** | Sponsor(s): **(CM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Negotiation Outcomes

Session Moderator: **Greetje Frankje Corporaal**, *U. of Oxford*

CM: **Resolving Disputes in Mediated Gig Work: Evidence from Online & Offline Labor Market Intermediaries**

Author: **Greetje Frankje Corporaal**, *U. of Oxford*
Author: **Vili Lehdonvirta**, *U. of Oxford*

Scholars of workplace disputes have mostly focused on alternative dispute resolution (ADR) in standard employment. With the context of work changing, disputes in mediated "gig" work should be subject to scholarly analysis as well. To examine factors influencing the dynamics of ADR in mediated labor markets, we focus on intermediary dispute handlers and the relationships these private regulators have with dispute parties. Building on the ethnography of disputing literature, we uncover how, depending on the structure of intermediaries' marketplaces, dispute handlers may frame their third-party role differently and influencing the impartiality of their ADR processes. The paper illustrates this point, drawing on fieldwork inside a digital labor platform and a temporary staffing agency. Existing explanations focus on the promise of impartiality of ADR by an external third party. Using interview, observational, and archival data, we analyze third-party roles in mediated labor markets and posit that impartiality is linked to marketplace structure.

CM: **Foreign Language Effect in Negotiations: Negotiation Language and Framing Effect on Outcomes**

Author: **Jung Hyun Lee**, *Washington U. in St. Louis, Olin Business School*

Research on the foreign language effect (Keysar, Hayakawa, & An, 2012) suggests that bilingual individuals may be less susceptible to framing bias when using a foreign vs. native language because bilinguals make less emotional and intuitive decisions in a foreign language condition. Despite increasing international business activities and language diversity (Lauring & Selmer, 2012), there is no research on bilingual negotiators and the effect of negotiation language. We hypothesized different negotiation outcomes when people negotiate in their foreign language rather than in their native language. Testing a 2 (Task Frame: gain vs. loss) × 2 (Language: foreign vs. native) model with 250 Korean-English bilinguals, we found partial support for a difference in objective outcomes (offers made). Also, the interaction between framing and language conditions significantly affected negotiators' positive emotions and satisfaction with the negotiation.

CM: **What Makes a Negotiation Team Successful? Linking Political Skill to Behaviors and Outcomes**

Author: **Kevin Tasa**, *Schulich School of Business*
Author: **Mehran Bahmani**, *Schulich School of Business, York U.*

This study investigates how political skill relates to member effectiveness, processes, and outcomes in negotiation teams. 263 MBA students were members of 84 teams negotiating a complex union-management simulation. At the individual level, counterparts rated each of their opponents on cooperative and competitive behaviors and results show that political skill predicted cooperative behavior. At the team level, aggregate political skill predicted both subjective and objective negotiation outcomes, including the likelihood that negotiated deals would be ratified by an audience of stakeholders. Contrary to the perception that political skill represents a dark side of human behavior, our results show that political skill is a positive and critical resource in team on team, mixed-motive negotiations.

CM: **A Qualitative Study Exploring A Diplomatic Leader's Conflict Management Style**

Author: **Marcus McChristian**, *Indiana Institute of Technology (Indiana Tech)*

Diplomacy, the art of getting along with other people in a sensitive, tactful, and effective manner (Longley, 2021), requires the ability to manage conflict. U.S. diplomatic leaders are key in using diplomacy to provide a sense of direction for action, mobilizing fellowship, and managing tensions (Bjola, 2015). This qualitative study explored and described how U.S. diplomatic leaders' level of perceived importance influences their chosen style of conflict management. Diplomatic leaders often deal with cultural complexities that can lead to misunderstandings and conflict (Bolewski, 2008; Goncalves et al., 2016) and there is no place in the world that magnifies these cultural complexities more than Africa. U.S. diplomats working in African cultures face enormous adjustments since Africa is the most diverse continent in the world (Innis, 2017). The U.S. government relies heavily on diplomatic leadership to help build critical relationships and promote important interests on the continent of Africa. Placing the U.S. diplomat's needs front and center plays a significant role in establishing foreign policy agenda. Keywords: Accommodation, avoidance, collaboration, competition, compromising, conflict management styles, diplomacy, diplomat, Thomas-Kilmann

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CM: **Transparency Increases Negotiation Initiation Likelihood When it is Fair**

Author: **Tamara Montag-Smit**, *UMass Lowell Manning School of Business*
Author: **Cassondra Batz**, -
Author: **Karoline Evans**, *U. of Massachusetts, Lowell*
Author: **Ursula Sanborn-Overby**, *SUNY Oneonta*

The willingness to initiate negotiation – asking for what one deserves – has great potential reward for the initiator, including higher wages and benefits. Yet, the majority of people, especially women, are hesitant to initiate a negotiation. The current research tests transparency as a potential mechanism for increasing negotiation initiation when deserved, especially for women who have historically been less likely to initiate negotiation compared to men. Across two complementary studies (lab-based experiment with students, online scenario-based experiment with a general population of adults), results support the expectation that transparency increases the desire to negotiate when a negotiation is warranted because the amount offered is lower than the amount deserved (i.e., perceived negative discrepancy). In addition, this leads to greater likelihood of negotiation initiation. Transparency was equally beneficial for women and men and no sex differences were found across the conditions of secrecy and transparency. Thus, the results support the benefits of transparency, but transparency was not particularly beneficial for women, because women and men were equally likely to negotiate across conditions. While transparency may not "level the playing field" for women specifically, it does create a fair playing field for everyone where those that were most deserving (high negative discrepancy) negotiated for it.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1222** | Submission: **14254** | Sponsor(s): **(CM, OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Personal Growth: The Latest Insights on How We Learn from Our Own and Others' Failures

Organizer: **Yena Kim**, *U. of Chicago Booth School of business*
Presenter: **Yena Kim**, *U. of Chicago Booth School of business*
Organizer: **Laura Wallace**, *U. of Chicago Booth School of business*
Presenter: **Laura Wallace**, *U. of Chicago Booth School of business*
Presenter: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Presenter: **Isaac Smith**, *Brigham Young U.*
Presenter: **Erin Frey**, *U. of Southern California -Marshall School of Business*

Despite great efforts and desires to become their best selves, people may fall short along the way. However, personal growth and failures come in a wide variety of forms that demand closer scientific examination. How and when do people pursue growth and come back from failures? What is the nature of people's beliefs (and features of those beliefs) about their own and others' growth processes? How can people support others' growth? In this symposium, we showcase cutting-edge theoretical and empirical research on growth and failure from the workers' perspective. Our papers offer important insights into the psychological underpinnings of how we leverage our own and others' potential. Our papers also provide future directions for understanding the workplace as a laboratory for personal development.

When Do Mindsets Predict Interest in a Culture of Growth vs. Genius? A Mindset Certainty Perspective

Author: **Laura Wallace**, *U. of Chicago Booth School of business*
Author: **Mary Murphy**, *Indiana U.*
Author: **Ariana Hernandez-Colmenares**, *Ohio State U.*
Author: **Kentaro Fujita**, *Ohio State U.*

Is Failure a Steppingstone to Success?

Author: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Author: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*
Author: **Eda Erensoy**, *Yale U.*

Moral Character Development at Work

Author: **Isaac Smith**, *Brigham Young U.*
Author: **David J Cherrington**, *Brigham Young U.*
Author: **Kristen Bell DeTienne**, *Brigham Young U.*
Author: **M-C Ingerson**, *Independent Applied Researcher*

When and How Public Figures Make Professional Comebacks Following MeToo Accusations

Author: **Erin Frey**, *U. of Southern California -Marshall School of Business*
Author: **Gabrielle Adams**, *U. of Virginia*
Author: **Samantha Martinez**, *USC Marshall School of Business*
Author: **Scott Wiltermuth**, *USC*

Giving Feedback on Others' (Moral and Non-Moral) Shortcomings: A Meta-Analysis

Author: **Yena Kim**, *U. of Chicago Booth School of business*
Author: **Rajen Anderson**, -
Author: **Emma Levine**, *U. Of Chicago*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1223** | Submission: **19954** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

CMS Keynote Address

Organizer: **Richard Longman**, *The Open U., United Kingdom*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Mariana Paludi**, *U. Tecnica Federico Santa Maria*
Organizer: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Organizer: **Arturo E. Osorio**, *Rutgers U.*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Kristin Samantha Williams**, *Acadia U.*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Elina Riivari**, *U. of Jyväskylä*

Our keynote speaker is Dr Jo Grady, an employment relations academic who, in 2019, was elected General Secretary of the University and College Union (a British trade union representing over 120,000 academics and support staff). She has led the union through an unprecedented period of industrial action which seems likely to be ongoing at the time of the Annual Meeting. Jo Grady occupies a unique position from which to speak with academic expertise and practitioner experience. We hope this session will extend beyond the conventional keynote format so we can hear from voices across the division and around the globe as we try to make good on the theme of the Annual Meeting – to put the worker front and centre.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1224** | Submission: **20568** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Commonwealth Room**

Virtual Work

Session Moderator: **Isabel Villamor**, *IESE Business School*

CTO: **How Virtual Work Changes Implicit Leadership Theories**

Author: **Isabel Villamor**, *IESE Business School*
Author: **N. Sharon Hill**, *George Washington U.*

Virtual work has drastically increased in the last decades. It became "the new normal" during the pandemic and will likely have a lasting impact in the workplace of the future. The goal of this manuscript was to understand how this new context changes people's commonly shared beliefs about the qualities that leaders should possess (i.e., implicit leadership theories, ILTs). To address this question, we used a multimethod design. Study 1 used an inductive approach to understand the characteristics people associate with virtual leaders (i.e., implicit virtual leadership theories, IVLTs) and test whether IVLTs are different from ILTs. Study 2 replicates these results across samples using an experimental approach. Based on data from more than 1,400 U.S. participants, we uncovered the new construct of IVLTs. These IVLTs were composed of three new characteristics that were not present in ILTs (i.e., Trustworthiness, Adaptiveness, and Inspiring) and five characteristics shared across ILTs and IVLTs (i.e., Sensitivity, Dedication, Strength, Creativity, and Intelligence). Four characteristics from ILTs were no longer present in IVLTs (i.e., Charisma, Tyranny, Well-Groomed, and Masculinity). These results not only uncovered the new construct of IVLTs but also showed how it differs from ILTs.

CTO: **Virtual Communication and Professional Isolation in Hybrid Work**

Author: **Andrea Lenzner**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Patrick Tinguely**, *ETH Zürich*
Author: **Georg von Krogh**, *ETH Zürich*

This study investigates the relationship between virtual organizational communication and professional isolation during the change to hybrid work after enforced remote work in a professional services firm. Based on 10 weekly surveys with 1,178 employees, we find that professional isolation increases during the initial stages of the transition to hybrid work. Furthermore, drawing on the technology affordance view, we hypothesize on the impact of virtual interactions with organizational members on professional isolation. We find that employees exposed to virtual senior leadership communication experience a decrease in professional isolation. However, this effect does not hold for virtual team meetings and virtual informal interactions, potentially because these interactions require higher media richness, such as face-to-face contact, to be effective in providing connectedness that reduces professional isolation. Last, we demonstrate that professional isolation impacts hybrid workers' job performance and life satisfaction. Overall, this study contributes to the isolation literature by revealing the challenge hybrid workers face in the transition to hybrid work; being virtually highly connected yet still experiencing professional isolation. We further discuss practical and theoretical implications.

CTO: **Lost and Found: Academics' Spatial Practices Across Multiple Workspaces**

Author: **Alessandra Migliore**, *Politecnico di Milano*
Author: **Alfons Van Marrewijk**, *BI Norwegian Business School*

In this paper, we explore spatial practices of academic work within and beyond the organizational workspace. While a lot is known about how academics – and knowledge workers in general – experience spatial mobility at a large scale, there is still scarce theoretical and empirical discussion on how academics produce space when working across multiple workspaces during their daily working lives. Academics work within their university workspaces, at home, or in third workspaces beyond these locations on a temporary basis. We thereby focus on the experience of multi-location of work during the Covid-19 pandemic of 22 Italian academics working in the three public universities of Milan. Applying insights from Lefebvre's work, we disclose that a trade-off relationship between the practices of the domination of space and of the appropriation of space occurs in the everyday working life of academics, not only within the boundaries of the campus workspace but also in off-campus workspaces. The research adds to research on organizational space and multi-location work as it shows how academics navigate on- and off-campus spaces, configuring and reframing new meanings to those spaces.

CTO: **American and Chinese Facework on tCMC in Organizational Contexts**

Author: **Suraj Sharma**, *California State U., Northridge*
Author: **Zhaleh Semnani-Azad**, *California State U., Northridge*

US-China relations are at all time levels of fragility. While cross-cultural communication is already a delicate process, text-based computer mediated communication (tCMC) mediums are becoming more popular for mediums of communication, heightening the chance of miscommunication and conflict. We offer a framework using a Culture x Person x Situation x Context (CuPSC) approach to predict what facework strategies might be deployed by people from US and China, on tCMC mediums in an organizational context. We offer insights from individualism/collectivism and high and low context theories from cultural psychology literature and synthesize with research on Politeness Theory, Protestant Relational Ideology, Guanxi, Media Synchronicity Theory (MST) and tCMC to offer a framework to guide facework strategies for effective, clear, and polite communication. We conclude by applying our framework to the specific act of requesting to demonstrate the use of the framework.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1225** | Submission: **20572** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Forum Room**

Blockchains, Tokens, & Distributed, Autonomous Organizations (DAOs)

Session Moderator: **Darius Abel**, *Chair of Innovation Management, TU Dortmund U.*

CTO: **Cryptocurrency Project Fraud and Funding Success: An Information Disclosure Quality Framework**

Author: **Yujie Zheng**, *School of Business and Management, Shanghai International Studies U.*
Author: **Wai Fong Boh**, *Nanyang Technological U.*

With the popularity of blockchain technology, the potential of cryptocurrency projects to mislead or deceive investors has increased considerably. We present a study that provides a framework for detecting scam cryptocurrency projects (crypto projects for short) based on information disclosure theory, and we also illustrate how the differences in information disclosure quality will impact crypto projects' fundraising success. Within this study, we examine whether the disclosure width and depth in whitepaper would be valuable for fraud detection and prediction of crypto projects' fundraising success. The framework can be used to increase investors' awareness of deception in crypto projects and help investors to discriminate between crypto projects with low vs high information disclosure quality based on crypto projects' whitepapers. Moreover, a better understanding of the impact of information disclosure quality on deception detection can also help government agencies design more effective solutions to fight cryptocurrency fraud.

CTO: **Code is Law: The Influence of On-Chain DAO Governance on Token Performance**

Author: **Darius Abel**, *Chair of Innovation Management, TU Dortmund U.*

Decentralized autonomous organizations (DAOs) are challenging long-held assumptions in the field of corporate governance theory. While they share fundamental governance mechanism such as contractual (on-chain) and relational (off-chain) governance with regular companies, DAOs are unique due to the fact that ownership and management is combined through the use of governance tokens. Furthermore, by leveraging blockchain technology they are able to use democratic processes to make decision on a day-to-day basis. Even though they became more and more popular in the last years we still do not have a good empirical understanding of their governance choices' impact on token performance leaving both DAO founders and potential token holders in the dark. We leverage signaling theory combined with a unique dataset of 210 DAOs to enhance our understanding of the impact of on-chain governance. We discover that having a minimum token quorum relates positively to token performance. While having voting incentives ingrained in the code relates negatively to token performance, however retaining a large founders' stake can weaken the negative relation. Through this we help to advance both the information system and governance literature by shedding light on DAOs' governance choices signaling effects.

CTO: **Signals for Governance Token Performance: Role of DAOs' Governance Token Design and Distribution**

Author: **Darius Abel**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Bastian Kindermann**, *Chair for Technology & Management, TU Dortmund U.*

Decentralized autonomous organizations (DAOs) are a new blockchain-enabled organization form. DAOs give out governance tokens to jointly (with their token holders) shape the DAO's course. Governance tokens represent the venture's value and a way for token holders to participate in the venture's governance. They are unique compared to utility tokens due to their associated governance rights. We can use signaling theory to enhance our understanding of governance tokens. DAOs disclose signals regarding technical token design, allocation to investors, and distribution mechanism. Analyzing a unique dataset of 218 DAOs, we observe the importance of the tokenomics' underlying influence on DAO's governance. We find that having a token cap ingrained in the token's code relates positively to token performance. Furthermore, we challenge established theory by revealing that having a larger share of governance tokens allocated to institutional investors is negatively related to token performance

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CTO: **Impact of User-Platform Ideology Mismatch: A Natural Experiment in Blockchain Platforms**

Author: **Sen Li**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **T Ravichandran**, *Rensselaer Polytechnic Institute*

Online platform user participation is an essential research topic in IS and management. One critical factor that drives users' behavior is ideology, which defines the community's beliefs, values, and norms. The match between the platforms' and users' ideologies satisfy users' intrinsic needs, which establishes a strong user commitment to the platform. In this paper, we examine the role of ideology in forming the User-Platform (U-P) mismatch and investigate the role of financial incentives in this process. We synthesize the P-E fit theory with motivation theory to investigate if and how the U-P ideology match and mismatch influence user behaviors in blockchain social media (BSM) platforms. Through difference-in-differences (DiD) analyses, we find that the mismatch changes the participants' nature, and financial rewards may not improve the participation quality of the mismatched users. The mismatched user will switch their attention from other platform-beneficial behaviors to focus on the low-effort and incentivized actions. Additionally, we find mismatched user experience the "sugar high" effect from monetary rewards and temporally increase their incentivized participation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1226** | Submission: **20573** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **State Suite A**

Political Polarization & Emotion Online

Session Moderator: **Chandrasekar Krishnamoorthy**, *Warwick Business School*

CTO: **A Natural Experiment Investigating The Impact Of Nudging On Filter Bubbles and Information Diversity**

Author: **Chandrasekar Krishnamoorthy**, *Warwick Business School*
Author: **Mareike Mohlmann**, *Bentley U.*
Author: **Ola Henfridsson**, *U. of Miami*
Author: **Niam Yaraghi**, -

While the amount of information available has exponentially increased, our cognitive abilities to process information have not improved. Hence, social media platforms employ algorithmic filtering to keep information load at manageable levels. Algorithmic filtering leads to algorithmic distortion, creating phenomena such as filter bubbles and echo chambers resulting in information blindness. In this paper, we investigate whether nudging presents a valuable approach to tackle this problem. Through a natural experiment and a quantitative study on clickstream data, we investigate the impact of nudging on information diversity. We also answer a secondary question on how to design nudges to enhance their effectiveness.

CTO: **Away from Office, Away from Politics? Organizational Politics and Well-Being in the Hybrid Workplace**

Author: **Abdul Fattah Salleh**, *National U. of Singapore*
Author: **Rashimah Rajah**, *National U. of Singapore*

Putting the worker at the forefront, there are increasing investigations on the topic of employee well-being. During the global pandemic, there is an emphasis placed not only on taking care of workers' physical well-being, but also on the front of social and psychological well-being. Existing studies on employee well-being have investigated this construct within different contexts and with a plethora of factors, including perceived organizational politics. However, these established studies predominantly discuss employee well-being in a traditional face-to-face workplace setting. Grounded in media richness theory and examining inter-personal communication using ICT devices, this paper seeks to examine the effects that perceived organizational politics has on employee well-being when digital technology is in play i.e., in a hybrid work arrangement. Based on a sample of 126 full-time working adults who engaged in a hybrid work arrangement since the onset of the global pandemic, we found that while "traditional" relationships between antecedents and outcomes of perceived organizational politics hold, the context of a hybrid work arrangement does not affect – or may cancel out – individuals' levels of perceived organizational politics. Implications are discussed and practical propositions are put forward on how workers can protect their well-being in the midst of organizational politics faced in a hybrid work setting.

CTO: **Fueling Polarization in Connective and Counterconnective Movements**

Author: **Romilla Syed**, *U. of Massachusetts, Boston*
Author: **Oyebisi Oladeji**, *U. of Houston*
Author: **Leiser Silva**, *U. of Houston*

Contemporary social movements are often challenged by opposing movements that make competing claims to support or oppose a cause or change. Conceptualized as connective and counterconnective movements (C-CCMs) that view the role of social media as central to movement organizing, we examine how C-CCM interactions manifest ideological polarization, which presents a serious threat to societies. Furthermore, ideologically polarized interactions could influence the public by forming and affecting their opinions and emotions. Thus, we examine how the ideological polarization in C-CCMs leads to affective polarization of social media users. The empirical context of this study is the COVID-19 vaccination mandate in the US which led to two factions – those who support the mandate (pro-mandates) and those who oppose it (anti-mandates). Our analysis of the Facebook posts of the two groups suggests that while both framed polarizing posts, anti-mandates' posts have stronger ideological polarization. Further, pro-mandates posts negatively affected social media users, whereas anti-mandates posts had a relatively positive affect. Informed by our findings and theoretical predisposition, we develop propositions to explain the phenomenon. This study extends the research by examining the unintended effects of social movements. The findings might help social media sites and policymakers devise strategies to reduce polarization.

CTO: **Dynamics of Emotions Towards AI-Powered Technologies: A Study of GitHub Copilot**

Author: **Najmeh Hafezieh**, *Royal Holloway, U. of London*
Author: **Farjam Eshraghian**, *U. of Westminster*
Author: **Farveh Farivar**, *U. of Tasmania*
Author: **Sergio De Cesare**, *U. of Westminster*

The advances in Artificial Intelligence (AI) have enhanced its applications in different areas of professional and knowledge work, triggering a range of mixed emotions. Emotions play a key role in how users adopt and continue using technologies. In this paper, drawing on the discussions on the role of AI-powered technologies, future of work, and emotions, we aim to examine the emotions expressed by users engaged a new AI technology, the drivers of those emotions, and their dynamics. Adopting topic modelling, we first studied emotions that the initial launch of Github Copilot evoked by analysing 16,130 tweets shared by 10,301 software programmers on Twitter. Then, we analysed the tweets qualitatively to understand the stimulus characteristics driving those emotions. Finally, focusing on tweets by a sample of software programmers, we explored the changes of their emotions over time. The analysis showed that emotions expressed were mixed driven by four stimulus characteristics: AI development, AI functionality, identity work, and AI engagement. Our findings revealed that when software programmers focus on the capabilities of AI tool and link them to their identity work, their negative emotions change to more positive ones. Our paper contributes to the to the growing body of literature on the role of AI technology and the future of work by showing that emotions are dynamic and knowledge workers might express more positive emotions when they relate it to their identity work and engage more with the AI technology over time. This could lead to perceiving AI less as a threat to their professional identity but viewing it as contributing to their identity expansion.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1227** | Submission: **17573** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **State Suite B**

Collective Data Ecosystem Governance and Design:Tensions, Data Quality, and Social Welfare Implication

Discussant: **Youngjin Yoo**, *Case Western Reserve U.*
Presenter: **Fatemeh Saadatmand**, *IT U. of Copenhagen*
Discussant: **Sirkka Jarvenpaa**, *U. of Texas at Austin*
Discussant: **Elizabeth Davidson**, *Shidler College of Business, the U. of Hawaii at Manoa*
Discussant: **Abayomi Baiyere**, *Copenhagen Business School*
Presenter: **Niloofar Kazemargi**, *U. of Chieti-Pescara*
Presenter: **Mahdi M Najafabadi**, *California State U., Northridge*
Presenter: **Nina-Birte Schirrmacher**, *Vrije U. Amsterdam*
Presenter: **Daniel Fürstenau**, *IT U. of Copenhagen*
Organizer: **Fatemeh Saadatmand**, *IT U. of Copenhagen*

The purpose of this symposium is to bring together scholars to discuss governance models and design of data ecosystems in a decentered way from different societal and scholarly perspectives. We will focus on the specific opportunities and challenges involved in data governance in the absence of a solo (or dominant) owner of a data ecosystem exercising power by prioritizing its own interests over other actors through proprietary technological architecture, and threatening social welfare. However, the complexity of organizing an array of heterogeneous actors with a variety of expectations and motives threatens the sustainability of ecosystems. This symposium aims at providing a deeper understanding of design and governance tradeoffs in developing decentered data ecosystems from strategic, organizational, innovation, infrastructural, ethical and regulatory perspectives. Building on presented papers, this symposium serves as a platform to discuss decentered bottom-up data governance challenges and issues.

Decentralized Data Ecosystems as Meta-Organizations

Author: **Niloofar Kazemargi**, *U. of Chieti-Pescara*
Author: **Fatemeh Saadatmand**, *IT U. of Copenhagen*

A Grounded Theory of Data Connections in Healthcare

Author: **Daniel Fürstenau**, *IT U. of Copenhagen*
Author: **Anne-Katrin Witte**, *U. of Hagen*
Author: **Till Winkler**, *Copenhagen Business School*

Ego-system or Eco-system?

Author: **Nina-Birte Schirrmacher**, *Vrije U. Amsterdam*

Adverse Effect of an Open Data Program on Data Quality

Author: **Mahdi M Najafabadi**, *California State U., Northridge*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1228** | Submission: **20407** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Resistance to DEI Work

Session Moderator: **Joseph Vitriol**, *College of Business Lehigh U.*

DEI: **When and Why Does Bias Feedback Translate into Egalitarian Action?**

Author: **Joseph Vitriol**, *College of Business Lehigh U.*
Author: **Gordon Moskowitz**, *Lehigh U.*

Awareness is often necessary for the self-regulation of bias in social behavior. Successful anti-bias interventions in organizational settings commonly provide accurate information about psychological sources of error in one's judgment. However, raising awareness like this sometimes triggers backlash instead of efforts to control bias. When and why might feedback about bias in organizational setting create defensiveness and rationalization as opposed to correction and control? We explored the underlying psychological responses to different forms of implicit bias feedback and how these reactions interact with individual differences. Three experiments (N > 1300), a mini-meta-analysis, and a longitudinal study indicate that implicit bias feedback causes an increase in both guilt (among people low but not high in explicit prejudice) and defensiveness (among people internally but not externally motivated to be egalitarian). Guilt increased and defensiveness decreased awareness, which facilitated prejudice-regulation and egalitarianism 8-months after feedback. These findings elucidate the psychological mechanisms that enable individuals, organizations, and interventions to help translate egalitarian goals into action, which is needed to promote more objective decision-making and equitable workplaces and communities.

DEI: **How Much Inequity Do You See? Structural Power and Support for Diversity Initiatives**

Author: **Christopher To**, *Rutgers U.*
Author: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

The success of diversity initiatives depends on the support of those in positions of structural power, that is, managers. However, managers often resist such initiatives. Existing academic and practitioner conversations point to managers' self-interests, arising from demographics or ideology, as the source of resistance to diversity initiatives. We propose that such resistance may originate in the managerial position itself. We argue that positions of structural power induce organizational identification, which motivates a view of one's workplace as equitable, blinding one to inequities in one's organization. We posit that lower perceptions of inequity by those in positions of structural power explain their lower support for diversity initiatives. Seven archival surveys of government employees (Studies 1a-1g) and three surveys of working adults (Studies 2a-2c) suggest those higher in structural power perceive less inequity in their workplace due to higher organizational identification, resulting in lower support for diversity initiatives. Two interventions, enhancing the salience of inequities, allow those with structural power to overcome the identification barrier (Studies 3a-3b). We discuss conceptual and practical implications for support for diversity initiatives and structural power.

DEI: **Managing Resistance to EDI Work From Clients: Strategies of EDI Consultants in Denmark**

Author: **Caroline Julie Demeyere**, *Copenhagen Business School*
Author: **Marie Northeved**, *mnortheved@yahoo.dk*
Author: **Emily Louise Thorsson Schöller**, *Copenhagen Business School*

Resistance to equality, diversity and inclusion (EDI) work is widespread and threats the EDI work's outcomes, the changes in actual practices. Previous research has overlooked how this resistance to EDI work unfold in the more and more common client to providers relationships, i.e. when organizations hire external consultants to develop, implement or improve their EDI initiatives. Indeed, most research focuses on internal diversity workers engaged in issue-selling and the resistance they face to legitimize their work inside organizations. Consequently, this paper aims to understand how resistance towards EDI work manifests in the client-consultant relationship and how EDI consultants acknowledge and engage in managing such resistance. We thus take a relational, processual approach on resistance, focusing on the perceptions of resistance by EDI consultants and their strategies to overcome it. Our qualitative methodology is based on semi-directive interviews with EDI consultants in Denmark. The thematic analysis sheds insights on the various and dynamic strategies used by EDI consultants to handle resistance from clients. We conceptualize the strategies for EDI consultants to manage client resistance within a 3-stage cyclical process: 1) managing resistance before consultants meet it, in a preventive perspective, 2) managing resistance in the moment as a response to resistance, and 3) managing resistance after having met it to process and learn from resistance. The findings suggest that consultants learn within the process, i.e. that they utilize and view client resistance as an opportunity for feedback and adaptation of their work. Peer sharing and networking between EDI consultants can expand their repertoire of strategies to address client resistance.

DEI: **Diversity Resistance in Organizations: An Integrative Literature Review**

Author: **Carolina Gomes Araújo**, *FGV EAESP Sao Paulo School of Business Administration*

Diversity resistance is manifested through overt and covert attitudes and behaviors that hinder diversity initiatives and present several challenges for contemporary organizations. Research on diversity and inclusion in organizations is extensive, but fewer studies focus on diversity resistance. As a relatively new concept, it lacks evidence integration to promote new conceptual insights. To fill this gap, we conducted an integrative review of the literature on diversity resistance in organizations. The 80 studies identified in Web of Science and EBSCO categorized concepts, antecedents, and consequences. Our review provides an integrated summary of diversity resistance in organizations and imagines future research avenues for addressing inequalities in gender, diversity, and intersectionality (GDI).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1229** | Submission: **20408** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Teams and Practices in the Upper Echelons

Session Moderator: **Claude Francoeur**, *HEC Montreal*

DEI: **Does Female Representation Improve Board Processes? It Depends on Director Perceptions of The Chair**

Author: **Claude Francoeur**, *HEC Montreal*
Author: **Corinne A. Post**, *Villanova U.*
Author: **Samuel Sponem**, *HEC Montreal*
Author: **Caroline Aubé**, *HEC Montreal*

Board processes are considered crucial to board effectiveness, yet research on female board representation (FBR) rarely evaluates its effect on board processes. Research suggests that as FBR increases, it has countervailing effects on board processes: improvements as a function of interpersonal qualities women are presumed to bring to the board, and deterioration as a function of increasing diversity resistance from male directors. Because of board chairs' sizable influence on board processes, we consider how directors' perceptions of their chair moderates the FBR – board processes relationship. Analyzing survey data from 826 directors, representing 111 boards, we find an inverted-U relationship between FBR and five key board processes. When FBR is relatively low, it is associated with more effective board processes, but as FBR approach 40% it becomes associated with deteriorating board processes. However, when directors perceive their chairperson as exhibiting transparency, seeking complete information, behaving consistently, and being self-aware (e.g., when they perceive their chair as exhibiting 'authentic leadership' behaviors), not only are board processes superior at all FBR levels, but the positive effects of FBR persist beyond the turning points.

DEI: **How Gender Diversity At Top Management Team Level Drives Firms' Effectual Orientation**

Author: **Patricia Cristiana Guragata**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*
Author: **Andrea Greven**, *WHU Otto Beisheim School of Management*

While breaking the glass ceiling in large organizations is proving to be a lengthy and intricate process, the question of gender diversity in upper echelons has been taking center stage in strategic management scholarship. Despite recent proliferation, research on gender diversity in top management teams (TMT) still exhibits multiple unsolved points of inquiry. Drawing on social role, upper echelons, and corporate effectuation perspectives, we argue that TMT gender diversity promotes firms' effectual orientation. In addition, we suggest that this influence will be stronger if firms' CEOs find themselves at a later career stage. We test and find evidence for both hypothesized relationships using a secondary longitudinal data set comprising 2,920 firm-year observations for 365 firms listed in the S&P 500 index between 2006 and 2018. Our research highlights the important interplay of gender-specific social-role proclivities at TMT level in fostering effectual strategy setting. We pioneer the investigation of gender effects on effectuation as a firm-level strategic orientation in the context of corporate executive teams, illuminating a pathway between gender, TMT, and corporate effectuation research.

DEI: **Identity, Trust, and Over-Monitoring: Evidence from Dyadic Gender Differences (WITHDRAWN)**

Author: **Musaib Ashraf**, *Michigan State U.*
Author: **Aishwarrya Deore**, *Georgetown U., McDonough School of Business*
Author: **Ranjani Krishnan**, *MSU*

Motivated by the economics of identity, we examine the role of gender identity on corporate governance decisions within a crucial governance dyad: the audit committee chair (ACC) and the chief financial officer (CFO). Drawing on the theory of particularized trust, which shows that people have lower trust in those they perceive to be different from themselves, we posit that the ACC's trust in the CFO is lower when there is an ACC-CFO gender difference, leading to the ACC over-monitoring the CFO. We find results consistent with our expectations: ACC-CFO gender difference is associated with greater audit committee (AC) meetings, both in a levels analysis and in a changes analysis. We also find that firms with ACC-CFO gender differences have no statistically different financial reporting reliability than other firms, and greater AC meetings for these firms does not improve financial reporting reliability. Further, for these firms, greater AC meetings are associated with worse financial reporting timeliness and lower CFO performance. These results, taken together, suggest ACCs over-monitor CFOs when there are dyadic gender differences. Finally, we find that over-monitoring is attenuated when a firm has a culture of diversity tolerance. Overall, our results suggest that identity differences influence monitoring decisions in trust-relevant corporate governance interactions – but also that there is a path forward for firms that desire to increase gender diversity and want to avoid the downsides from dyadic gender differences.

DEI: **The Impact of Leadership Diversity on Private Equity Fund Performance**

Author: **Yilmaz Bekyol**, *HHL Leipzig Graduate School of Management*
Author: **Bernhard Schwetzler**, *HHL Leipzig Graduate School of Management*

The aim of this study is to explore the relationship between the benefits of having a diverse top management team (TMT) with complementary perspectives, and the potential drawbacks of increased conflicts between team members. Using data of 1,071 fund partners involved in 1,295 buyout deals by 117 funds we find that TMTs with greater diversity in socio-demographic characteristics tend to achieve higher money multiples or internal rate of return (IRR). However, we also observe that greater occupational diversity has a negative net effect on performance. These results suggest that diversity arising from demographic characteristics is generally beneficial, while voluntarily acquired attributes may require additional coordination efforts. Additionally, our study finds that the distribution of team members and the associated diversity levels on individual deals within a fund can impact fund performance. We find an even distribution to be positively related to fund performance for occupational diversity and negatively for socio-demographic diversity. However, for funds with high levels of socio-demographic diversity, even distribution across deals is also positively associated with fund performance. Lastly our findings indicate that CEO involvement positively moderates fund performance, while industry specialization has a negative moderating effect. Overall, our findings could be useful for limited partners and fund-of-funds in investment processes and provide guidance for general partners when making staffing decisions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1230** | Submission: **20404** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Network Perspectives on DEI

Session Moderator: **XIN GAO**, *U. Of Chicago*

DEI: **How Can We Improve Team Innovativeness in Times of Organizational Change?**

Author: **XIN GAO**, *U. Of Chicago*
Author: **Jarder Luo**, *Tsinghua U.*

This paper investigates the relationships between knowledge diversity and teams' innovativeness before and after a period of organizational dramatic change. Knowledge diversity can be traced to two sources, i.e. hiring new team members with diversified knowledge and providing training programs for pre-existing members. What are the most important factors for enhancing team innovativeness, especially during the period of exploring new products and services? We address these questions by modeling the various effects of knowledge diversification strategies on team innovativeness and find that there are two strategies, inter-team and intra-team knowledge diversity. A total of 3,152 teams in three normal years and one changing year are analyzed. The two types of diversification strategies are quantified by analyzing over 200,000 recruiting assessments with the help of computational linguistics. The analytical results show that inter-team diversification, i.e, hiring new members with different knowledge structure from the whole company, indeed helps facilitate the disrupted innovation in organizational change. Intra-team strategy, i.e. hiring new members with different knowledge from the other team members, is more effective on incremental innovation during normal periods. We further examine the moderating effect of teams' interaction intensity on these two diversification strategies in both "normal" and changing organizational periods. When team members have a high intensity of interactions, an inter-team diversification strategy has a greater positive impact on team creativity. These findings help us greater understand the emergence of collective innovativeness under different organizational contexts, especially in a disruptive period of change.

DEI: **Public Discourse on SDG7: Hashtag Co-Occurrence Networks and Social Justice Messaging on Twitter**

Author: **Yutong Si**, *Northeastern U.*

The United Nation's Sustainable Development Goal 7 (SDG7) calls for "affordable, reliable, sustainable and modern energy for all" by 2030. To date, little is known about public discourse on SDG7. This study is the first research utilizing social network analysis (SNA) and computational methods to identify central topics associated with SDG7 and examine social justice messaging related to SDG7 on Twitter. The data used include 6,059 tweets containing #sdg7 from Jan. 1 to June 30, 2022, resulting in a hashtag co-occurrence network with 2,769 nodes and 22,667 edges. Based on centrality measures, this study shows that: 1) SDG13 (Climate action), SDG5 (Gender inequality), and SDG3 (Good health and well-being) are the most central SDGs related to SDG7, 2) Solar energy appears to be the most important renewable energy technology which received much public attention in the discourse, and 3) Africa is the only geographic area that has been hotly discussed among the top 30 hashtags with high eigenvector centrality. To examine social justice messaging related to SDG7, ego networks of 40 justice-related hashtags (i.e., egos, such as #justice, #equity, #inclusion, #leavenoonbehind, #forall, etc.) have been constructed, showing that despite some social justice messaging such as the discussion on gender inequity, a variety of other justice issues such as racial justice haven't received much public attention. A further comparison between 40 justice-related egos and top 40 central nodes identified in ego networks reveals that 1) justice considerations are not prioritized and 2) important transition perspectives (e.g., energy justice or just transition) have not been incorporated in public discussion on SDG7 on Twitter. This paper sheds light on essential topics around SDG7 and calls for more justice considerations to arrive at more holistic formulation and implementation of policies that advance SDG7.

DEI: **Who Am I at Work? An Examination of Employee Caste Status, Network Centrality, and Work Performance**

Author: **Prajya Rakshit Vidyarthi**, *U. of Texas at El Paso*
Author: **Farid Jahantab**, *Sam Houston State Uni*
Author: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*

Diversity research is yet to examine how certain important non-western identities affect employees' work outcomes. Employees of Indian origin (over 15% of the world population) are custodians of and burdened by a unique social hierarchy of caste. We develop a theory on caste as an important facet of employee diversity in organizational scholarship. Drawing upon social identity and self-categorization theories and integrating with social exchange theory we propose a process and context model linking employee caste status to work performance. Specifically, we assert that employee caste identity provides valued resources enabling job performance and citizenship behaviors. We contend that this positive relationship is conferred through employees' central position in the peer influence network. Finally, we reason that the quality of employees' relationships with leaders and coworkers further shapes the effects of employee caste status on centrality in the network and work performance. Multi-level modeling using time-lagged, three-source data from 352 employees, 321 peers, and 31 managers showed support for our hypotheses. Our research reveals the mechanism of caste-based advantages in the workplace and suggests directions for future research.

DEI: **Executive Women's Networks: the Affinity Bias of Social Capital**

Author: **Martha Gabriela Contreras**, *Radboud U. Nijmegen*
Author: **Ruth Mateos De Cabo**, *U. San Pablo-CEU*
Author: **Ricardo Gimeno**, *Banco de España*

In this paper, we create a unique database obtained from LinkedIn profiles of Executives, to understands the main drivers of who their contact with, since networks are a key tool for them to leverage their options of career promotion. Constructing from the preferential attachment theory (i.e., the tendency to connect to other people that are popular), we explore the role of potential affinity bias (i.e., homophily) that could influence their network connections, such as gender, the university or company they have worked in, or similar age. Finally, we explore if there are differences in the way Female and Male executives weight different factors in their decision to connect with other people. We show that women are less likely to connect to other people in LinkedIn, and they tend to do it with less popular people, and with a strong affinity bias that produce a network e argue is less strategic and useful for their professional career.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1231** | Submission: **20405** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Diversity Climate, Inclusion, and Agency

Session Moderator: **Jana Christina Falk**, *Diversity, Equity and Inclusion*

DEI: **Cause We are Happy – The Mediating Role of Diversity Climate on Employee Satisfaction**

Author: **Jana Christina Falk**, *Diversity, Equity and Inclusion*
Author: **Bastian Kindermann**, *Chair for Technology & Management, TU Dortmund U.*

Given the fact that the work environment is continuously transforming and becoming more diverse due to demographic change and altered workplace circumstances (e.g., new work), this study sets out to establish a better understanding of managing diversity in a purposeful way. Using a combined data set of primary data from 222 R&D, product, and innovation managers paired with secondary data from Germany's largest employer review platform (kununu.com), we assess the relationship of team diversity and employee satisfaction mediated by two forms of diversity climate, namely fairness and synergy diversity climate. We find a significant direct effect of team diversity on a) fairness diversity climate and b) synergy diversity climate and show that team diversity can be understood as a workplace constituent influencing the respective climate. Furthermore, we show that the effect of team diversity on employee satisfaction is fully mediated by fairness diversity climate, while team diversity's indirect effect via synergy diversity climate is negative and insignificant.

DEI: **Caste and Class: Outgroup Favoritism and Inequality Reproduction in the Workplace**

Author: **Anurag Gupta**, *London Business School*
Author: **Marko Pitesa**, *Singapore Management U.*

Given their economic value generating function, organizations are important venues within which social group inequality is shaped. Our research complements the dominant perspective of social group inequality, which focuses on discrimination against members of low-status groups, to suggest that, in some cases, outgroup favoritism among low-status group members acts as a pathway of inequality reproduction. Our research focuses on India as a context marked by stark historical status differences among different caste groups along with formal equality in opportunity, creating mixed-caste workplaces today. We integrate Social Dominance and System Justification theories to predict that the level of endorsement of societal inequality will be higher among low (vs. high) caste members, leading them to preferentially allocate help to high caste coworkers. We further argue that this pattern of helping results in higher performance and in turn promotability of high caste workers. We find support for these predictions in a large multi-source field study among members of 100 work teams and their supervisors. We also compare the effects of caste with social class background both theoretically and empirically, suggesting that the issue is specific to caste. We discuss implications for context-specific theorizing of inequality endorsement among members of low-status groups, the role of helping in social group inequality, and the need to expand theoretical and empirical focus to the important context of caste, impacting a fifth of the world's population.

DEI: **How Does Legal Status Determine Immigrant Agency During Encounters of Workplace Incivility?**

Author: **Amal Abdellatif**, *Newcastle Business School, Northumbria U.*
Author: **Ajnesh Prasad**, *CMS*

Workplace incivility is ubiquitously experienced by immigrants. While a growing body of literature has sought to identify the causes and the outcomes of this phenomenon, what remains largely unexplored is the role of legal status in configuring how workplace incivility manifests in the immigrant experience. To fill the gap in the existing literature, in this article we answer the question: How does legal status inform the ways in which immigrants exercise agency in response to workplace incivility? In addressing this question, we juxtapose autoethnographic vignettes focusing on experiences with workplace incivility that we have individually encountered in academe. The juxtaposition of these vignettes illuminate how legal status is a pivotal factor in determining the forms and the depth of agency available to immigrants to respond to incidents of workplace incivility. In light of our findings, we consider the implications posed by the nexus between an immigrant's agency and workplace incivility to debates on business ethics.

DEI: **What makes Global South scholars underrepresented in Academic Society Awards?**

Author: **Poonam Singh**, *Maynooth U., Ireland*
Author: **Olga Igorevna Ryazanova**, *Maynooth U.*
Author: **Peter McNamara**, *Maynooth U.*

Academic landscapes are increasingly expected to demonstrate diversity and inclusiveness. Yet Global South scholars are disproportionately under-represented in reputed academic society awards. Underrepresentation points to a need for more resources and unique structural barriers many underrepresented groups face. Our study explores the causes of the under-representation of Global South scholars among academic society award winners by adopting an inductive approach. We conducted semi-structured interviews with the award gatekeepers to explore the underlying causes for the under-representations. The findings of our study suggest that structural and organizational barriers are causing this under-representation. Under-representation of Global South scholars in academic societies' award committees and their perceived incapability in academia contribute to this under-representation. We call for academic leaders to proactively address this under-representation that fails to acknowledge the excellence of Global South scholars' contribution.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1232** | Submission: **20409** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Voice and Privilege

Session Moderator: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*

DEI: **Safe to Speak? Witnessing Racial Microaggressions Decreases Employee Voice**

Author: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*
Author: **Amelia Stillwell**, *U. of Utah*
Author: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Author: **Barbara Blair**, *U. of Utah, David Eccles School of Business*
Author: **Tamara Calzado Real**, *U. of Utah*

Racial microaggressions —interactions that send denigrating messages to individuals because of their (racial) group membership — are unfortunately common in the workplace, harming the target's work satisfaction, psychological safety, self-esteem, and health. Microaggression research has focused on effects to the direct target, but related literature on workplace incivility suggests that racial microaggressions harm not only the targeted individual, but witnesses as well. Integrating the literatures on microaggressions and incivility, we show that witnessing uncivil racial microaggressions (i.e., racial incivility) is a common workplace experience, with disproportionate harmful effects on witnesses' willingness to voice. First, in two qualitative pilot studies (N=402), we collect worker's narrative experiences of witnessed racial incivility. We develop these narratives into experimental paradigms for a large, preregistered experiment (N=4,449) with a racially stratified sample of White, Asian, Latine, and Black Americans. We find that Anti-Asian racial incivility reduces psychological safety and perceived impact among witnesses, chilling willingness to voice even among witnesses who are not from the targeted group (i.e. non-Asians). Racial incivility was most detrimental to willingness to voice among racial minoritized participants, and those who identify more strongly with the targeted group, even individuals who are not themselves members. For leaders hoping to harness the innovative potential of diverse groups, this underscores the importance of fostering a racially inclusive group climate — one that does not tolerate racial microaggressions.

DEI: **Bullshit Empowerment: Why Black and Brown Scholars Fail to Effect Change in Business Schools**

Author: **Penelope Muzanenhamo**, *U. College Dublin, Smurfit*
Author: **Rashedur Chowdhury**, *U. of Essex*
Author: **Amal Abdellatif**, *Newcastle Business School, Northumbria U.*

Weaving in our experiences with bullshit empowerment as Black and Brown scholars, and drawing on autoethnographies, we assert that some powerful (predominantly White male) Business School academics mobilize 'the Hobson's Choice' to maintain a socially unjust status quo. A Hobson's Choice reflects a myriad of options that such powerful actors seemingly allow to emerge from 'specialist' team deliberations on what we aggregately term as 'Grand Social Justice Projects'. Notwithstanding, the powerful agents often kill those choices in favor of their already pre-determined decisions reflecting their (dominant White male) ideological stances. As—albeit theoretically—a dimension of noncooperative spaces, a Hobson's Choice can ultimately induce the resignation of the Other formally attached to the 'specialist' teams. Resignation in this context means that the Other relinquishes their agency in giving (own) voice, and merely maintains a bodily presence within such teams. Our study seeks to debate social justice in its broad sense and the Business School.

DEI: **Racial Inequalities in Decision-Making in Profession and Career Choice: College Students' Narratives**

Author: **CLAUDIA Avelar FERREIRA**, *Pontifical Catholic U. of Minas Gerais*
Author: **Simone Nunes**, *Pontifical Catholic U. of Minas Gerais*

Social inequality is a problem in Brazil because it involves several stages of life to the point of influencing the choice and expectation in the profession, entering university, and developing strategies to overcome barriers and challenges in the career. The objective is to identify how social inequality influences decision-making in the choice of profession and career by Black and white women. The qualitative method and polar case studies was used and the interactionist discourse analysis technique was applied. The theoretical contribution is multiply the Social Exclusion Theory, Critical Racial Theory and intersectional Black Feminism. The influence of social inequality in the choice of profession and career, impacts the students to get the social, cultural and economic capital. The choice of course is influenced by family, friends, and access to scholarships. The barriers were sexism, racism, and social class, and the challenges and strategies were faith, perseverance, creativity, and qualification.

DEI: **Authentic Allyship? Feeling Authentic Increases Allyship Behavior via Greater Psychological Standing**

Author: **Olivia Foster-Gimbel**, *NYU Stern School of Business*
Author: **Julianna Pillemer**, *New York U.*

Despite concerns about inauthentic allyship, research has yet to examine allies' own feelings of authenticity. We suggest a lack of felt authenticity (or subjective alignment between internal and external states) as an ally can be a barrier to allyship and propose that affirming allies' authenticity may increase allyship via increased psychological standing. We test our hypotheses across 4 studies (N=2286). First, we find that felt authenticity was associated with greater engagement in allyship after the murder of George Floyd. Next, we present two experiments which provide causal evidence that increased feelings of authenticity as an ally can lead to greater allyship. Finally, we use a pre-registered experiment to show when felt authenticity is first bolstered, individuals report greater psychological standing and are more likely to support and enact allyship in the workplace. We discuss important implications for efforts to cultivate allies, introducing a simple intervention to affirm allies' authenticity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1233** | Submission: **20406** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Practices for Voice and Silence

Session Moderator: **Anna Gorska**, *Kozminski U.*

DEI: **The Other in Academia: The Mental Health of Women in Masculinized Institutions**

Author: **Anna Gorska**, *Kozminski U.*

Abstract Mental health in academic has been studied extensively, but not from the perspective of gender. Although some researchers have studied the topic, there is no consensus on whether or not stress and burnout affect male and female academics differently. Most of the literature is based on quantitative and "objective" criteria, without input from academics themselves. This study highlights the views of 53 female academics at various stages of their careers. Their testimonials depict academia as a gendered and gendering organization, where females still remain the "other" and males the norm.

DEI: **Navigating Legalized (In)Visibility: The Experience of French Female Academics in STEM Fields**

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*
Author: **Diana Santistevan**, *EM Normandie*
Author: **Anne-Sophie Thelisson**, *UCLy - ESDES - Lyon Catholic U.*

(In)visibility in the work place is an important stream of research. Studies have discussed different types of (in)visibility and responses of working individuals. However, there is one special type of (in)visibility that has not received adequate attention: in the context, where gender quotas have been widely put in place in administrative bodies of the government, corporations, and academic institutions, women entitled to benefit from these measures experience legalized (in)visibility. This paper attempts to fill in this gap by examining how women experience legalized (in)visibility and respond accordingly. We do so by relying on a qualitative study of 40 French female academics in STEM field. Our results show that our study participants experience and respond to legalized (in)visibility can be characterized as fighters or flight-takers. Our contribution to the literature is three-fold: a) we introduce the notion of legalized (in)visibility, which involves a particular process of response by the individual; b) we reveal that in addition to power and full recognition, the two main drivers of responses to (in)visibility, there are also other factors related to personal life of the individual, such as mental and physical well-being, and balance between work and family; c) we show that the power dynamics related to legalized (in)visibility is more complex than simply being between the dominant and the minority groups.

DEI: **Confronters Can Cause Harm by Soliciting Marginalized Employees' Voice When Confronting Prejudice**

Author: **Merrick Osborne**, *Haas School of Business, UC Berkeley*
Author: **Andrea Villafuerte**, *Hypothesis*
Author: **Eric Anicich**, *U. of Southern California*
Author: **Cydney Dupree**, *UCL School of Management*

When confronting acts of prejudice in the workplace, advantaged group confronters may solicit input—or voice—from employees who belong to disadvantaged groups, thereby involving them (potentially against their will) in the confrontation. Across three pre-registered studies (N=1448) —using multiple prejudice confrontation and voice solicitation situations and different disadvantaged groups (i.e., women and racially marginalized individuals)—we find that doing so has negative affective consequences for the disadvantaged group member and negative evaluative consequences for the ally. Specifically, members of disadvantaged groups whose voices are directly solicited by an ally during a prejudice confrontation experience greater emotional burden; in turn, they view the ally as less deserving of status and seek to minimize their future exposure to the ally. We also demonstrate that this effect is contingent on two factors: whether the perpetrator of prejudice is present (or absent) when the confronter solicits voice, and how directly they solicit voice from the disadvantaged group member. Together, our findings highlight the theoretical value and practical importance of examining prejudice confrontations from the disadvantaged group member's perspective.

DEI: **Managing Dominant Group Defensiveness in Response to DEI-Related Challenging Feedback**

Author: **Anusuya Banerjee**, *U. of Washington*
Author: **Andrew Hafenbrack**, *U. of Washington*

A hallmark of privilege (whether along the lines of race, class, gender, sexuality, ability or otherwise) is living in a world where the status quo is built to privilege one's social group. This experience creates blindspots such that those who may not even identity strongly with their dominant social group do not see how current practices, systems and structures that they routinely engage in, and depend on, privilege them while disadvantaging others. In this context, being open and receptive to the feedback of members of underprivileged groups is important. However, a wealth of existing theory and evidence suggests that challenging DEI-related feedback may instigate defensiveness in feedback recipients. While organizations have increasingly recognized the importance of privilege awareness raising to combat inequities, the implications of these efforts on subsequent response to DEI-related feedback from underprivileged group members in the workplace is unclear. In this paper, we conduct two online studies and one field study to investigate the impact of varied approaches to privilege awareness raising (emphasizing blame for privilege and control over it's impacts) have on defensiveness, accountability and engagement in response to DEI-related challenging feedback. We also explore recipient driven factors which influence this relationship (moral growth mindset and growth self-concept). Initial results indicate that benign privilege awareness raising interventions may reduce outwardly defensive behaviors without increasing accountability.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1234** | Submission: **11998** | Sponsor(s): **(DEI, CAR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

The Plight of the Vulnerable Workforce: Theoretical and Empirical Advancements

Session Chair: **Catherine Deen**, *U. of New South Wales*
Session Chair: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Presenter: **Daniel S. Samosh**, *Queen's U.*
Participant: **Janice Lam**, *Schulich School of Business, York U.*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Presenter: **Yueyang Chen**, *U. of Illinois at Urbana-Champaign*
Participant: **Anna Carmella Ocampo**, *ESADE Business School*
Participant: **Lu Wang**, *Australian National U.*
Participant: **Anthony Decoste**, *Global Virtuoso, Inc*
Presenter: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Discussant: **Ryan Duffy**, *U. of Florida*
Participant: **Constantin Lagios**, *Catholic U. of Louvain*
Presenter: **Patricia Tabarani**, *U. of Illinois at Urbana-Champaign*
Participant: **J. Ryan Lamare**, *U. of Illinois at Urbana-Champaign*

The work experience of the vulnerable workforce is a relevant yet generally understudied phenomena in the management literature. Global development agencies such as the United Nations (UN) and the International Labour Organization (ILO) consistently emphasize the importance of decent work not only as a human rights issue but also as an essential component of a sustainable society. Thus, it is undeniable that academic scholarship involving vulnerable workers is necessary and timely. Advocating theory-driven scholarship, this symposium offers compelling studies that applied a variety of theoretical perspectives to examine the plight of vulnerable workers (e.g., people living with HIV, victims of intimate partner aggression, mental illness, ethnic minorities). We offer four papers anchored on strong theoretical foundations (e.g., self-determination theory, identity formation theory, stereotype-content model, etc.) that enrich our understanding of the vocational experiences of vulnerable workers. These studies also consist of a diverse range of research designs (e.g., experiment, mixed-methods, archival, longitudinal/time-lagged). Moreover, with studies completed from different countries (e.g., USA, Philippines, GLOBE), this symposium offers an opportunity for discussion about cross-national differences and perspectives. This symposium sets the stage for more theory-driven scholarship, thereby contributing to building a stronger body of work on the vulnerable workforce.

Observer Responses to Job Candidate Disclosure of Bipolar Disorder

Author: **Daniel S. Samosh**, *Queen's U.*
Author: **Janice Lam**, *Schulich School of Business, York U.*
Author: **Brent John Lyons**, *Schulich School of Business, York U.*

The Impact of HIV Stigma at Work: A Self-Determination Perspective

Author: **Yueyang Chen**, *U. of Illinois at Urbana-Champaign*
Author: **Anna Carmella Ocampo**, *ESADE Business School*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Author: **Lu Wang**, *Australian National U.*
Author: **Anthony Decoste**, *Global Virtuoso, Inc*

Work Consequences of Intimate Partner Aggression: A Self-Determination Perspective

Author: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Author: **Catherine Deen**, *U. of New South Wales*
Author: **Constantin Lagios**, *Catholic U. of Louvain*

Cross-cultural Analysis of Voice Behaviors Across Three Marginalized Groups

Author: **Patricia Tabarani**, *U. of Illinois at Urbana-Champaign*
Author: **J. Ryan Lamare**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1235** | Submission: **12572** | Sponsor(s): **(DEI, HR, OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Political Ideology at Work: Implications of Political Dissimilarity to Managers and Peers

Organizer: **Anna Katherine Ward**, *Virginia Tech*
Organizer: **Max Reinwald**, *LMU Munich*
Presenter: **Karen Landay**, *U. of Missouri, Kansas City*
Presenter: **Min Ju Lee**, *UT Austin*
Presenter: **Max Reinwald**, *LMU Munich*
Presenter: **Anna Katherine Ward**, *Virginia Tech*
Author: **Anna Katherine Ward**, *Virginia Tech*
Author: **Max Reinwald**, *LMU Munich*
Author: **Karen Landay**, *U. of Missouri, Kansas City*
Author: **David F. Arena**, *U. of Texas At Arlington*
Author: **Min Ju Lee**, *UT Austin*
Author: **David A. Harrison**, *U. of Texas at Austin*
Discussant: **Alicia A. Grandey**, *Pennsylvania State U.*
Author: **Peter Bamberger**, *Tel Aviv U.*
Author: **Julia Backmann**, *U. of Münster*
Author: **Martin Hoegl**, *LMU Munich*
Author: **Daniel Judson Beal**, *Virginia Tech*
Author: **Shu-tsen Kuo**, *Virginia Tech*

Many Western societies have become more politically polarized over the past few years (Swigart, Anantharaman, Williamson, & Grandey, 2020). Political scientists, as observers of the rising polarization between the two major parties (Democrats and Republicans), note that "the absence of any correction has forced acknowledgment that we have shifted from a system marked by low polarization to one of high polarization" (Pierson & Schickler, 2020: 38). Research suggests that individuals navigate this polarization and try to avoid confrontation in the private domain by avoiding intense contact with individuals from their opposing political camp. In a survey by the Pew Research Center (2017a), participants tended to report having "just a few" or "no" close friends from their opposing political party. Even individuals who stay in contact with people from opposing camps exhibit less intense contact; for example, Thanksgiving dinners (in which opposing political party members may be present) are up to 50 minutes shorter than same-party dinners (Chen & Rohla, 2018). While individuals seem to reduce contact with people from their opposing political camp in the private domain, the workplace constitutes a context that requires individuals with diverse ideological views to regularly interact and collaborate (Mutz & Mondak, 2006; Swigart et al., 2020). However, the consequences of differences in political ideology at work for collaboration and individual outcomes are only partly understood, as researchers have only just begun to consider the role of political ideology in organizations. Most of the work in this area thus far has focused on the effects of executives' political ideology on firm outcomes (e.g., Chin, Hambrick, & Treviño, 2013; Semadeni, Chin, & Krause, 2022). What is far less understood are the consequences of political dissimilarity in work teams and how and when it affects thought processes, affective processes, and, ultimately, social interactions. We contend that when such effects are not understood they might be misattributed to other factors, like demographic dissimilarity (with demographic attributes often correlated with political ideology), and thus cannot be effectively addressed. The presentations in this symposium address the reality of political dissimilarity among team members and between followers and supervisors, and they extend the growing line of research on political dissimilarity in organizations (e.g., He, Costa, Walker, Miner, & Wooderson, 2019; Roth, Arnold, Walker, Zhang, & Iddekinge, 2022; Solomon & Hall, In Press) in meaningful ways. Each focuses on political dissimilarity as an independent variable, and, as a collective, the presentations address a range of cognitive, attitudinal, and behavioral outcomes using a mix of research designs and analytical procedures.

"My Party is Better Than Your Party": Political Affiliation, Conflict, and Turnover

Author: **Karen Landay**, *U. of Missouri, Kansas City*
Author: **David F. Arena**, *U. of Texas At Arlington*

The Interactive Role of Demographic and Political (Dis)Similarity in Workplace Friendship Formation

Author: **Min Ju Lee**, *UT Austin*
Author: **David A. Harrison**, *U. of Texas at Austin*

An Experimental Study of Team Political Dissimilarity Effects in Election Times

Author: **Max Reinwald**, *LMU Munich*
Author: **Peter Bamberger**, *Tel Aviv U.*
Author: **Julia Backmann**, *U. of Münster*
Author: **Martin Hoegl**, *LMU Munich*

Politics at Work: Similarity to Manager, Ideology, and Turnover Intentions

Author: **Anna Katherine Ward**, *Virginia Tech*
Author: **Daniel Judson Beal**, *Virginia Tech*
Author: **Shu-tsen Kuo**, *Virginia Tech*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1236** | Submission: **11882** | Sponsor(s): **(DEI, OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Understanding Inclusive Leadership through a Global Lens: Putting the Worker Front and Center

Moderator: **Adriana Clomax**, *U. of Southern California*
Discussant: **Quinetta M. Roberson**, *Michigan State U.*

This symposium provides a diverse international perspective (The United States, Australia, Israel, and France) to examine the connections between inclusive leadership and workers' experiences at different levels of the organization – from co-workers, through work groups, to organizational levels. The diversity of the papers is represented through the various methodologies used (qualitative, mixed methods, and quantitative), the level of investigation (worker, group, and organizational), and the reported results. More specifically, the first presenters, Chung, Shore, and Wiegand, used quontitative data and found that the inclusive climate to trust relationship has both direct and indirect trickling down effects through leader inclusion and workgroup inclusion. In the second paper, Bourke, Ozbilgin, and Samdanis report the results of a mixed methods study that peer-to-peer inclusionary practices are a precursor to group-level inclusion. In the third paper, Luria, Atias, and Mor Barak used qualitative data to identify the significant themes explaining the decoupling between inclusive policies and behavioral implementation. Finally, Barzantny and Thomas reported from qualitative data on inclusive leadership's role in integrating workers with disabilities in France. Quinetta Roberson will bring everything together as an expert on this subject in her role as a discussant.

Trickle-Down Effects of Climate, Inclusive Leadership, and Workgroup Inclusion on Trust and Org ID

Author: **Beth G. Chung**, *San Diego State U.*
Author: **Lynn Shore**, *Colorado State U.*
Author: **Justin Wiegand**, *San Diego State U., Fowler College of Business*

IDing The Nature and Significance of Interpersonal Inclusion Behaviours Between Peers in Work Teams

Author: **Juliet Bourke**, *U. of New South Wales*
Author: **Mustafa Ozbilgin**, *Brunel U.*
Author: **Marios Samdanis**, *Brunel Business School, Brunel U. London*

Manager's Inclusive Leadership and the Policy-Practice Gap: An Israeli Case Study

Author: **Gil Luria**, *U. of Haifa*
Author: **Or Goldshtein Atias**, *U. of Haifa*
Author: **Michàlle Mor Barak**, *U. of Southern California*

Public Leadership for the Inclusive Workplace – An Explorative Study In France

Author: **Cordula Barzantny**, *Toulouse Business School, TBS Education*
Author: **David C. Thomas**, *U. of Victoria*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1237** | Submission: **11801** | Sponsor(s): **(DEI, OB, HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Understanding the Grand Challenge of Gender Inequality in Pandemic and Post-Pandemic Worlds

Session Chair: **Ren Li**, *Hong Kong Polytechnic U.*
Session Chair: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Session Chair: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Discussant: **Laura McAndrews Little**, *U. of Georgia*
Participant: **Bonnie Cheng**, *HKU Business School, The U. of Hong Kong*
Participant: **Jun Xu**, *Xi'an Jiaotong U.*
Participant: **Daniel McAllister**, *National U. of Singapore (NUS)*
Participant: **Kan Ouyang**, *Shanghai U. of Finance and Economics*
Participant: **Andrew George McBride**, *U. of North Carolina, Charlotte*
Participant: **Liana Kreamer**, *U. of North Carolina, Charlotte*
Participant: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Participant: **Scott Tonidandel**, *UNC-Charlotte*
Participant: **Eryue Teng**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Participant: **Fuli Li**, *Xi'an Jiaotong U.*
Participant: **Jill Perry-Smith**, *Emory U.*
Participant: **Mary Hausfeld**, *U. of Zurich*
Participant: **George Banks**, *UNC Charlotte*
Participant: **Jill Yavorsky**, *U. of North Carolina, Charlotte*

Despite substantial progress, the grand challenge of and solutions to gender inequality demands critical updates in the post-pandemic world. In this symposium, we assemble five presentations to offer a contemporary and multifaceted understanding of gender inequity. Specifically, we study women's leadership challenges in new contexts by examining how women leaders manage crises during the Covid-19 pandemic, how working mothers organize their lunch breaks in the post-pandemic hybrid working mode, and when women can use charismatic signaling to elicit prosocial follower behaviors. We address the understudied intersection between gender and marriage structure and explore the unique challenges and responses of single childless women in the workplace. We deepen the understanding of unintended consequences of institutional and personal initiatives for gender inequality by studying the spill-over effects of family-friendly policies on single women and identity management tactics at work on performance at home. We hope that informing women's present-day challenges can inspire academics and practitioners to develop new solutions to the previously neglected challenges and adjust existing solutions to reduce their unintended negative consequences in the post-pandemic world.

The Impact of New Ways of Working for Moms: Profiling Lunch Breaks and Outcomes

Author: **Bonnie Cheng**, *HKU Business School, The U. of Hong Kong*
Author: **Jun Xu**, *Xi'an Jiaotong U.*
Author: **Daniel McAllister**, *National U. of Singapore (NUS)*
Author: **Kan Ouyang**, *Shanghai U. of Finance and Economics*

Leader Behavior in Crisis: Casting off the Heroic (Masculine) Aura

Author: **Andrew George McBride**, *U. of North Carolina, Charlotte*
Author: **Liana Kreamer**, *U. of North Carolina, Charlotte*
Author: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Author: **Scott Tonidandel**, *UNC-Charlotte*

Managing the Double Bind of Women Leaders: The Spillover Impact of Identity Management Strategies

Author: **Eryue Teng**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Author: **Fuli Li**, *Xi'an Jiaotong U.*

Singled Out at Work: An Investigation on the Stigma and Challenges Single Childless Women Face

Author: **Ren Li**, *Hong Kong Polytechnic U.*
Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Jill Perry-Smith**, *Emory U.*

The Effectiveness of Charismatic Signaling by Gender: A Prospective Meta-Analytic Review

Author: **Mary Hausfeld**, *U. of Zurich*
Author: **George Banks**, *UNC Charlotte*
Author: **Jill Yavorsky**, *U. of North Carolina, Charlotte*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1238** | Submission: **12675** | Sponsor(s): **(DEI, OB, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Integrating the Study of Voice and Allyship in Organizations

Organizer: **Claire Sandman Malcomb**, *ILR, Cornell U.*
Organizer: **Chade Darby**, *Cornell U.*
Organizer: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Discussant: **Ellen Ernst Kossek**, *Purdue U.*
Presenter: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Participant: **Nancy Rothbard**, *U. of Pennsylvania*
Participant: **Jared Scruggs**, *The Wharton School, U. of Pennsylvania*
Participant: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Presenter: **Coco Liu**, *U. of Utah, David Eccles School of Business*
Participant: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Presenter: **Chi Nguyen**, *Oklahoma State U.*
Participant: **Alexis Nicole Smith**, *Oklahoma State U.*
Participant: **Yurianna S. Kimmons**, *Oklahoma State U.*
Presenter: **Preeti Vani**, *Stanford Graduate School of Business*
Participant: **Benoit Monin**, *Stanford Graduate School of Business*

The purpose of this symposium is to connect two previously disconnected literatures— voice and allyship. Allyship while it encompasses an array of behaviors, includes speaking up with the purpose of ending oppression faced by disadvantaged people and voice, when intended to support or advocate for minority groups, fits the definition of allyship. Yet, voice scholars have only recently acknowledged voice from an allyship lens and the allyship literature has yet to directly acknowledge voice as a form of allyship. Therefore, in this symposium, our goal is to illuminate the connection between these two literatures by examining the antecedents and consequences of voice as allyship. Our hope is to build on each respective body of work and create synergy that enhances and benefits our understanding of both voice and allyship.

Speaking up for DEI: How the Sense of Belonging Affects the Willingness to Engage in DEI Voice

Author: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Author: **Nancy Rothbard**, *U. of Pennsylvania*
Author: **Jared Scruggs**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Parke**, *The Wharton School, U. of Pennsylvania*

Decisions, Decisions: How Frame of Reference Affects the Choice to Contront Prejudice

Author: **Claire Sandman Malcomb**, *ILR, Cornell U.*
Author: **Chade Darby**, *Cornell U.*
Author: **Elizabeth McClean**, *Cornell SC Johnson College of Business*

Endorsing Outsiders: Ampliciation of Voice Across Faultlines

Author: **Coco Liu**, *U. of Utah, David Eccles School of Business*
Author: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*

Not All Allyship Looks the Same!

Author: **Chi Nguyen**, *Oklahoma State U.*
Author: **Alexis Nicole Smith**, *Oklahoma State U.*
Author: **Yurianna S. Kimmons**, *Oklahoma State U.*

"Because we Care": Perceptions of Organizational Messages Using Moral and Instrumental Claims

Author: **Preeti Vani**, *Stanford Graduate School of Business*
Author: **Benoit Monin**, *Stanford Graduate School of Business*

Session Type: **Paper Session**
Program Session: **1239** | Submission: **20655** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Entrepreneurial Platforms 1

Session Moderator: **Jacob Waddingham**, *Texas State U.*

ENT: **The Effect of Entrepreneurs' Virtue Language on Airbnb Price Premiums**

Author: **Jeffrey Chandler**, *U. of North Texas*
Author: **Jacob Waddingham**, *Texas State U.*
Author: **Marcus Wolfe**, *U. of North Texas*

Drawing from signaling theory, we examine the role of virtue language in Airbnb listings. We propose that virtue language espoused by Airbnb entrepreneurs serves as a signal of quality to consumers that helps the price premiums of their listings – but only to a certain extent. Specifically, we argue that virtue language espoused by Airbnb entrepreneurs has a curvilinear (inverted-U) relationship with the price premium of their listings, suggesting that excessive use of virtue language in Airbnb listings is seen as false signaling and becomes detrimental to their performance. We also suggest that this relationship is more pronounced when the Airbnb entrepreneur is perceived to be more credible and when the Airbnb entrepreneur is venturing in more conservative consumer markets. Our study of 81,799 Airbnb listings strongly supports our hypotheses. We specifically find that moderate amounts of virtue language in Airbnb descriptions improves Airbnb price premiums (between .33 percent and 3.88 percent) but begins to hurt price premiums as such language exceeds 6.55 percent of the listing's overall description.

ENT: **Reaching for the Stars? Entrepreneurial Aspirations and Optimal Distinctiveness on YouTube**

Author: **Stephanie Weiss**, *U. of Siegen*
Author: **Alexander Vossen**, *Tilburg U.*

Optimal distinctiveness postulates that entrepreneurs need to position themselves as distinct as legitimately possible. Extending this view on strategic positioning as a one-time decision, we examine how the most successful entrepreneurial content creators on YouTube repeatedly change their narrative in new video releases. Relying on organizational learning and performance feedback literature, we find content creators are likely to change if prior performance was below aspirations–expectations founded both on own and competitors' past performance. This response, however, is non-homogeneous, suggesting that narrowly failing aspirations induces problemistic search that leads to increased change, while missing aspirations by a wide margin induces rigidity, self-enhancement, and less change. Content creators that clearly fail their aspirations therefore change very little in their next video's narrative, while those that narrowly fail respond by releasing a video whose narrative is more distinct from their last own release as well as the market average but is simultaneously less distinct to the exemplar–the most successful content creator "star" in the category. Our work has important implications on how aspirations affect entrepreneurial strategy decisions and adds organizational learning to the contextual factors that shape optimal distinctiveness. Extending the role of competitors from actors to either conform to or differentiate from to a source of learning adds to our understanding of institutional pressures and competitive dynamics in entrepreneurial markets.

ENT: **Disclose or Disguise? Identities of Individual Entrepreneurs on Digital Platforms**

Author: **Hoik Kim**, *U. of South Carolina*
Author: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*
Author: **Sali Li**, *U. of South Carolina*

We study the role of individual entrepreneurs' digital identities in determining their success on digital platforms. We decompose digital identities into social and virtual dimensions, through which individual entrepreneurs represent themselves to stakeholders. We argue that both social and virtual dimensions contribute to individual entrepreneurs' success, but their effectiveness varies across institutional environments. By tracking 405 YouTube Channels, we find that social dimension is more effective in target countries with low network readiness whereas virtual dimension is more effective in target countries with high network readiness. These findings deepen entrepreneurship research by offering a more nuanced understanding of digital identities.

ENT: **The Value of Exposure in Crowdsourcing: How Solver Participation Leads to Post-Contest Retributions**

Author: **Horacio Enrique Rousseau**, *Florida State U.*
Author: **Guangzhi Shang**, *Florida State U.*
Author: **Hao Wang**, *Chinese U. of Hong Kong, Shenzhen*
Author: **Shan Liu**, *Xi'an Jiaotong U.*
Author: **Baojun Gao**, *School of Economics and Management of Wuhan U.*

Solver participation is crucial for the success of crowdsourcing contests. However, what happens to active participants after the contest ends? Drawing upon research on stimulus recognition and the mere exposure effect, we theorize that solver participation heightens exposure, which in turn generates post-contest retributions. We also analyze how the solver strategy and professional status influence this effect. To conduct the empirical analysis, we draw upon over 20,000 contests from a healthcare crowdsourcing platform. Using linear and nonlinear estimators, we consistently find that solvers' participation results in post-contest paid retributions. Furthermore, solvers can enhance this effect by submitting a considerable number of solutions over multiple periods and distributing them over several days. Surprisingly, status factors, such as doctors' professional prestige, have only a weak moderating effect. The findings of this study have significant implications for research on crowdsourcing contest platforms because they reveal the hidden effect of solver participation and demonstrate the importance of submission strategies over professional status in determining post-contest rewards.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1240** | Submission: **21033** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Entrepreneurial Processes

Session Moderator: **Russell E. Browder**, *U. of Oklahoma*

ENT: **Crafting Community: Reflexive Imprinting at the Community-Entrepreneur Nexus**

Author: **Russell E. Browder**, *U. of Oklahoma*
Author: **Eduardo Meléndez**, *U. of Oklahoma*

To update scholarly conceptualizations of entrepreneurship stemming from craft communities, we adopt a practice-based research design and a theoretical lens of imprinting. We study how craft communities can imprint upon entrepreneurs and how entrepreneurs can, in turn, imprint upon the communities in which they work on craft projects. Through two research stages, we explore craft entrepreneurship in the context of makerspaces from the perspectives of entrepreneurs and community leaders. We introduce the concept of reflexive imprinting as a reciprocal process whereby multiple entities sharing a resource environment mutually shape one another through repeated interactions during joint sensitive periods. We explain the resource, practice, and identity mechanisms of reflexive imprinting. Our findings contribute to the imprinting, community-based entrepreneurship, and craft literatures.

ENT: **Are Entrepreneurs More Upwardly Mobile?**

Author: **Matthew Lindquist**, *Stockholm U.*
Author: **Theodor Lucian Vladasel**, *U. Pompeu Fabra and Barcelona School of Economics*

Entrepreneurship is often hailed as a path to upward intergenerational mobility, but few studies have explicitly tested this belief. We study intergenerational income rank mobility among entrepreneurs and employees in Sweden using high-quality measures of lifetime income for 215,000 father-son pairs. Incorporated entrepreneurs are more upwardly mobile than wage earners; this result is driven by high ability individuals' selection into incorporation. Unincorporated entrepreneurs are more downwardly mobile, which can be explained by negative selection, income underreporting, and lower returns to skills and education.

ENT: **Going From Entrepreneur Back To Employee: Employer Type, Task Variety, And Job Satisfaction**

Author: **Humberto BREA-SOLIS**, *U. DE LILLE*
Author: **Marianna Marino**, *SKEMA Business School - U. Côte d'Azur*
Author: **Francesca Melillo**, *SKEMA Business School, U. Côte d'Azur, GREDEG*

While the literature documents a wage loss for entrepreneurs that return to paid employment, we examine how these entrepreneurs are re-integrated into the labor market. We consider which type of employers hire entrepreneurs and their satisfaction with the new corporate job. Using matched employer-employee data from Belgium combined with an ad-hoc survey, we find that entrepreneurs are hired by smaller employers that offer fewer employee benefits and pay less, contributing to explaining the wage loss. We also find that entrepreneurs are more satisfied than observationally equivalent employees when they are assigned to jobs that involve higher task variety. This effect is more pronounced for entrepreneurs who sort into better employers. Our findings highlight the importance for managers to assign entrepreneurs to the “right” job tasks.

ENT: **Entrepreneurship for All? The Rise of a Global "Entrepreneurship for Development" Agenda, 1950-2021**

Author: **Seungah Lee**, *New York U. Abu Dhabi*

This article provides a macro-sociological analysis of the rise and transformation of entrepreneurship as an ideology in international development discourse over time. Drawing upon over 5,000 documents produced by UNESCO and the World Bank from 1950 to 2021, this article examines how dominant ideas around applications and purposes of entrepreneurship, as well as the role of the entrepreneur, in international development discourse evolved over time. The article illustrates that entrepreneurship in international development discourse underwent a shift from the 1950s to the 2010s, with a marked change occurring around the turn of the twenty-first century. It argues that the role and purposes of entrepreneurship become increasingly expanded over time to be viewed as a solution that can address the world's social, economic, cultural, and environmental challenges. It further asserts that entrepreneurship, influenced by world cultural norms of empowered individualism and agency, becomes perceived as something that any individual can engage in as long as they have the motivation, drive, and vision to do so. The idealized image and purpose of the entrepreneur by the twenty-first century is no longer someone motivated by economic gain; instead, the ideal entrepreneur is inspired by a desire to influence change in the world toward development and progress.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1241** | Submission: **20592** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Crowdfunding 2

Session Moderator: **Anna Lukkarinen**, *Stanford U.*

ENT: **Does Sustainability Attract Crowdinvestors? Evidence from a Randomized Field Experiment**

Author: **Anna Lukkarinen**, *Stanford U.*

Humanity is facing a pressing need for sustainable development, a challenge that can be opportunely addressed by entrepreneurial ventures. To realize their aims, these ventures need funding. But how does sustainability orientation affect ventures' ability to raise funds? On the one hand, investors may wish to do good by supporting sustainable companies. On the other hand, investors may be deterred by the concessionary return prospects of sustainable investments. We investigate investors' reactions to sustainability signals using a randomized field experiment with 31,802 equity crowdfunding investors. We find that the higher the stakes involved in an investor's reaction to sustainability, the more negative the reaction. Specifically, we find that sustainability signals deter investments (a high-stakes reaction). While we find evidence of certain investor segments expressing interest in sustainability (a low-stakes reaction), their interest does not convert to investments. We conjecture that these reactions arise from investors' differential motivations. We contribute to the debate, oft set between stakeholder theory and agency theory, about the relationship between the responsible behaviors of companies and their performance.

ENT: **How Platform Governance Affects Entrepreneurs' Capacity to Attract Funding**

Author: **Julia Toroi**, *Copenhagen Business School - Department of Strategy and Innovation*
Author: **Carmelo Cennamo**, *Copenhagen Business School*
Author: **Ali Mohammadi**, *Copenhagen Business School*

This study focuses on how platform governance in a crowdfunding setting influences the performance of campaigns, and how this effect varies among different user groups. Specifically, we investigate whether giving entrepreneurs discretion over the choice of funding model for their crowdfunding campaign improves the performance of their campaigns, and whether it has different performance implications for male and female entrepreneurs. We find that being able to choose a funding model that reveals an entrepreneur's preference for risk taking, in contrast to one that reveals risk aversion, has a positive effect on performance. Additionally, we find that female entrepreneurs can benefit more than male entrepreneurs from being able to reveal their risk preferences. We attribute the effects to signaling arguments. However, we also find that female entrepreneurs are in general less likely to choose the riskier funding model, likely due to higher risk aversion of women.

ENT: **How Air Pollution Affects Crowdfunding Investor Behavior**

Author: **Hui-Ching Hsieh**, *National Cheng Kung U.*
Author: **Thijs Brejaart**, *National Cheng Kung U., Taiwan*
Author: **Thien Le-Hoang Nguyen**, *National Cheng Kung U.*

Equity crowdfunding has become an emergent form of early-stage entrepreneurial finance. As equity crowdfunding is turning into a global phenomenon, it has been recognized as one of the top alternative funding sources for entrepreneurial firms. Are investors' moods affected by air pollution, inducing less risky investments in equity crowdfunding? This research will provide a quantitative analysis of the effect of air-pollution-induced moods on equity crowdfunding investments. We find that air-pollution-induced negative moods have a negative influence on crowdfunding investments. This is the first research that examines the correlation between negative air-pollution-induced moods and crowdfunding investor behavior. In addition, applying the Emotion-Imbued Choice (EIC) model, we find that characteristics of investors and of campaigns, such as type of investor, the dominant colors of a campaign's webpage, and the green attributes of a campaign, have moderating effects on the relationship between air pollutants and investment amount.

ENT: **What Influences Crowdfunding Success? A Perspective of Entrepreneurial Narrative** ☯

Author: **Feng Guo**, *Tianjin U.*
Author: **Qingyuan Tan**, *College of Management and Economics, Tianjin U.*
Author: **Qing Li**, *Tianjin U.*
Author: **Qiyun Zheng**, *Tianjin U.*
Author: **Huijuan He**, *Tianjin U.*

Crowdfunding allows founders to raise supplementary financial support, which is important to entrepreneurship. What influences crowdfunding success? Based on the perspective of entrepreneurial narrative, this study integrates narrative content and narrative subjects into a framework to explore the effect innovation and sustainability orientation of crowdfunding narrative on crowdfunding performance and considers the contingency of female entrepreneurship and multiple founders. Drawing on a database of 6,869 crowdfunding projects from 2014 to 2022 on Modian, we find that the relationship between innovation orientation and crowdfunding performance is curvilinear, while sustainability orientation enhances crowdfunding performance. Meanwhile, female entrepreneur enhances the positive effect of sustainability orientation on crowdfunding performance. In addition, multiple founders steepen the inverted U-shape relationship between innovation orientation and crowdfunding performance, but hinder the positive relationship between sustainability orientation and crowdfunding performance. This study adds new insights into the literature of crowdfunding narrative and female entrepreneurship, and provides implications for practice.

ENT: **The Road to Success for Digital Entrepreneurship: Evidence from Online Crowdfunding Market**

Author: **Xiaochen Liu**, *Beijing Jiaotong U.*
Author: **Yu Jin**, *Nanjing U.*
Author: **Yulin Fang**, *The U. of Hongkong*
Author: **Qiang Ye**, -

The fierce competition in the crowdfunding market has resulted in a high failure rate. Due to their devoted dedication and efforts, many founders relaunch failed campaigns for a second attempt. Despite a great need for better understanding, campaign relaunch success is not well researched. To fill the research gap, this study theorizes and empirically documents how founders' strategic changes may enhance campaign relaunch performance by influencing the probability of finding optimal solutions. The study examined 5,798 Kickstarter relaunched campaigns. Founders' salient strategic changes are empirically captured as how their campaign design deviates from past business practices. We found that the revision of the product/service prototype, the adjustment of fundraising targets, and the change in the project category have positive impacts on campaign relaunch performance. Yet, when the revision distance exceeds a certain threshold, the positive impact may be weakened or even lead to negative impacts. The findings further suggest that the above effects may be heterogeneous as the severity of prior failures varies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1242** | Submission: **11608** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Disruptive Trends in Entrepreneurial Finance Research

Organizer: **Katja Bringmann**, *U. Ghent*
Organizer: **Jeroen Verbouw**, *Ghent U. and Tilburg U.*
Panelist: **Brian S. Anderson**, *U. of Kansas*
Panelist: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*
Panelist: **Douglas Cumming**, *Florida Atlantic U.*
Panelist: **Will Drover**, *Texas Christian U.*
Panelist: **Sofia A. Johan**, *Florida Atlantic U.*
Panelist: **Sophie Manigart**, *Ghent U. and Vlerick Business School*
Panelist: **Ramana Nanda**, *Imperial College London*

Entrepreneurial finance scholars address the questions and themes related to which, how, when, and why ventures attract external funding and how it affects their future development (Bellavitis et al., 2017b; Block et al., 2018; Cumming et al., 2019a; Cumming & Groh, 2018; Cumming et al., 2022a). Most attention has been devoted to equity capital because of its pivotal role in the financing of high-growth entrepreneurship (Drover et al., 2017) and significant firm-level implications (Bonini et al., 2019; Eldridge et al., 2021; Manigart et al., 2002). While the entrepreneurial finance field is well-established, recent disruptive trends have attracted substantial scholarly attention. Specifically, radical financial market innovations such as digitization, invigorated research opportunities in traditional topics such as VC research, and novel statistical approaches and data sources have created a promising and exciting space to study entrepreneurial finance. This panel aims to inform researchers by discussing these disruptive trends and their implications for future research with prominent entrepreneurial finance scholars.

Session Type: **Paper Session**
Program Session: **1243** | Submission: **20556** | Sponsor(s): **(ENT)**
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Drivers and Outcomes of Social Entrepreneurship

Session Moderator: **Nele Terveen**, *TUM School of Management, Technical U. of Munich*

ENT: **Don't Let Sleeping Dogs Lie - Exploring Sustainable Entrepreneurs' New Venture Idea Generation**

Author: **Nele Terveen**, *TUM School of Management, Technical U. of Munich*
Author: **Frank-Martin Belz**, *Technical U. of Munich*

New venture ideas give birth to emerging nascent ventures. Our study discusses social and environmental problems as important stimuli to new venture ideas. We conducted a multiple case study with aspiring and nascent sustainable entrepreneurs who enact new venture ideas. We develop grounded theory and a process model of new venture ideation in the context of sustainable entrepreneurship, and theorize three pathways: Evolving, Procrastinating, and Discarding. Along the pathways, we discuss time frames, pace and sequencing through four stages. We believe that our research offers three important contributions: Frist, we enhance research on antecedents to venture creation by triggers to recognize social and environmental problems. Second, we add process-knowledge along three pathways of new sustainable venture idea generation. Third, we accumulate knowledge to the focal construct of new venture ideas, and add important time elements. We thereby contribute to literature on venture creation in entrepreneurship research and connect to its neighboring domain sustainable entrepreneurship.

ENT: **Macro-level Factors Influence on Social Enterprises' Operations: Social Enterprises Perspective**

Author: **Stefan Chichevaliev**, *Postdoctoral Research Fellow - Vrije U. Brussel*
Author: **Georgios Outsios**, *Postdoctoral Research Fellow - Vrije U. Brussel*
Author: **Thomas Crispeels**, *Associate Professor at the Vrije U. Brussel*

The recognition and expansion of social entrepreneurship as an approach to address social and environmental issues has increased the research efforts on various topics to complement the field but has not extensively investigated the level of influence of the macro-level factors on social enterprises' operations. To address this gap, we used quantitative methods, particularly partial least squares structural equation modelling based on institutional theory, to help us explain a) the relationship between the factors, b) the macro-level factors development accelerators and c) the macro-level factors' influence on social enterprises' operations. We respond to the calls from academics to examine the interaction between social enterprises' operations and their environment for more quantitative research and the use of novel approaches with empirical data. Our findings suggest that institutional support and funding are accelerators for macro factors development and mostly influence social enterprises' operations.

ENT: **The Client Knows Best: Unpacking Social Enterprise Beneficiaries' Preference for Restorative Work**

Author: **Liang Shang**, *Lingnan U.*
Author: **Yanto Chandra**, *City U. of Hong Kong*

Social entrepreneurship is an entrepreneurial process in restoring, emancipating and caring for at-risk groups to reintegrate them into the society. Although there has been some initial conceptualization on social enterprises as a conduit of restorative work for at-risk individuals, a systematic investigation on the preference structure of such individuals as users of restorative work practices remains scarce. Studies on preference structure is important because it captures what is valuable to individuals and can prevent beneficiary dissatisfaction. Drawing upon the emerging 'restorative entrepreneuring' perspective and using a discrete choice experimental method, we probed how people with disability who were beneficiaries of work-integration social enterprises (n=208) evaluated and made trade-offs amongst five job-related restorative practices: positive identity, positive social relations, accommodating environment, caring culture, and career advancement and one monetary attribute. While most restorative work practices were significant, career advancement support had the greatest importance of all. We advance social entrepreneurship by shifting the scholarship's focus to the demand side of restorative work and shedding light on restorative work practices which are important to beneficiaries. We also demonstrate a relatively novel method in evaluating multi-attribute restorative work practices where individuals assess competing attributes holistically, rather than viewing each practice as isolated from one another.

ENT: **Impact Measurement as Agentic Activity toward Sustainable Development**

Author: **Jan Moellmann**, *TUM School of Management, Technical U. of Munich*
Author: **Esther Salvi**, *LMU Munich School of Management*
Author: **Frank-Martin Belz**, *Technical U. of Munich*

Despite the promise entrepreneurship holds to foster sustainable development, surprisingly little is known about the actual outcomes and impacts of sustainable ventures. Through an explorative case study design conducted in Germany, we shed light on how different impact measurement (hereafter: IM) activities are characterized, and what kind of outcomes they have on organizational and societal levels. From our inductive coding a novel typology of IM activities emerged based on their level of agency and formaliy, including IM as fragmented frame, IM as aggregation and IM as bridge. Drawing on this typology, we propose a new theoretical framework of IM as agentic activity toward sustainable development. This framework highlights how distinct IM activities lead to different consequences in terms of legitimacy, impact monetization and exploitation of sustainability potential. Taking these outcomes together, we characterize three distinct sustainable venture types based on the role impact plays in their context and business model as the result of the different IM activities: impact as bonus, impact as added value, impact as a service. Our findings entail important theoretical contributions at the juncture of IM, sustainable entrepreneurship, and agency, as well as guidelines for practitioners.

ENT: **The Rise of Hybrid Entrepreneurs: A Cross-Country Empirical Analysis**

Author: **Marc Duhamel**, *U. du Québec à Trois-Rivières*
Author: **Etienne St-Jean**, *UQTR*

Recent work on hybrid entrepreneurship is shattering the myth that entrepreneurship is an "all or nothing" career. However, the factors explaining this phenomenon remain ambiguous, and the theories that could explain it are embryonic. We offer a preliminary analysis in testing the concurrent effect between the individual-level explanations as well as the macroeconomic factors. We used the Global Entrepreneurship Monitor Adult Population Survey to calculate rates of hybrid entrepreneurs in all of the 103 participating countries from 2011 to 2020. We found a steady rise in hybrid entrepreneurship in this period, suggesting that this phenomenon is growing all over the world. However, we showed that the level of economic development is the main explanatory factor of the phenomenon, illustrating a probable capital-deepening effect with the rise in employment wages.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

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Entrepeneurship and Human Capital

Session Moderator: **Sanggeun Lee**, *Syracuse U.*

ENT: **Performance Feedback and Obsessive Passion: The Moderating Effect of Human Capital**

Author: **Sanggeun Lee**, *Syracuse U.*
Author: **Younggeun Lee**, *California State U., Los Angles*

Based on the behavioral theory of the firm, we research how performance feedback influences the formation of CEOs' passion. We articulate that previous performance directly increases CEOs' passion. Specifically, positive affective outcomes (performance above aspiration-level) advance CEOs' positive feelings and motivation toward the domains of success (obsessive passion). For instance, when a firm accomplishes performance objectives, such as reaching sales goals, CEOs' positive feelings toward developing current products would be boosted. Performance below aspiration-level would also positively impact CEOs' passion since the CEOs would endeavor to reduce the difference between performance and their aspiration-level. As such, performance feedback is a critical antecedent of CEOs' obsessive passion. In addition, we apply human capital as a moderator between performance feedback and CEOs' obsessive passion. Results based on multiphase survey data from 189 CEOs of Korean small- and medium-sized enterprises indicate that both positive and negative performance feedback positively increase CEOs' obsessive passion. Moreover, human capital negatively moderates the relationship between positive performance feedback and CEOs' obsessive passion and positively moderates the relationship between negative performance feedback and CEOs' obsessive passion.

ENT: **Does Acqui-Hiring Really Pay Offs? An Empirical Investigation of Founders´ Retention**

Author: **Nikolaus Seitz**, *U. of Augsburg*
Author: **Jasmin Kopp**, *U. of Augsburg*

Acqui-hiring – a new human capital strategy chosen by Big Tech Silicon-Valley-based companies nowadays, as it is getting more difficult to acquire and remain high-skilled employees. In these acquisitions, focus lies not on technologies, but on people and teams. Founders play an important role, as their creativity and entrepreneurial spirit are crucial for the transfer of knowledge and the creation of value. This study empirically investigates factors that influence their retention in such acqui-hires. The dataset used in this paper is a unique and novel hand-collected full sample dataset of acquisitions conducted by Facebook and Google. Based on 454 founders from 241 companies, we analyze which factors influence the likelihood that founders stay after an acqui-hire and how their retention period can be enlarged. Our findings indicate that it is not only predetermined factors that are of relevance but also the integration choices of the acquirer – however on varying degrees, depending on the entrepreneurial personality of the founders.

ENT: **Exploring Knowledge Work in Entrepreneurial Firms within Sportstech**

Author: **Marouane Bousfiha**, *U. of Gothenburg*
Author: **Maureen McKelvey**, *U. of Gothenburg*

In this research, we explore how knowledge work at knowledge-intensive entrepreneurial (KIE) firms can be closely connected and reliant on interactions with other actors in their ecosystem, specifically in the context of combining different types of knowledge within the entrepreneurial venture. We particularly focus on the combination of technological and athletic knowledge in the offerings of these firms. Our findings are based on in-depth interviews with key employees at three Swedish KIE firms in the sportstech industry. Our analysis reveals how these companies leverage their interactions with athletes and coaches to convert embodied athletic knowledge into knowledge that is represented in algorithms, metrics, and data-based representations of athletes. Our results show that these firms use two main approaches for acquiring and combining relevant knowledge, and we observed how they use prototypes to co-generate knowledge with their intended users.

ENT: **Mentors Selecting Mentees: The Effects of Founder Characteristics and Startup Mentor Motivations**

Author: **Kai Becker**, *Vrije U. Amsterdam*
Author: **Joris Ebbers**, *LUISS Business School*
Author: **Yuval Engel**, *U. of Amsterdam*

Startup mentoring is widely recognized as a crucial service for founders in accelerators. However, mentors are a scarce resource and only support a small proportion of the startups that solicit their services. In this paper, we propose that startup mentors select potential mentees based on indicators of competence and relationship quality. Using a conjoint experiment, we examine the extent to which startups' external recognition and founders' entrepreneurial experience serve as indicators of competence, and coachability and gender concordance serve as indicators of relationship quality, and how these factors influence mentors' willingness to mentor. Additionally, based on self-determination theory, we test hypotheses about how mentors' motivational dispositions shape their responses to founders' attributes. In line with our hypotheses, we find that intrinsic mentoring motivations buffers against lower relationship quality indicators whereas prosocial mentoring motivation buffers against lower competence indicators.

KEY TO SYMBOLS

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Entrepreneurial Ecosystems 1

Session Moderator: **Jonah Zankl**, *Cambridge Judge Business School*

ENT: **This Place is a Jungle: A Process of Maintaining Entrepreneurial Ecosystems**

Author: **Jonah Zankl**, *Cambridge Judge Business School*
Author: **Matthew Grimes**, *Cambridge Judge Business School*

Entrepreneurial ecosystems are regions with complex networks of support and resources crucial to the successful creation of new ventures. And yet, this complexity is increasingly questioned by government and policymakers alike: with significant investment of financial, social, and political capital underpinning the growth of these ecosystems, ensuring the efficient distribution of resources within ecosystems is important to this success. How then, do organizational sponsors balance these demands for efficiency and centralization with the importance of diverse, and at times complex, support needed to spur innovative entrepreneurial activity? In this study we draw on our observations from a 30-month case study of a new entrepreneurial support organization in the UK and investigate how organizational sponsors maintain requisite variety amid pressures for greater centralization and efficiencies within an entrepreneurial ecosystem. We theorize a process model of how organizational sponsors first seek to resolve complexity, negotiate its accommodation, and instead ultimately perpetuate complexity. Moreover, we highlight the role of unresolved complexity and sustained requisite variety has important catalysts for the ongoing maintenance of entrepreneurial ecosystems. We contribute to literature on organizational responses to complexity and more broadly to the emergent conversation focusing on entrepreneurial ecosystems.

ENT: **Measuring Entrepreneurial Ecosystems: A District Approach**

Author: **Sophia Hess**, *U. of Stuttgart*
Author: **Andreas Wahl**, *U. of Stuttgart*
Author: **Alan Johnson**, *U. of Stuttgart*

Entrepreneurial Ecosystems (EEs) offer researchers and policymakers an important lens to understand new venture creation and growth. However, existing measures condition EE research because of 1) the absence of systematic scale development procedures and latent factor structure evaluation, and 2) limited data sources beyond the macro- or region-level. We focus on scale development and confirmatory factor analyses to select and evaluate measures that can zoom in and amplify our understanding of EE elements by combining survey data from founders at the firm-level with archival data sources at the city and rural district-level. The paper draws on a pilot study of 257 high-technology startups from Baden-Württemberg, Germany. Findings suggest that: 1) some measures can be trimmed where a subset of the items capture the focal construct well, and 2) other measures need to be improved where items do not load together as expected. The paper builds on previous research to find that 1) a first-order measurement model including ten EE elements has 'acceptable' model fit and 2) the measurement model at the district-level offers insights not observed on the region- or state-level. To advance the EE research program, validated measures are needed to refine predictions, test hypotheses, and monitor policy interventions.

ENT: **National Entrepreneurship Ecosystem: A Necessary Condition Analysis of Inputs and Outputs.**

Author: **Eduardo Avancci Dionisio**, *U. Estadual de Campinas - UNICAMP*
Author: **Edmundo Inacio Junior**, *U. Estadual de Campinas - UNICAMP*
Author: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Liliane Oliveira Guimarães**, *Pontifícia U. Católica de Minas Gerais*
Author: **Cristiano Morini**, *U. Estadual de Campinas - UNICAMP*

The objective of this article is to link inputs and outputs of the elements of the entrepreneurial ecosystems to elucidate priorities to policy making action. Our assessment is based on two novel aspects. The first one, is methodological approach known as Necessary Condition Analysis (NCA). The second is the combined of three different data source - Global Entrepreneurship Monitor (GEM), CrunchBase and CB Insights - for a sample of 60 countries measuring key inputs and outputs of an entrepreneurial ecosystem. Besides providing information on whether an entrepreneurial ecosystem input is a necessary condition for an entrepreneurship output, the NCA approach allowed the identification of the level of necessity of a condition to achieve a certain output level. Finding offer guidance for improving productive entrepreneurship policies, consider those elements of entrepreneurial ecosystems that do not have the same level of relevance, and the necessity for a condition does not mean that its highest level of performance is required. Our results showed that high-quality entrepreneurship measures such as VC and unicorns should be considered as an outlet to measure the performance of entrepreneurial ecosystems rather than traditional measures such as the prevalence of new and young companies. For policymakers and researchers, these findings can be used to develop more in-depth knowledge about the process of resource allocation in entrepreneurial ecosystems. Allocating political efforts to ensure that all entrepreneurial ecosystems elements are at the same level of performance is not necessary and does not ensure further entrepreneurial outputs. Therefore, policymakers should consider allocating policy efforts to improve those elements of the entrepreneurial ecosystems that are considered bottlenecks.

ENT: **Entrepreneurial Ecosystem Typologies for Entrepreneurial Dynamism: A Set Theoretic Method Analysis**

Author: **Ravi Roshan**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Krishna Chandra Balodi**, *Indian Institute of Management Lucknow*
Author: **Christina Theodoraki**, *Toulouse Business School*

The entrepreneurial dynamism of an ecosystem influences economic progress, regional development, and overall societal well-being through its three key dimensions: enterprise birth, growth, and death. We advance a configurational perspective by studying the entrepreneurial dynamism (ED) facets through the entrepreneurial ecosystem (EE) lens using a set-theoretic approach. Recent advances in the EE literature acknowledge the simultaneous causality among multiple EE constituents: formal institutions, entrepreneurial culture, financial infrastructure, human capital, innovation, and support services. The interdependencies among EE elements indicate the possibility of multiple conjectural causations and equifinality of outcomes: enterprise birth, growth, and death. We use the fuzzy set qualitative comparative analysis (fsQCA), an established approach to studying multiple conjectural causations and equifinality. We used fsQCA to obtain configurations for high enterprise birth, growth, and death rate on a panel dataset of 23 countries from 2010 to 2019. We obtained six configurations for a high birth rate and seven for a high growth rate, thus providing empirical evidence of equifinality. Our results reveal that certain EE elements take a primary role and certain EE elements take a supportive role in driving high enterprise birth rates and growth rates. Our configurational transition path analysis reveals the transition among the configurations of high birth, growth, and death rates by including or excluding certain critical EE elements. We obtain the 'configuration of productive entrepreneurship,' a common configuration between high birth and high growth rate, and the 'configuration of non-productive entrepreneurship, ' a common configuration between high birth and high death rate.

KEY TO SYMBOLS

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Psychology in Entrepreneurship 2

Session Moderator: **Maud Van Merrienboer**, *Vrije U. Amsterdam, School of Business and Economics*

ENT: **Dedicated Founder or Obsessed Workaholic? The Role of Grit in Entrepreneurial Workaholism**

Author: **Marvin Kaes**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*

Workaholism is a common phenomenon in entrepreneurship with detrimental effects for entrepreneurs. Yet, research on antecedents of workaholism in entrepreneurship is fragmentary and more research is needed. In this study, we empirically examine the interplay of entrepreneurial grit, defined as passion and perseverance for long-term goals, and workaholism. Additionally, we integrate the individual level of mindfulness as a coping mechanism. For our research, we gathered a comprehensive sample of 1,398 entrepreneurs from all industries. Our results show that entrepreneurial grit predicts workaholism in entrepreneurship. Further, mindfulness acts as a relevant boundary condition of this relationship. With our study, we contribute to a better understanding and handling of workaholism in entrepreneurship and reveal a novel dark side of entrepreneurial grit.

ENT: **Systematic Literature Review on Psychological Detachment and Implications for Entrepreneurship (WITHDRAWN)**

Author: **Carolin Feldmeier**, *TUM School of Management, Technical U. of Munich*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

Entrepreneurs are known to be highly dedicated to their work. They even have a reputation for not switching off from their work at all. The literature on organizational behavior has defined mentally switching off from work as psychological detachment. Despite its potential relevance for entrepreneurship research, knowledge on psychological detachment is limited in the field in contrast to the literature on organizational behavior. By conducting a systematic literature review, we identify antecedents, which particularly highlight the role of work stressors as impeding psychological detachment, and outcomes, which emphasize the importance of psychological detachment for well-being. We further identify gaps in the literature, which give rise to future research opportunities for both organizational behavior and entrepreneurship literature.

ENT: **'Be Yourself, But': Ethnic Minority Entrepreneurship and Existential Authenticity**

Author: **Maud Van Merrienboer**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Michiel Verver**, *Vrije U. Amsterdam*
Author: **Miruna Radu-Lefebvre**, *Audencia*

Entrepreneurs balance different micro-identities to construct an optimally distinct entrepreneurial identity and be deemed legitimate. This process is especially difficult for ethnic minority entrepreneurs who do not fit the hegemonic white and masculine entrepreneurial identity. An overly instrumentalist approach to the identity construction process, however, overlooks the emotional aspects of constructing an entrepreneurial identity whilst being 'othered' in the entrepreneurial space. In this paper, we take a qualitative and intersectional approach to move beyond the dominant strategic and instrumentalist perspective on the identity construction of ethnic minority entrepreneurs. To do so, we employ the notion of existential authenticity and discuss two distinct coping mechanisms six ethnic minority entrepreneurs in the Dutch technology sector employ as they navigate their authenticity, namely 'negotiating (over)compensation' and 'postponing authenticity'. We contribute to the literature on ethnic minority entrepreneurship by highlighting the emotional and complex aspect of identity construction for intersectional ethnic minority entrepreneurs. We also contribute to the small body of literature on the role of authenticity in entrepreneurship by identifying two distinct coping mechanisms pertaining to existential authenticity navigation in entrepreneurship.

ENT: **How Entrepreneurs Respond to Uncertainty: Psychological Mechanisms Driving Entrepreneurial Action**

Author: **Nima Esmaili-Konari**, *U. of Bayreuth*
Author: **Sylvia Hubner-Benz**, *Paderborn U.*
Author: **Matthias Baum**, *U. of Bayreuth*

Although entrepreneurs proactively choose – rather than avoid – uncertain environments, uncertainty is generally viewed as an undesirable barrier to entrepreneurial opportunity creation in the literature. Acknowledging that entrepreneurs are not necessarily negatively attuned towards uncertain environments, we suggest a new perspective on entrepreneurial action under uncertainty. Drawing on entrepreneurial action strategies and uncertainty regulation theory, we illuminate that entrepreneurs' responses to uncertainty are characterized by action strategies differing in proactive action and analytical thinking (ignoring the uncertainty, analysing the uncertainty, experimenting in uncertainty), and the choice of an appropriate action strategy is determined by an interplay of their uncertainty preferences with their cognitive and affective responses to uncertainty. To do so, we conducted two empirical studies, a field study (n= 118 entrepreneurs) showing which action strategies entrepreneurs choose under perceived uncertainty, and a scenario-based experiment (n= 102 entrepreneurs) showing how their cognitive and affective responses, in interaction with uncertainty preferences, predict their action strategies. Our research provides a comprehensive understanding of how entrepreneurs respond to uncertainty by illuminating the variety in entrepreneurial action strategies under uncertainty and the role of entrepreneurs' uncertainty preferences – considering that entrepreneurs likely embrace uncertainty.

ENT: **The Development of Psychological Capital as a Metacognitive Skill: An Entrepreneurship Perspective**

Author: **Aviel Cogan**, *U. of Strathclyde*
Author: **Tobias Pret**, *Illinois State U.*

While the importance of households to entrepreneurship has long been acknowledged, little is known about how household members support the cognitive development of entrepreneurs. Based on a longitudinal, qualitative study, we find that household members help entrepreneurs challenge unproductive thought processes and instead develop psychological capital by practicing self-efficacious, optimistic, hopeful and resilient ways of thinking. In contrast to the prevailing view that these psychological assets are 'state-like', we reveal them to be higher-level cognitive capabilities. In focusing on the antecedents of psychological capital as a set of metacognitive skills, we demonstrate that its development is an agentic, interactive process, rather than a passively experienced condition. Our study also highlights the everyday and affective nature of this process by demonstrating that the cultivation of psychological capital relies upon daily interaction and emotional co-regulation within emotionally intimate relationships. Thus, our findings help articulate the socio-emotional foundations of entrepreneurial cognition and portray these as positive and stabilising, rather than encumbering. Furthermore, our study highlights how household members are uniquely positioned to help develop the cognitive capabilities of entrepreneurs.

KEY TO SYMBOLS

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Process in Family Firms

Session Moderator: **Marco Mismetti**, *Free U. of Bozen-Bolzano*

ENT: **Conflict Origin and Management Mechanisms in Family Business Organizations**

Author: **Marco Mismetti**, *Free U. of Bozen-Bolzano*
Author: **Cristina Bettinelli**, *U. of Bergamo*
Author: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*

In spite of an increasing interest in conflict in family firms, our knowledge of how interpersonal conflict dynamics unfold is still in its infancy. By using an interpretive grounded theory approach to in-depth study the “Cake Boss” reality television series, we theoretically, empirically and practically contribute to the origin of conflicts and their management in complex interpersonal dynamics in family firms. In so doing, based on a qualitative analysis of 85 episodes of family business representation plus archival data, we identify four sub-mechanisms - appealing to family unity, imposing organizational goals, engaging in informal and open discussions, commanding communication - assorted in two distinct conflict management mechanisms (cohesion and communication) that can be used by members of family business organizations, mediators and advisors. Then, we offer avenues for future research. The study contributes by advancing knowledge on how conflicts arise and are managed at different levels of analysis, based on the nature (type) of conflict and actors involved; it highlights key conflict management mechanisms specific to conflict types and actors; it advances the understanding of the coexistence of conflict and cohesion, and not inevitably, one the opposite of the other. Finally, our analysis contributes methodologically to the family business and organization fields, by extending research on the use of reality television series and audiovisual data analysis as a visual organizational representation of organizational phenomena.

ENT: **Hidden Faces of Hidden Champions: Communication Strategies of Niche Market Leaders**

Author: **Simone Schmid**, *U. of Siegen*
Author: **Alexander Schmid**, *Regensburg U.*

Understanding how firms portray themselves to customers and talent by communicating their image is of great interest in increasingly dynamic and global business environments. As public image transmitted via media is considered a valuable intangible asset this study investigates niche market leader firms’ external communication strategies for valorizing their public image to appeal stakeholders. The content analysis of textual and visual elements of a sample of 158 corporate websites identified four distinct communication strategies: (1) customer and product strategy, (2) success and economic independence strategy, (3) tradition and family strategy, and (4) globality and regionality strategy. Our results show that firms primarily communicate their competencies of technological supremacy, accentuating their high-quality products and services to customers. Potential talent is addressed by highlighting employability with passionate sentiments using external awards and certifications to highlight the employer attractiveness. Surprisingly, firm owners are rarely in focus and barely visible. Instead, firms are personalized through textual characteristics promoting the firms’ uniqueness via slogans, sentiments, and metaphors and visual elements of impersonal product objects and buildings underpinned with references and awards as sources of legitimation.

ENT: **Family Firms Investments in Corporate Heritage: Preliminary Results**

Author: **Giorgia Maria D'Allura**, *U. of Catania*
Author: **Fabio Quarato**, *Bocconi U.*
Author: **Giovanni Battista Dagnino**, *U. of Rome Lumsa*
Author: **Elisabetta Merlo**, *Bocconi U.*

This paper looks at two literatures (i.e., the one on corporate heritage (CH) and the other one on socioemotional wealth (SEW) priorities) to reveal how family firms use the past and history to create brand identity and enhance their legitimacy with customers and partners. Built on the SEW framework, we find a direct relationship between the presence of a family CEO and the investment in CH, that is moderated by the level of family involvement in the firm. Our empirical analysis is based on a quantitative approach applied on a sample of medium- and large-sized firms examined in the period spanning from 2000 to 2016.

ENT: **Name-Familiness, Narcissistic Communication and Cognitive Legitimacy**

Author: **Duygu Phillips**, *U. of Delaware*
Author: **Matthew W. Rutherford**, *Oklahoma State U.*
Author: **Kristen Madison**, *Oklahoma State U.*
Author: **Jorge Luis Arteaga**, *Oklahoma State U.*
Author: **Kipp Krukowski**, *Colorado State U.*

Family firm branding, specifically name choice, can be critical for firm performance. Research on this topic has provided mixed results. Drawing upon cultural entrepreneurship theory and integrating a microfoundational perspective, we theorize and empirically test the effect of name-familiness on firm performance through the influential mechanisms of cognitive legitimacy and narcissistic communication. We find support for the negative relationship between name-familiness and firm performance through the mediating role of cognitive legitimacy. This negative effect is further amplified by the level of narcissistic communication of the firm.

KEY TO SYMBOLS

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Session Type: **Paper Session**
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Institutional Entrepreneurship

Session Moderator: **Paul Steffens**, *U. of Adelaide*

ENT: **Asymmetric Impact of Business Cycles on High- and Low-End Entrepreneurship Across National Contexts**

Author: **Paul Steffens**, *U. of Adelaide*
Author: **Kim Klyver**, *U. of Southern Denmark*

Policy makers often look towards entrepreneurship during economic recovery following a downturn, yet entrepreneurship operates differently across national contexts. We examine how the business cycle ? entrepreneurial entry relationship varies across different national contexts. Specifically we investigate how this relationship changes with varying levels of economic development and government social expenditure. We theorize that context variations apply differently to "high-end" entrepreneurial entry (high-growth aspirations and opportunity-motivated) compared to "low-end" entrepreneurial entry (low-growth aspirations and necessity-motivated). We test our ideas by studying the impact of economic downturn and recovery on entrepreneurial entry across 66 countries between 2000 and 2016 – evaluating both the dot.com crash and Global Financial Crisis. Using data from the Global Entrepreneurship Monitor and World Bank, we find high-end entrepreneurial entry is pro-cyclic in developed economies, but counter-cyclic in less-developed contexts. Low-end entrepreneurial entry is consistently counter-cyclic, but government social expenditure weakens the effect. These findings suggest ways in which policies should be tailored to different economic and institutional contexts.

ENT: **When Profit is Not the Motivator: Churches as Intermediaries for Entrepreneurs in Africa**

Author: **Juliet Oriaifo**, *North Carolina A&T State U.*
Author: **Garry D. Bruton**, *Texas Christian U.*

There have been studies in the literature on the different resources that intermediaries provide to entrepreneurs in emerging markets. Despite the breadth of knowledge, there is no explanation of why intermediaries engage in such actions. This research investigates why intermediaries engage in such actions, especially those that are not financially motivated to provide firm resources to entrepreneurs (i.e., make profits). We tap into the literature on institutional biography to explain why non-financially motivated intermediaries provide resources to entrepreneurs. Using qualitative data (i.e., interviews and archival data), and a focus on African churches as intermediaries, we find that these intermediaries embody five unique institutional biographies from five sources: formal, informal, religious, organizational, and individual institutions. Furthermore, and more importantly, we find that these intermediaries' institutional biographies an be best described as communal institutions. Our findings contribute to institutional theory by integrating this theory with institutional biography for a more comprehensive explanation of the role that agents play in institutional theory, and it brings to focus the context of Africa to develop management theories.

ENT: **Decoding Relational Contracting in The Informal Economy: A Second-Best Institutions Framework**

Author: **Judy Rady**, *Virginia Tech*
Author: **Richard Hunt**, *Virginia Tech*

Until quite recently, scholarly treatments of the informal economy tended to cast a jaundiced eye upon the prospects of developing economies, especially those where massive swaths of the nation's aggregate business activity are transacted by small, unregistered, and often illegal entities in markets characterized by weak formal institutions. Revisionist approaches to study base-of-the-pyramid (BOP) populations and organizations have led to more enlightened descriptive frameworks of the informal economy, yet little progress has been made in theorizing how and why informality persists and, in many instances, functions remarkably well, despite the relative paucity of formal contracting and property protections. In this study, we develop a "second-best institutions" (SBI) framework to explain how and why some nations may be better off – perhaps permanently so – by not taking steps to eliminate the informal economy activity and by not adopting what are generally considered the "best" formal institutional arrangements to support market-based capitalism. When the cost of instituting "first-best" institutions is exorbitantly high, populations may be better served by long-lived SBIs through a reliance upon relational contracting and enacted through the intermediating activities of wholesaler-entrepreneurs, who provide the "mortar" that binds together the complex array of informal arrangements that characterize second-best institutions. Our novel development of the SBI argument contributes to the burgeoning literature in strategic management scholarship that is trying to grapple with how best to describe, predict, and assess BOP organizations, activities, and outcomes.

ENT: **Institutional Change: The Power of Collective Action**

Author: **Seham Ghalwash**, *The Technical U. of Denmark - DTU Entrepreneurship*
Author: **Francesco Rosati**, *Technical U. of Denmark*
Author: **Argyro Nikiforou**, *DTU Danish Technical U.*
Author: **Ismail Ayman**, *American U. in Cairo*

Institutional entrepreneurship is central to institutional change. We argue the unfolding institutional change process arises from collaborative practices involving institutional entrepreneurs and other organizations in the field. In that, we examine how institutional entrepreneurs, collectively with other actors, change their embedded institutions. To do so, we draw on an in-depth qualitative study of efforts to change the traditional payment institution in Egypt from cash to digital. We present a model of the institutional change process that highlights the multilevel nature of the entrepreneurial and organizational practices that enable and foster this change, showing that it entails institutional practices at the micro-,meso, and macrolevels. This research contributes to the literature by examining how institutional entrepreneurs change their institutions over time, highlighting the embeddedness of agency in the change they create; The power of collaborations, collective action, and relations; and the resulting institutional change for the society at large.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1249** | Submission: **20631** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Entrepreneurial Finance: Early Stage 2

Session Moderator: **Christin Eckerle**, *Karlsruhe Institute of Technology*

ENT: **New Venture Sustainability: Signaling Effects on Business Angels' Willingness to Invest**

Author: **Subhan Shahid**, *Grenoble Ecole de Management*
Author: **Ioanna Liouka**, *EU Business School, Switzerland*
Author: **Ioanna Deligianni**, *Athens U. of Economics and Business*

This paper examines third-party sustainability certification and the self-proclaimed label of sustainable entrepreneurship as congruent reputational signals for enticing angel investors' willingness to invest. Through conducting three experimental studies samples from MTurk and angel investors in the U.S. and using 2 x 2 between-subject experimental design, we show that early-stage ventures may use such signals in their sustainability exemplification strategy in order to convey quality and prestige and eventually improve their chances of raising business angel funding. We contribute towards understanding how two congruent signals (third-party certification as a formal endorsement and self-proclaiming sustainable label as an informal reputational signal) can reinforce each other and lead to higher prestige for a new venture.

ENT: **Patterns in Preferences? Key Impact Categories in Investors' Valuation of Startups**

Author: **Christin Eckerle**, *Karlsruhe Institute of Technology*
Author: **Ann-Sophie Finner**, *Karlsruhe Institute of Technology*
Author: **Orestis Terzidis**, *Karlsruhe Institute of Technology*

This paper provides a more detailed picture of the assessment process of mission-driven startups by impact investors. It investigates how impact investors, depending on their target market and startup stage focus, value different impact categories as relevant to an investment decision. The contribution to the literature is made by reducing the complexity of the impact category system as well as by shedding some light on the impact decision criteria of European-based impact investors. For this purpose, a systematic literature review has been conducted to determine overarching impact categories. These are then applied in a survey with 69 impact investors from Europe. The results provide novel insights into the impact assessment process in early-stage startup investment, highlighting how the quantification of impact plays a major role in the investment process. Supported by the findings, this research suggests strategic implications for mission-driven startups that want to receive impact investment.

ENT: **Only Pros Can Curse?! Expressing Anger Leads to Being Perceived as Passionate and Increases Funding**

Author: **Niklas Frederik Kuehsel**, *KLU Hamburg*
Author: **Prisca Brosi**, *Kühne Logistics U.*
Author: **Jonah Rösemeier**, *London School of Economics and Political Science*

This paper investigates the impact of entrepreneurial anger expressions on investor support behaviour. The entrepreneurship literature predominantly applied a positivistic lens to emotions research in pitches focusing on consequences of positive emotional facial expressions. We complement this by examining entrepreneurial anger language as a more salient and potentially ambiguous emotional signal. Relying on emotions as social information theory and functional theories of emotions, we suggest that verbal anger expressions indirectly support the entrepreneurs' mission via perceptions of passion in quality affirming environments. A field study relying on 362 start-up pitches delivered during TechCrunch Battlefield, pooled with data from TechCrunch, Crunchbase, and LinkedIn, and an experimental design with 239 experienced crowdfunders deliver support for our hypothesized relationships. Study 1 shows verbal anger expressions to have a positive effect on pitch outcomes, while Study 2 delivers insights on the mechanism of anger positively influencing pitch outcomes via perceptions of passion contingent on quality affirming competition features. Our findings complement extant work by highlighting the importance of verbal cues and emphasizes competition related boundary conditions.

ENT: **Do "Angels" Like to Partner with "Devilish" but Successful Entrepreneurs?**

Author: **Alexander Narh Tetteh**, *school of management, USTC*
Author: **Qingxiong Derek Weng**, *school of management, USTC*
Author: **LIUDMYLA KLYMCHUK**, *school of management, USTC*
Author: **Magdalene Zeinab Ak Adams**, *school of management, USTC*
Author: **Habib Tayyab**, *Univevrsity of Science and Technology of China*

Through the lens of sensemaking theory, we investigate how angel investors (or angels) may react to entrepreneurs' prior venture success and past conflicts (i.e., task and relationship conflicts) at the initial stage of funding consideration. Drawing on a conjoint experiment methodology with 472 decisions nested within 59 participants, we found that the prominence of entrepreneurs' prior successful reputations in ventures was sharply mitigated when angels had explicit knowledge of the entrepreneurs' past conflict behaviors. However, further analyses reveal that angels were more willing to invest when entrepreneurs' past conflicts were low. Their willingness to partner was even higher when the entrepreneurs' prior venture success was proven. We discuss these findings' theoretical and practical implications to conclude this paper.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1250** | Submission: **20632** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Entrepreneurial Finance: Informal Investments

Session Moderator: **Vera Rocha**, *Copenhagen Business School*

ENT: **Step by Step: The Pre-Entry Process of Informal Entrepreneurs**

Author: **SHELTER SELORM TEYI**, *Copenhagen Business School*
Author: **Marcus Møller Larsen**, *Copenhagen Business School*
Author: **Vera Rocha**, *Copenhagen Business School*

Entrepreneurship rates are relatively high in the informal economy, yet informal entrepreneurs are generally considered illegitimate by formal institutional standards, underwhelming in performance, and imitative rather than innovative. To understand the antecedents of venture creation in the informal economy, we develop a theory that explains why some prospective entrepreneurs engage in a more extensive pre-entry search for information than others. We argue that prospective entrepreneurs' human capital endowments are positively associated with the extent of search they engage in when assessing new business ideas and even more so when they are broadly embedded in informal institutional domains. However, social embeddedness can be seen as a double-edged sword because the depth of informal institutional embeddedness can erode the gains that would otherwise accrue from individuals' human capital endowments. We test our hypotheses with unique survey data from a sizeable informal cluster in Ghana – a country where over 80% of the economic activity is estimated to be informal. We find broad support for our theory and contribute with important theoretical and empirical insights on the antecedents of new venture creation.

ENT: **Investors' Evaluations of Unproven Ventures: A Configurational Perspective**

Author: **Kanwal Bokhari**, *Haskayne School of Business, U. of Calgary*

In a field study, I examine how investors analyzed signals from 50 promising, yet unproven ventures in a mentorship program in North America in 2019–2020. These signals—proof of customer interest, expert opinions, partners' presence, and mentors' testimonies—convey information about ventures' products, markets, partnerships, and entrepreneurs, respectively. Whereas studies have unambiguously demonstrated the relationship between favorable signals and outcomes, they offer a less clear picture of when signals are likely to complement or contradict each other, which is the focus of this research. In contrast with econometric studies that examine the effectiveness of specific signals in isolation, I employ qualitative comparative analysis to reveal how investors combine several signals to evaluate and select ventures. I show that signals about markets and partnerships are keys to unlocking the potential of signals about products or entrepreneurs. Investors anchor their evaluations of ventures in signals such as expert opinions on markets and the presence of partners outside an entrepreneur's family and friends. By showing how investors evaluate ventures as configurations of multiple signals, my findings refine our understanding of investor judgment and may help entrepreneurs position their ventures for favorable evaluations.

ENT: **The Venture Builder As Organizational Cofounder**

Author: **Constanze Coelsch**, *ETH Zürich*
Author: **Bart Clarysse**, *ETH Zürich*

While the entrepreneurship literature has focused mostly on the role of the individual entrepreneur in the venture creation process, the role of organizational cofounders is not yet well understood. In this paper, we aim to inductively examine this role by studying 20 venture builders worldwide. Our study reveals that venture builders are actively involved in the founding process and significantly change the mechanisms of new venture creation. In addition to professionalizing the founding process, we find that the core task of venture initiation is transferred from the entrepreneur to the venture builder. This change in dynamics can result in power imbalances. In our model, we demonstrate how organizational cofounders navigate the founding process and mitigate these imbalances through strategic mechanisms, such as labelling and becoming a part of the team. In addition to proposing a shift in the venture creation process from the individual to the organization, we shed light on the practices of venture builders, who have been previously neglected in academic studies.

ENT: **Evidence and Identity in Entrepreneurial Finance**

Author: **Michael P. Ciuchta**, *U. of Massachusetts, Lowell*
Author: **Chaim Rossm Letwin**, *Suffolk U.*
Author: **Regan M. Stevenson**, *Indiana U.*

In this conceptual paper, we develop a novel framework to account for funder judgments in entrepreneurial finance. In doing so, we challenge the assumptions inherent in the signaling approach which has been the dominant perspective in entrepreneurial finance. Our framework builds on some of these recent approaches which emphasize the importance of signal sets or clusters. We also rely on recent work on founder identity and entrepreneurial identities to develop the novel concept of funder identity. We derive a series of propositions establishing connections between funder identity and evidence used to form judgments as well as boundary conditions at the funder and context levels.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1251** | Submission: **20660** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

IPO Financing

Session Moderator: **Diane M. Nelson**, *Washington State U.*

ENT: **The Impact of Founders on Post-IPO Decision-Making in the Face of Performance Decline**

Author: **Diane M. Nelson**, *Washington State U.*
Author: **Chandresh Baid**, *Grand Valley State U.*
Author: **Aaron Wilson**, *Ohio U.*

Extending the behavioral agency model (BAM) of executive risk-taking, we explain how founder CEOs make decisions in the context of their companies' post-IPO performance. Analyzing stock market performance for 435 companies in the six-month period following the IPO, we found that founder CEOs, which have high levels of psychological ownership, are less likely than non-founder CEOs (professional managers) to engage in risk-seeking behavior when financial performance is poor. Venture capital backing reduced this risk-avoiding behavior. Our study extends entrepreneurial research, providing another tool for stakeholders and investors to employ in predicting the behaviors of CEOs and the performance of a venture.

ENT: **Reciprocity Relationships Between Underwriters and Institutional Investors in the IPO Market**

Author: **Chaowen Deng**, *Chinese U. of Hong Kong*
Author: **William Wan**, *Chinese U. of Hong Kong*
Author: **XUAN LI**, *Chinese U. of Hong Kong*
Author: **Daphne Yiu**, *Singapore Management U.*

This study seeks to extend research on initial public offering (IPO) by examining the intricate relationships between institutional investors and underwriters by viewing the IPO market as a social relational structure. We posit that institutional investors and underwriters maintain reciprocity relationships in the IPO market, and such relationships have a significant impact on underwriters' share allocations and institutional investors' investment decisions. Using a reciprocity dynamics perspective, our study further depicts how perceived fairness and indirect reciprocity affect the reciprocity relationships between underwriters and institutional investors. By illuminating their reciprocity relationships, our study furnishes a more in-depth understanding of the processes and mechanisms in the IPO market.

ENT: **Long-Term Performance Puzzle: High Growth IPO Firms and the Moderating Role of Post-IPO Strategies**

Author: **Mahdi Shahriari**, *Erasmus U. Rotterdam*
Author: **Yu Liu**, *Erasmus U. Rotterdam*
Author: **Tom Mom**, *Erasmus U. Rotterdam*

This study investigates the long-term performance of IPO firms. Although earlier work suggested that IPO firms underperform in the long run, recent findings show that such performance diverges significantly. In this study, we build upon expectancy violation theory and develop a conceptual framework that explains how the distinction between high growth and non-high-growth firms at IPO is important for understanding the long-term IPO performance. Our findings suggest the lower long-term IPO performance of high growth firms compared to non-high growth firms. We also explain and show how post-IPO strategies (acquisition intensity and scaling) shape this main relationship. A sample of 550 US IPOs during 2002-2015 supports our hypotheses that post-IPO acquisition intensity and scaling weaken the negative long-term performance of high growth firms such that the effect of being a high growth firm at IPO on long-term performance becomes positive.

ENT: **¿To Each Their Own? Signal Portfolios of Newly Public Ventures and Different Investors' Decisions**

Author: **Juan Carlos Rivera-Prieto**, *U. of Passau*
Author: **Bárbara Larrañeta**, *Pablo de Olavide U.*
Author: **Rocio Aguilar**, *Pablo de Olavide U.*

Building upon recent research on signaling theory, we propose that signal portfolios containing both substantive and rhetorical signals about the strategic value of employees for floating ventures can affect the decisions of various types of investors—long-term institutional, short-term institutional, and individual—in distinct ways. We test our predictions on a unique database comprising 440 fast-growing new ventures entering the principal alternative investment markets in Europe in their first three years of their existence during the period 2009-2018, capturing as substantive and rhetorical signals the average cost of employees and the extent to which the strategic value of employees is mentioned in the IPO prospectuses. We find that during the IPO valuation of new ventures long-term institutional investors react positively to both substantive and signals about the strategic value of employees while individual investors react negatively. Short-term institutional investors react negatively and exclusively to substantive signals about the strategic value of employees. Furthermore, we find that during IPO valuation the combined effect of substantive and rhetorical signals is negatively associated with long-term institutional investors, positively with short-term institutional investors, and not associated with individual investors. Our results contribute to the literature on entrepreneurship, signaling, and investors' decisions, and have meaningful strategic implications for ventures' managers and stakeholders.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1252** | Submission: **16718** | Sponsor(s): **(ENT, IM, TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

The Emerging Frontiers of International Entrepreneurship Research in the Digital Age

Moderator: **Olga Petricevic**, *U. of Calgary*
Panelist: **Erkko Autio**, *Imperial College Business School*
Panelist: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Panelist: **Nicole Coviello**, *Wilfrid Laurier U.*
Panelist: **Giuseppe Criaco**, *Erasmus U. Rotterdam*
Panelist: **Ram Mudambi**, *Temple U.*
Panelist: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*

In this panel we will present an opportunity for a lively intellectual discussion on demystifying the evolving nature and illuminating the most promising research trajectories for international entrepreneurship in the digital age. Digital technologies, platforms, ecosystems, infrastructure and digital global connectivity have unleashed both novel opportunities and critical challenges for ventures operating across national borders. The advent of the digital age exemplifies a new reality that calls for reevaluation of existing theories and frameworks to account for new forms and new dynamics of international ventures. While affording tremendous opportunities, this also creates a multitude of issues, risks, and challenges that are underestimated in our current research approaches. In a highly engaging and interactive way, this panel symposia brings an interdisciplinary lens to the topic and aims to explicate the evolving nature and the emerging frontiers of international entrepreneurship research in the digital age.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1253** | Submission: **10331** | Sponsor(s): **(ENT, OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Civic Wealth Creation: Leveraging Interdisciplinarity for Social Change

Organizer: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Discussant: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Organizer: **G. T. Lumpkin**, *U. of Tennessee, Knoxville*
Discussant: **G. T. Lumpkin**, *U. of Tennessee, Knoxville*
Panelist: **Christine Beckman**, *U. of Southern California*
Panelist: **John M. Bryson**, *U. of Minnesota Twin Cities*
Panelist: **Jill M. Purdy**, *U. of Washington, Tacoma*
Panelist: **Yi Zhao**, *Stanford U.*

Civic wealth refers to a community's economic, social, and communal assets and endowments. It is a broad indicator of the intellectual, affective, and material resources, capacities, and capabilities of a segment of society. Civic wealth creation (CWC) is a term used to describe what occurs when diverse stakeholders and regular citizens collaborate, participate, negotiate and coalesce around actions to improve their well-being and vitality through cooperation, kinship, and commerce. Because civic wealth creation is broadly construed and encompasses multiple actors—local leaders, community residents, entrepreneurs, funders, supporters, organizations, agencies, and others—in settings ranging from neighborhoods and villages to cities and regions, it lends itself to interdisciplinary analyses. Too often, however, conversations about CWC remain siloed within one's discipline, missing the opportunity to reveal the complexities and nuances inherent in CWC solutions. This symposium convenes leading scholars from different disciplines (e.g., entrepreneurship, organization studies, public administration, public policy, sustainability, nonprofit management) and across AOM Divisions (e.g., ENT, OMT, PNP, but also ONE and SIM) to present research that illuminates and informs the CWC conversation, and highlights its interdisciplinary nature.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1254** | Submission: **16818** | Sponsor(s): **(ENT, TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

New Venture Creation: A Process-Oriented Approach

Presenter: **Moran Lazar**, *Coller School of Management, Tel Aviv U.*
Presenter: **DEVIKA RAJ**, *Bocconi U.*
Discussant: **Arnaldo Camuffo**, *Bocconi U.*
Presenter: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Presenter: **Chiara Spina**, *INSEAD*
Participant: **Daniele Battaglia**, *ESCP Business School*
Participant: **Gilad Chen**, *U. of Maryland*
Participant: **Steven Gray**, *U. of Texas at Austin*
Presenter: **Travis Howell**, *Arizona State U.*
Participant: **Esther Sackett**, *Santa Clara U.*

Entrepreneurship is a central economic driver that leads to technological advancements and new business opportunities. But entrepreneurship is an arena fraught with uncertainty, and entrepreneurs have to make a variety of decisions under these uncertain conditions. There are a number of pillars important to the process of building a new venture – the motivation, the team, and the idea itself. Taken under uncertain conditions, the decisions about these elements are fundamental strategic decisions that impact the outcomes for the new venture and dictate the potential direction new ventures may take. Perhaps the highest uncertainty could be attributed to the very early stages of the new venture creation process, given that there are too many moving factors, especially the idea and the team. Despite a number of studies documenting the various stages of the new venture creation process, there is a dearth of studies that zoom into the very early stages of the new venture creation process and understand how the decisions made during these early stages about the fundamental building blocks affect the new venture outcomes. Studying the very early stages of the venture creation process could provide critical insights that can potentially inform the strategic decisions that entrepreneurs have to make. Through the presentations and discussion in the proposed symposium, which involves both conceptual and empirical studies and both qualitative and quantitative studies, we aim to shed light on the various decisions at the very early stage of the process of new venture creation and the potential outcomes of these decisions for the new venture.

The Role of Motivation & Attribution in Shaping the Careers of Employee Entrepreneurs

Author: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Do Scientific Entrepreneurs Invest Financial Resources Differently? Evidence From Two RCTs

Author: **Chiara Spina**, *INSEAD*
Author: **Daniele Battaglia**, *ESCP Business School*

Adaptations in New Ventures: The Dynamic Process of Entrepreneurial Team Formation

Author: **Moran Lazar**, *Coller School of Management, Tel Aviv U.*
Author: **Gilad Chen**, *U. of Maryland*

Talking Past Each Other: Asymmetric Preferences, Construct Level and Entrepreneurial Team Formation

Author: **Steven Gray**, *U. of Texas at Austin*
Author: **Travis Howell**, *Arizona State U.*
Author: **Esther Sackett**, *Santa Clara U.*

A Scientific Approach to Entrepreneurial Teams: The Role of Team Validation

Author: **DEVIKA RAJ**, *Bocconi U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1255** | Submission: **21058** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

HCM Best Papers (Session 2)

Session Moderator: **Gary J Young**, *Northeastern U.*

HCM: **Physician Practice Migration and Changes in Practice Style: A Study of Low-Value Diagnostic Imaging**

Author: **Gary J Young**, *Northeastern U.*
Author: **David Zepeda**, *Northeastern U.*
Author: **Stephen Flaherty**, *Northeastern U.*
Author: **Md Mahmudul Hasan**, *U. of Florida at Gainesville*

Much interest exists in physicians' ability and willingness to change their practice style as research demonstrates that many physicians practice in ways that are not aligned with the best available scientific evidence. We exploit migration patterns of primary care physicians in Massachusetts over a span of eight years by tracking physician migrations to practice sites comprised of new peers. We examined whether a patient's likelihood of receiving an inappropriate referral for diagnostic imaging, specifically an MRI, was associated with a change in a physician's work environment. Study results indicate that migrating physicians did change their practice style for imaging soon after migration in conformance with the prevailing practice style of their new peer group, which directly influenced a patient's likelihood of receiving an inappropriate MRI. Physician practice style appeared malleable in either direction – more or less likely to deviate from evidence-based standards based on the new prevailing practice style of their new peer group. The effect did diminish with greater variability within the new peer group for inappropriate MRI referral rates. The results suggest that healthcare managers can influence physician behavior in the direction of evidence-based practice by adopting strategies directed towards developing strong peer influence in physicians' work environments.

HCM: **Utterance Based Analysis of Communicative Phases in Multidisciplinary Health Care Team Meetings**

Author: **Margo Janssens**, *Tilburg School of Social and Behavioral Sciences*
Author: **Samantha Van Der Bruggen**, *Department of Oncology, st Elisabeth Hospital Tilburg, The Netherlands*
Author: **Alexander Schouten**, *Department of Communication and Cognition, U. of Tilburg, Tilburg, Nethe*
Author: **Laurens Beerepoot**, *Department of Oncology, st Elisabeth Hospital Tilburg, The Netherlands*
Author: **Roger Leenders**, *Tilburg U.*

Multidisciplinary health care teams consist of experienced and highly specialized medical professionals who combine their discipline-specific expertise to advise upon suitable treatment plans for patients. In this paper, we explore how healthcare professionals communicate across time during 565 patient case discussions embedded in 38 Multidisciplinary Team Meetings (MDTMs) in two different types of oncological board meetings. We investigate, in a fine-grained way, the extent to which the team adheres to two decision-making process models (i.e., unitary and multiple sequence models). Using a mixed-method approach, we find empirical evidence for more back-and-forth communicative structures (i.e., evidence for multiple sequence models) underlying the decision-making process, especially in highly complex patient case discussions. Next, we explore the role of the initial orientation phase and how it influences the subsequent decision-making process. We find that if the team spends more time building a collective representation of the patient problem, a more efficient and structured way of communicating is observed subsequently. Adding to these quantitative findings, a more qualitative analysis shows that insufficient orientation is one of the major reasons for more back-and-forth communication. We contribute to the group decision-making literature, by providing objective and fine-grained empirical insights into the decision-making process of actual organizational multidisciplinary health care teams.

HCM: **Learning from Patients: The Impact of Using Patient Narratives on Patient Experience Scores**

Author: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Author: **Sasmira Matta**, *The Wharton School, U. of Pennsylvania*
Author: **Dale Shaller**, *Shaller Consulting*
Author: **Rachel Grob**, *U. of Wisconsin, Madison*
Author: **Mark Schlesinger**, *Yale U.*

Many healthcare organizations struggle to improve their patient experience scores despite significant effort. Enthusiasm has grown about the potential for patient narratives ? stories about care experiences in patients' own words ? to provide insights that advance organizational learning about care and thus how to improve it. However, there is no evidence establishing an association between narrative use and organizational performance. In a one-year study utilizing survey data from patients and personnel affiliated with primary care clinics, we tested whether organizations that share narratives with their personnel frequently have higher patient experience survey scores. We found that they do, conditional on domain of experience and personnel's confidence in own knowledge of patients and practice. For operational measures of experience (e.g., timeliness of care), increased narrative use correlated with higher scores for more confident personnel and higher or lower scores for less confident, depending on measure. For relational measures (e.g., patient-provider communication), increased narrative use correlated with higher scores for the less confident and lower scores for the more confident. These results indicate that narratives use should be encouraged as an improvement strategy and that organizations need to address how narrative feedback interacts with confidence to yield higher scores across domains.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1256** | Submission: **21049** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

We Can Work It Out: Teamwork Gone Right and Teams Gone Wrong

Session Moderator: **Robin Peeters**, *Maastricht U.*

HCM: **Does your Perception of Safety Matter? Spillover Effect Analysis During Covid-19 Pandemic**

Author: **Federica Morandi**, *U. Cattolica del Sacro Cuore*
Author: **Roberta Laurita**, *Catholic U. of Rome*
Author: **Vincenzo Nardelli**, *U. of Milan - Bicocca*
Author: **Eugenio Di Brino**, *Catholic U. of Rome*
Author: **Americo Cicchetti**, *U. Cattolica del Sacro Cuore*

This study aims to examine the organizational and network-level factors that determine patients' perception of safety during the Covid-19 pandemic. We used a unique database of 366 oncological patients and 68 breast unit team leaders operating within the Italian NHS. We used spatial econometric models to test our hypotheses. Our results reveal the importance of team stability and continuity in the provision of care in patients' perception of safety. We also highlight the invisible network between patients with similar conditions and the circumstances they experience.

HCM: **Dark Personalities and their Relationship to Counterproductive Work Behaviors Among Arab Nurses**

Author: **Aaron Cohen**, *U. of Haifa*
Author: **Geries Abdo**, *U. of Haifa*

This study examines the relationship between dark triad personality traits, counterproductive work behavior, and organizational citizenship behavior. Few studies have examined the relationship between dark triad personality traits, organizational citizenship behavior, and counterproductive work behavior among nurses. Recent literature calls for much more extensive research on this issue. The study was performed among Arab nurses in Israel. A survey was administered to 267 nursing personnel employed in Arab hospitals and healthcare organizations in the North of Israel, with a response rate of 57%. The findings showed a significant relationship between secondary psychopathy and narcissism with organizational citizenship behavior and counterproductive work behavior. The study concluded that nurses' destructive behaviors that are detrimental to the organization's effectiveness may lead to low-quality patient care and must be dealt with immediately.

HCM: **It's a Jungle Out There: Understanding Physician Payment and its Role in Group Dynamics**

Author: **Rachel Gifford**, *Maastricht U.*

Collaboration between healthcare professionals is essential for the delivery of effective, efficient, and high quality care but remains an ongoing and critical challenge across health systems. As a result, many countries are experimenting with innovative payment and employment models to incentivize better collaboration among care providers. However, the literature tends to focus primarily on improving collaboration across organizational and sectoral boundaries, ignoring potential barriers to collaborative work between members of the same profession, within organizational boundaries. Intergroup dynamics and professional boundaries have been shown to restrict patient flow and collaboration between specialties, yet, until now, studies have tended to overlook the potential of differential organizational and payment models on physicians' behaviors and group dynamics. In the present study, I work to unpack the influence of physicians' payment and employment models on their collaborative behaviors and intergroup dynamics between specialties, adding to the current scholarship on physician payment and employment by considering how physicians' view and act in response to different structural arrangements. The findings suggest that operating hybrid models, with physicians differentially employed or paid within the same organization or practice, creates a bifurcation of the profession whereby physicians across different models are perceived to behave differently and have conflicting professional values. These models were also perceived to inhibit collaboration between physicians and complicate hospital governance, restricting the ability to move towards new models of care delivery. These findings can be used as a basis for future work that aims to unpack the reality of physician payment and offer important insights for policies surrounding physician employment.

HCM: **Does Autonomy Affect Multidisciplinary Team Performance? The Mediating Role of Boundary Spanning**

Author: **Luca Giorgio**, *U. Cattolica del Sacro Cuore*
Author: **Roberta Laurita**, *Catholic U. of Rome*
Author: **Federica Morandi**, *U. Cattolica del Sacro Cuore*

This study examines the determinants of the multidimnesional performance of multidisciplinary team. Existing research on multidisciplinary team in healthcare is maily focused on patient outcomes and satisfaction, efficient use of staff time, improved staff satisfaction, and decreased monetary expenditure. In this research we aim to shed light on the organizational conditions in which team members act and the degree of collaboration they maintain in order to achieve performance. We posit that team member's perception of team autonomy plays a crucial role in promoting work team performance. We also predict that the esistence of relations with colleagues outised the focal organization, i.e. boundary spanning, moderated the positive relations between autonomy and performance. We find general support for our arguments in an analysis of data on among 174 belonging 22 multidisciplary teams in the Italian National Health Service. We discuss the theoretical and practical implications of organizational characteristic that affects teams' performance and how the external relations may influence this effect.

HCM: **The Role of Transactive Memory Systems, Psychological Safety & Quality in Interprofessional Teams**

Author: **Tera Webb**, *U. of Alabama, Birmingham*

Objective: Through research we know that placing different healthcare professionals together in an interprofessional (IP) team can be beneficial, but we do not know what mechanisms unlock effective knowledge exchange in these teams. Without this knowledge, we cannot foster the environment needed for IP teams to produce favorable outcomes in patient care delivery. Methods: A cross-sectional, quantitative study using survey data to measure the independent variable of psychological safety (PS), the mediating variable of transactive memory systems (TMS), and the dependent variable of perceived quality of care. Data was collected from IP ambulatory teams. Key Findings: For team-level analysis, the final dataset included 209 individual respondents that were aggregated into 27 teams. Path analysis revealed that PS was positively associated with TMS (ß=.49, $p<0.001$). and perceived quality of care (ß=.19, $p<.05$). TMS was not significantly associated with perceived quality of care (ß=.13, $p>.05$) and TMS did not play a mediating role (ß=.07, $p>.05$). Relevance: Findings demonstrate that PS must be situated in the team so that TMS can emerge. In addition, findings reinforce previous evidence in the literature that states PS positively impacts quality of care. Keywords: quality; psychological safety; transactive memory; interprofessional teams

KEY TO SYMBOLS

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Selected as a Best Paper

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HRM and Workplace Experiences

Session Moderator: **Annie Eunhee Kim**, *U. of Nevada, Reno*

HR: **An Organizational Model of Age Differences in Working From Home**

Author: **Max Reinwald**, *LMU Munich*
Author: **Hendrik Huettermann**, *BWU Munich*
Author: **Heike Bruch**, *U. of St. Gallen*

Many organizations offer the possibility to work from home, resulting in hybrid workplaces with employees working on- and off-site. While this trend holds many promises, it has also been proposed to constitute a risk to an organization's diversity, as the propensity to work from home may systematically depend on employee demographic characteristics, such as their age. Integrating the age diversity literature with the literature on flexible work arrangements, our study investigates age-related differences in both the availability and the actual usage of working from home. Building on the social identity approach and the organizational climate literature, we develop and test an organizational-level model on both consequences and antecedents of age-related differences in working from home. Findings from a multi-industry study of 12,777 employees and HR managers in 82 German firms show that age differences in the access to working from home are negatively related to employees' collective organizational identification and subsequent organizational performance. Moreover, we can show that an age-inclusive organizational diversity climate prevents age biases in the access to working from home. Contrary to expectations, however, age differences in the usage of working from home had a positive impact on employees' collective organizational identification and thereby indirectly benefitted company performance.

HR: **Workforce Aging and Firm Performance: The Moderating Effects of HRM and Organizational Culture**

Author: **Annie Eunhee Kim**, *U. of Nevada, Reno*

Little is known about the effects of company-wide workforce aging on different firm performances, although the relationship between individual aging and job performance and between top management demography and organizational outcome is relatively well verified. Employing theories regarding abilities, motivations, and opportunities of employee, I theorized that workforce aging is positive for firm sales performance, but insignificant for firm profit performance. I also suggested that the relationship between workforce aging and firm performance is moderated by performance-based pay system and externally oriented cultures – adhocracy and market cultures. The theoretical arguments are tested by using data from 229 Korean firms in the manufacturing sector, and the hypotheses were generally supported. The results indicate that workforce aging is an ambivalent social trend which has both of advantages and disadvantages on firms performances, and that the disadvantages can be overcome by contextual factors such as Human Resource Management (HRM) practices and organizational cultures. Future research can test the relationship between workforce aging and firm performance by using various indicators of workforce aging and organizational outcomes within different contexts.

HR: **Harmonious Passion and Procrastination: An Exploration Based on APIM**

Author: **Yifei Shen**, *Dalian U. of Technology*
Author: **Zhenduo Zhang**, *Dalian U. of Technology*
Author: **Qian Li**, *Dalian U. of Technology*

Procrastination is becoming widespread among hospitality employees during the COVID-19 pandemic. This study attempts to explore the relationship between harmonious passion and procrastination at the intra- and interpersonal levels within the theoretical framework of the job demands- resources model and spillover-crossover model. Using a two-wave multi-source questionnaire survey, this study collected 256 cases nested in 128 coworker dyads from two hotels in Shanghai. Multilevel analysis and the actor-partner interdependence model were adopted to test the hypotheses. The results indicate that: 1) employees' harmonious passion is indirectly negatively associated with procrastination through workplace well-being at the intrapersonal level; 2) employees' harmonious passion is indirectly negatively associated with their coworkers' procrastination through the coworkers' workplace well-being: 3) the crossover influence of employees' harmonious passion on coworkers' workplace well-being is contingent upon interpersonal conflict at the dyadic level, such that the crossover influence is stronger in condition of low rather than high interpersonal conflict. This study provides a comprehensive insight into the relationship between harmonious passion and procrastination in hospitality employees, which extends our understanding of the outcomes and benefits of harmonious passion at interpersonal level, and defines the boundary condition under which harmonious passion has a crossover influence on coworkers' workplace well-being.

HR: **A Relational Approach to HRM and Cultivating Social Capital: Developing an Integrative Theory**

Author: **Al-Karim Samnani**, *U. of Windsor*

There has been increased attention to the importance of workplace relationships and social capital within the context of human resource management (HRM). This has led researchers to explore several distinct, but related concepts and theories, such as relational climate, relational coordination, and social networks. Extending and integrating this research, this manuscript develops an integrative theory and conceptual model. This integrative relational theory of social capital posits four key features – shared context, information asymmetry, tie dependence communication, and an extended network of ties – to cultivate social capital among employees. Using this theory, this manuscript theorizes and elucidates the relationship between relational HRM practices and social capital. Theoretical and practical contributions are highlighted, while setting an agenda for future research.

HR: **Social Networks, Social Exchange, and Citizenship Behavior**

Author: **Thomas Joseph Zagenczyk**, *North Carolina State U.*
Author: **Kevin S. Cruz**, *Georgia Southern U.*
Author: **E. Erin Powell**, *North Carolina State U.*

Research on helping behavior in the workplace (organizational citizenship behavior; OCB) typically takes a view steeped heavily in individual-level psychology (e.g., organization- and job-related attitudes predict helping) or relational factors (e.g., relationships with others predicts helping). We bring these perspectives together and test the direct relationships between the (1) quality of an employee's social exchange relationship with the organization (SER); (2) the relationships between advice and friendship ties and OCB; and (3) the moderating effects of social network variables on the relationship between social exchange relationship quality and OCB. Although we do not find the expected direct relationship between SER and OCB, we do find that there is a direct relationship between advice network in-degree centrality (the number of advice ties an employee has, as reported by others) and OCB, as well as a significant interaction between SER and out-degree friendship centrality (the number of friends that an employee reports that they have). Our research offers a more nuanced perspective on social exchange that considers both individual-level psychological principles and relational factors, rather than just one or the other, and teases out important differences between friendship and advice ties in predicting citizenship behavior.

KEY TO SYMBOLS

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Rethinking Performance Evaluations

Session Moderator: **Emily Zitek**, *Cornell U.*

HR: **Numbers v. Narrative: The Format of Performance Feedback and its Consequences**

Author: **Emily Zitek**, *Cornell U.*
Author: **Caitlin Stroup**, *Cornell U. and 3M*
Author: **Joonyoung Kim**, *Cornell U.*
Author: **Alin Weingarten**, *Cornell U.*

Should organizations follow the recent trend of removing numbers from their performance appraisals? In two experiments, we compared how people responded to hypothetical performance feedback that was delivered in a numerical-only format (i.e., number ratings of how the employee did), a narrative-only format (i.e., a write-up of the employee's strengths and weaknesses), or a combination of the two. Our results showed that people generally perceived narrative-only feedback as the fairest (likely because they felt the least negatively evaluated by it), but this was not the case when they received extremely positive feedback or they found out about associated monetary outcomes. Furthermore, our results indicated that recipients of feedback with a narrative component had more knowledge of how to improve their future performance. Thus, simple differences in the format of performance feedback can affect fairness perceptions and improvement intentions of employees. Organizations should be cognizant of these issues when designing performance appraisal practices.

HR: **Oh My Goodness: Investigating the Goodness of Performance Appraisal Formats Between and Within Teams**

Author: **Jana Kim Gutt**, *Paderborn U.*
Author: **Miro Mehic**, *Paderborn U.*
Author: **Kirsten Thommes**, *Chair of Organizational Behavior, U. of Paderborn*

Performance appraisals are subject to recent debates with one common denominator: most discussions point to their lack of accuracy. In theory, performance appraisals aim to reflect an employee's performance over a certain period of time. However, recent research shows that appraisals fall short in reaching this goal. Although many studies acknowledge the benefits of open-ended performance comments over closed-ended ratings on a scale, research has paid little attention to the potential of performance comments in achieving higher accuracy in performance evaluations. To approach this issue, we conducted a laboratory experiment and collected objective performance data as well as closed- and open-ended performance appraisals. In particular, we compile numerical ratings, written comments, and spoken comments on performance. To make the numbers and the texts comparable, we applied a Random Forest algorithm to transfer the comments into numerical ratings. Additionally, we conducted our analyses between and within teams to examine the evaluation behavior on different levels. By analyzing each rating (assigned and text-based) in relation to the performance, we find preliminary evidence that open-ended formats reflect performance most accurately within a team. Between teams, no appraisal format reflects performance accurately. Our results provide essential implications for conducting performance appraisals with informative value in terms of objective performance.

HR: **Employee Reactions to Negative Feedback: Unpacking the Consequences of Feedback on Employee Outcomes**

Author: **Emily Sue Corwin**, *Bentley U.*
Author: **Lauren Simon**, *U. of Arkansas*

Although negative feedback should facilitate performance and goal attainment, scholars have suggested that it can have unintended consequences that impede, rather than improve, employee performance. While a large literature on feedback reactions indicates that negative feedback receipt can be an aversive experience, an important limitation of this research is the emphasis on annual performance reviews and other "one-shot" situations, with less attention given to the negative feedback process as it unfolds in organizational settings. To enhance understanding of informal feedback processes, we draw from self-regulation theory to develop and test a conceptual model that identifies two mechanisms—felt competence and cognitive depletion—that explain how and why negative feedback receipt impacts employee effectiveness on a daily basis. Further, we identify trait self-control as a boundary condition that might mitigate the deleterious effects of negative feedback on employee outcomes. Our results were generally supportive of our theory, indicating that negative feedback reduces (a) employees' belief in their capacity to achieve their goals (i.e., felt competence), as well as (b) the availability of cognitive resources needed to do so. Additionally, we found that for those with higher trait self-control, the negative relationships between negative feedback receipt and employee work outcomes are attenuated.

HR: **Stop Watching Me! Potential Negative Effects of Electronic Monitoring on Employees' Job Performance**

Author: **Qin Zhou**, *New Mexico State U.*
Author: **Carol Flinchbaugh**, *New Mexico State U.*

Our study conceptualizes how agency theory depicts a relationship between an employer's use of electronic monitoring and employee performance by incorporating the effects of employee self-evaluation and self-determination from self-determination theory. Electronic monitoring is a growing practice for most companies to ensure the quality of employees' work when they work from home. Agency theory suggests that electronic monitoring, as a form of surveillance may prevent employees from behaving opportunistically and impact employee performance positively. However, self-determination theory suggests that an employer's use of electronic monitoring to deter employees' unwanted behaviors may reduce employees' felt trust and employees' perceived autonomy, thus resulting in lower job performance. To disentangle the conflicting outcomes surrounding employee performance in the context of employer's electronic monitoring, we posit that the intensity of telework will impact employees' job performance by affecting the relationship between electronic monitoring and employees' felt trust and autonomy. More specifically, we posit that the use of electronic monitoring bears a negative relationship with employees' performance, especially when the intensity of telework is high. We suggest that the opposite holds true with the low-intensity of telework (e.g., hybrid), such that employee performance is not negatively compromised given the information exchange that employees receive when in-person reduces the deleterious effects of information asymmetry. We will conceptualize the relationships underlying these expectations in this study.

HR: **Evaluation of Human Labor in Human-Robot Working Environments: Empirical Evidence**

Author: **Arna Woemmel**, *U. of Hamburg*
Author: **Gari Walkowitz**, *Technical U. of Freiberg*

We study how the introduction of robots into the workforce affects the subjective evaluation of human work performance, using an online vignette experiment (N=1,321). In the experiment, subjects assumed the role of supervisors in a taxi company and rated individual work performance of human taxi drivers in a three-member-workforce based on quantitative performance results. We compare a baseline rating in which the workforce consisted of three human drivers to two treatments in which the workforce consisted of (i) two human drivers and one robotaxi, and (ii) one human driver and two robotaxis. The performance of both human drivers and robotaxis varied across top, average, and low levels. We find that ratings for low-performing human workers are higher in the treatment with two robots and one human worker than ratings in the other two conditions. Top-performing human workers, however, are rated more strictly as robot performance increases. These findings suggest differential implications of workforce automation on leniency bias in performance evaluation depending on the level of robotic job displacement and the performance level of human workers.

KEY TO SYMBOLS

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Work-Life Harmony: Policies, Perspectives, and the Future of Well-being

Session Moderator: **Yeong-hyun Hong**, *U. of Michigan, Dearborn*

HR: **Impact of Paternal Job Insecurity and Youth's Perceived Employability**

Author: **Qian Shanshan**, *Business school, Guangdong U. of Foreign Studies*
Author: **Vivien Lim**, *National U. of Singapore*
Author: **Thompson Teo**, *National U. of Singapore*

This study examines the crossover effect of paternal job insecurity on youth's perceived employability. Drawing from crossover and conservation of resources theories, we posit that paternal job insecurity is negatively related with youth's perceived employability through paternal career support. As well, we hypothesize that maternal financial contribution to the household attenuates the negative relationship between paternal job insecurity and paternal career support, and youth's identification with father strengthens the positive relationship between paternal career support and youth's perceived employability. Data were collected from a sample of undergraduate students and their fathers. Results supported the crossover effect of paternal job insecurity on youth's perceived employability through paternal career support. The negative relationship between paternal job insecurity and paternal career support was weaker when maternal financial contribution to the household was higher. The positive relationship between paternal career support and youth's perceived employability was stronger for youth who identify strongly with father. The indirect effect of paternal job insecurity on youth's perceived employability through paternal career support was strongest when maternal financial contribution to the household was lower and youth's identification with father was higher. Implications of the findings are discussed.

HR: **Intent Attributions for Work-Family Support Policies, Policy Use, and Employee Attitudes**

Author: **Yeong-hyun Hong**, *U. of Michigan, Dearborn*
Author: **Michael Thomas Ford**, *U. of Alabama*
Author: **Xiaochuan Song**, *Texas A&M U. - Kingsville*
Author: **Jung Hyun Lee**, *U. of Michigan, Dearborn*
Author: **Yinyin Cao**, *U. of Michigan, Dearborn*

The purpose of this paper is to investigate the relationships between employees' attribution of their organization's work-family support practices with employees' actual use of the policies, affective organizational commitment, and organizational citizenship behaviors (OCB). Based on the analysis of data gathered through a three-wave survey study ($N = 251$), results indicated that a performance improvement goal behind work-family support practices (perceived by employees) was positively related to actual policy use, whereas that of a well-being improvement goal was not. Perceiving a well-being improvement goal, however, was positively and directly related to employees' affective commitment after accounting for their use of work-family support practices. Results further supported the indirect relationship between employee perceptions of a well-being improvement goal and OCBs via their affective organizational commitment. On the other hand, the indirect relationships between employee perceptions of a performance improvement goal and OCBs through the use of work-family support practices and affective commitment were not statistically significant. We discuss the implications of our study for theory and practice.

HR: **Work-Life Ideologies: Measure Development and Theoretical Refinement**

Author: **Sabrina L. Speights**, *Wheaton College*
Author: **Lisa Michelle Leslie**, *New York U.*
Author: **Eden King**, *Rice U.*
Author: **Elinor Flynn**, *The Wharton School, U. of Pennsylvania*
Author: **Judith A Clair**, *Boston College*

Theory suggests that individuals hold at least three ideological beliefs about the relationship between work and personal life: fixed- versus expandable-pie ideologies, segmentation versus integration ideologies, and work- versus life-priority ideologies. Moreover, although prior theory suggests that these ideologies are consequential, no validated measure or empirical test of the effects of work-life ideologies exists. As a result, questions remain regarding the construct's dimensionality, discriminant validity, and utility for understanding key outcomes in the work-life literature. To address these limitations, we develop and validate a measure of work-life ideologies, which we then use to provide an initial test of its effects. To this end, we first generate items and assess their content validity (Study 1). We then explore the items' factor structure and assess discriminant validity vis-à-vis related constructs (Study 2). Finally, we confirm the items' factor structure and assess predictive validity (Study 3). Our work extends work-life theory and research by supporting several aspects of the original theorizing regarding work-life ideologies, while also providing a theoretical refinement regarding the construct's nature and consequences and a roadmap for future work.

HR: **Work-life Balance: A Landscape Mapping of Two Decades of Scholarly Research**

Author: **Gertrude Iranganie Hewapathirana**, *Gulf U. of Science and Technology*
Author: **Mohamed Moustafa**, *Gulf U. for Science and Technology*
Author: **Michel Zaitouni**, *Gulf U. for Science and Technology*
Author: **Raghid Al Hajj**, *Gulf U. of Science and Technology*
Author: **Ahmed Rashad ElMelegy**, *Gulf U. for Science and Technology*

The major purpose of this research is to analyze peer-reviewed work-life balance (WLB) research to identify the gaps, hotspots, underlying dynamics, theoretical and thematic trends, influential authors, research collaborations, geographic networks, and the multidisciplinary nature of the WLB theory. Using keywords such as WLB and associated variants, 1,190 peer-reviewed articles were extracted from the Scopus database. Results reveal that the WLB theory has grown into a multifaceted, multidisciplinary field of research. Results also reveal a "Locally-centralized-globally-discrete" collaboration among researchers, indicating a "North-South" divide between developed and developing nations. This lack of research collaboration hinders a global understanding of the WLB as a universal phenomenon. We believe that this study represents the most comprehensive WLB landscape analysis that reveals emerging trends, concepts, networks, underlying dynamics, and growing theoretical and disciplinary boundaries.

HR: **Role of Future of Work for a Sustainable Work Life and Well-being**

Author: **Adrian Heng Tsai Tan**, *Curtin U.*

While research and practical interest in the future of work has been gaining momentum, there are concerns with deterministic views of work contradictions regarding what sustainable work life and well-being might be. This paper systematically reviews the literature to synthesize the role of the future of work for a sustainable work life and well-being of workers. Undertaking a bibliometric systematic review methodology, the review uncovered four major research themes which led to the development of a continuum model of the future of work, used as a lens to appraise the role of the future of work in decent work and employment, occupational health and safety, job performance and satisfaction, and gender, age and work ability issues. Despite varying perspectives there is rising inclination towards more humanistic perspectives in which sense-making of work is crucial to aid the development of a sustainable work life and well-being. Strong humanistic and ethical foundations are suggested for the role of the future of work.

KEY TO SYMBOLS

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Employee Experiences in the Virtual Workplace

Session Moderator: **Elena Ressi**, *U. of Graz*

HR: **Virtual Team Leadership: An Integrative Framework**

Author: **Thao Phan Hanh Nguyen**, *Cornell U.*
Author: **Bradford S. Bell**, *Cornell U.*

Research on virtual team leadership has relied on theories developed for dyadic leader-member relationships or has focused on the informal authority executed by team members, leaving many questions regarding the role of formal leaders unanswered. Integrating Bell and Kozlowski's (2002) and Hill and Bartol's (2016) theoretical perspectives with the functional leadership framework, we posit that formal leaders who engage in certain guiding and empowering functions enhance collective performance by enabling their virtual teams to self-manage. A scenario-based experiment and a 10-week field study of 70 virtual team leaders and 376 members in two Fortune 500 organizations generally support our theorizing. The field survey further shows that the effects of the formal leadership functions at both the individual and team levels are moderated by media richness. More commonly studied dimensions of virtuality including geographical dispersion and technological reliance had negligible moderating roles. We discuss our contributions to the virtual teams and leadership literatures and offer practical guidance for those who are charged with managing in a virtual environment.

HR: **Decision-making on Working from Home: An Opportunity for Inclusive Organizational Behavior?**

Author: **Elena Ressi**, *U. of Graz*
Author: **Silvana Weiss**, *U. of Graz*
Author: **Renate Ortlieb**, *U. of Graz*

In the context of working from home triggered by the Covid-19 pandemic, we theorize on inclusive organizational behavior (IOB), considering participation as a key element in dealing with diverse interests among organizational actors when defining the future of work. We adopt a mixed-method design to examine qualitative data from four companies as well as data from an online survey of 157 companies. In Study 1, we identify four IOB approaches (harmonizing, balancing, silencing, and blighting), illustrating how organizational actors (managers, HR managers, employees, and the latter's representatives) deal with diverse interests in more or less participative ways. We develop a model of IOB that integrates the interaction between heterogeneity of interests and participation targeting organizational culture, organizational structures, and everyday (inter-)actions. In Study 2, we examine the relationship between heterogeneity, participation, and organizational experiences with working from home. Our findings show that a higher degree of participation relates positively to experiences with working from home. The results on heterogeneity and its interaction with participation are more inconclusive. Our research contributes to the conceptualization and practical implementation of IOB by emphasizing the importance of participation in co-creating coherence between given and potentially emerging interests in a constantly changing world of work.

HR: **Work Away, Feel Close: How Does Telework Relate to Employee Work Alienation?**

Author: **Ying Zhang**, *Renmin U. of China*
Author: **Zhen Wang**, *Renmin U. of China*
Author: **Guodong Cui**, *Shandong U.*

This study draws on self-determination theory to investigate the relationship between telework and work alienation and take into account the mediation effect of autonomous motivation. Further, this study theorizes and examines human resource practice flexibility (HR practice flexibility) as the boundary condition in this relationship. In study 1, a two-wave survey was conducted. The results indicated telework had an indirect effect on work alienation via autonomous motivation and the indirect effect was stronger when HR practice flexibility was high. These results were confirmed in Study 2 with a three-wave survey data. Implications and future research directions are discussed.

HR: **Welcome Home!? A Meta-Analysis on the Covid-19 Pandemic's Consequences for Remote Work**

Author: **Elka Thevanesan**, *Ruhr U. Bochum*
Author: **Matthias Weiss**, *Radboud U. Nijmegen*

Remote work has recently experienced a great increase in relevance. Prior research portrays both positive and negative aspects connected to this flexible work arrangement. Taking advantage of the extraordinary situation due to the COVID-19 pandemic, when employees worldwide have been shifted to working remotely, this paper aims to investigate the effects of remote work on employees when remote work is not a choice but an obligation. Using a meta-analysis of 87 independent studies including 62,797 participants, we obtain insights on the impact of remote work before and in an exceptional setting. Comparing empirical evidence before and since the pandemic, results show that the pandemic and the sudden shift to remote work have had an overall negative impact on employees, leading to a deterioration in well-being, decrease in performance, motivation, and job satisfaction. However, a decreasing trend in emotional exhaustion and work-family-conflict in these results may indicate better and faster recovery when working at home. A second meta-analytical approach implies an overall positive effect of remote work before the pandemic, while indicating a more negative impact since the pandemic. Our results show significant changes between both periods, suggesting a negative impact of remote work when introduced suddenly or unprepared.

KEY TO SYMBOLS

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Agile Talent Management

Session Moderator: **Stefan Jooss**, *U. of Queensland*

HR: **Towards Agile Talent Management: The Opportunities of a Skills-first Approach**

Author: **Stefan Jooss**, *U. of Queensland*
Author: **David Collings**, *Trinity College Dublin*
Author: **John Francis McMackin**, *Dublin City U. Business School*
Author: **Michael Dickmann**, *Cranfield U.*

Despite its evolution over the last two decades, talent management has been criticised for being too static in its approach. Drawing on matching theory and adopting an agility lens, we show how a skills-matching perspective on talent management fosters the development of strategic agility, responsive to external and internal demands. Through qualitative research encompassing 34 interviews in 15 multinational enterprises, we illustrate how a skills focus required revisiting talent strategies to facilitate initial and dynamic matching in external and internal labour markets, and we highlight key boundary conditions for skills-matching. We reveal a set of dynamic capabilities, underlying two meta-capabilities, strategic sensitivity and resource fluidity, which underpin the skills-matching process and enable strategic agility. In doing so, we shift the focus of talent management towards skills acquisition and development, and emphasise the need to look beyond traditional learning and development to alignment across the wider talent function.

HR: **Managing Talent with In-house Employee Assistance Programmes: A Qualitative Extension of HRM Agility**

Author: **Tianyi Long**, *PhD Student at Monash*

One of the greatest challenges facing contemporary organisations is building resilient talent pipelines to ensure an adequate knowledge base and human capital. In the change-oriented dynamic business environment, dynamic capabilities of talent management (TM) have been seen as a prerequisite for organisations to survive in the era of talentism. This study focuses on the research and practice of a widely adopted but understudied human resource management (HRM) practice— employee assistance programmes (EAPs) in TM processes. Drawing on 42 in-depth interviews from multilevel participants in a wide range of industries in China, we unveil that in-house EAPs allow more dynamic mobilisation of resources to ensure HRM is adapted quickly to new challenges in attracting, developing, and retaining talents. In addition, they are conducive to developing organisational strategic agility with proactive and preventative functions. Novel insights are also offered on why keeping EAPs in-house gains organisations agile and strategic advantages, compared to the prevalent outsourced programmes. This study contributes to explicating and theorising the process through which in-house EAPs can foster dynamic capabilities of organisations in the whole TM process, and thus contribute to fostering HRM and organisational strategic agility. An integrative conceptual framework of this process is also provided.

HR: **Talent Management Implementation in Indian Organizations: Surviving or Thriving during the COVID-19**

Author: **Uday Bhaskar**, *Institute of Management Technology Ghaziabad, India*
Author: **Sherry E. Sullivan**, *Bowling Green State U.*

Despite the growing interest in Talent Management (TM), few empirical studies have examined how it is actually implemented in organizations. To address this research gap and gain a greater understanding of TM implementation, we examined organizations operating in India during the COVID-19 pandemic. Employing qualitative inquiry, 42 semi-structured interviews with managers from 21organizations were completed. Each manager was interviewed during both wave one and two of the pandemic. Based on our analysis of the interviews and triangulation with archival data, four aggregate TM themes were identified: obstacles to employee performance, changes in competency building, organizational approaches to employees' work well-being, and HR departments taking on new responsibilities during the pandemic. While we found relatively little variance among the organizations for three of the TM aggregate themes, there was a substantial variance in the TM approaches used to enhance employees' work well-being. We propose a model that integrates TM research and the theory of thriving to explain our findings. Directions for future research and implications for managers are discussed.

HR: **Gendered Social Consequences of Job Crafting for Early-Career Talent**

Author: **Zhishuang Guan**, *U. of Maryland, College Park*
Author: **Hui Liao**, *U. of Maryland*

Focusing on individuals at their early-career stages, this paper examines the social consequences of early career talent's two types of job crafting (i.e., increasing structural job resources and challenging job demands). Drawing on the multiple categorization theory, we propose that both types of job crafting can earn early-career talent more coworker support, which carries consequential influences for important job outcomes, such as intent to stay and career advancement. Meanwhile, we propose the effects of increasing challenging job demands will be moderated by gender. We tested our hypotheses utilizing multi-wave data of 228 interns matched with data from their colleagues, objective HR records for career advancement, and the annual employee survey database of a large company. We found while increasing structural job resources benefited both male and female interns in terms of gaining more coworker support, increasing challenging job demands only benefited male interns. Coworker support, in turn, not only enhanced interns' desire to stay with the organization via higher job satisfaction, but also increased their chances of receiving an official job offer from the company via better job performance. This research extends our understanding of how early-career talent's social and career outcomes are impacted differently depending on their engagement in different types of job crafting strategies and on their gender, and offers interesting research and practical implications on early-career talent.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1262** | Submission: **20843** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Green Initiatives and Social Responsibility

Session Moderator: **Zhenya Zhang**, *U. of Electronic Science and Technology of China*

HR: **Why and When Employees Speak out in Greenwashing Organizations: A Mediated Moderation Model**

Author: **Zhenya Zhang**, *U. of Electronic Science and Technology of China*
Author: **Lu Chen**, *U. of Electronic Science and Technology of China*
Author: **Yilin Xiang**, *U. of Electronic Science and Technology of China*
Author: **Yutong Zhou**, -

Based on the social cognition theory of morality and taking the perspective of employee, we build and test a mediated moderation model in which perceived greenwashing interacts with perceived inter-organizational competitive pressure to affect ethical voice through moral disengagement. A multisource time-lagged organizational field survey from 250 members and 62 supervisors was conducted to test our model. Results show that perceived greenwashing negatively (positively) affects ethical voice through moral disengagement under high (low) perceptions of competitive pressure. The studies indicate that when employees feel that their organizations are under greater competitive pressure, the stress may cause them to suppress their objections to greenwashing through moral disengagement. The findings have implications for the social cognition theory of morality and for managers who want to encourage ethical voice and discourage moral disengagement.

HR: **Modeling Workplace Green Performance: Moderation of Problem-based Learning**

Author: **Chieh-Peng Lin**, *National Yang Ming Chiao Tung U.*
Author: **Chou-Kang Chiu**, *National Taichung U. of Education*
Author: **Pei-Feng Wu**, *National Yang Ming Chiao Tung U.*

Drawing upon self-determination theory and situated learning theory, this work proposes a theoretical model that shows how self-determined motivation influences workplace green performance. In the model, workplace green performance is indirectly influenced by perceived autonomy, competence, and relatedness as three predictors via the mediation of green learning goal orientation (Green-LGO). In the meantime, the effects of the three predictors on Green-LGO are hypothetically moderated by problem-based learning. An anonymous field survey on engineers was conducted across two large semiconductor companies. Multiple statistical methods such as hierarchical moderated regression analysis and structural equation modeling were performed to verify the proposed hypotheses of this study. Finally, this study presents research

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HR: **Sustaining Workers: The Influence of Environmental Sustainability on Employees' Commitment to Work**

Author: **Cristen Dalessandro**, *O.C. Tanner Institute*
Author: **Alexander Lovell**, *O.C. Tanner Institute*

Recent reports suggest that employees are increasingly seeking out organizations with environmentally-friendly reputations. However, we still don't fully understand the extent to which environmentally-friendly policies and practices matter when it comes to organizational efforts to recruit and retain employees. Thus, in this paper, we use original survey data with an international group of employees (N=3,101) to investigate the extent to which environmental sustainability practices matter for employees' self-reported levels of commitment to their organizations. In particular, we are concerned with how environmental sustainability matters to workers of different ages/generations, although we explore how additional demographics might also matter. Using a logistic regression model, we found that younger workers, including millennials (OR: 2.21; 95%CI: 1.45-3.40) and Gen Z workers (OR: 3.12; 95%CI: 1.66-6.10) as well as leaders (OR: 1.90; 95%CI: 1.45-2.50) reported that an employer's sustainability practices matter significantly for how committed they feel to their jobs. Separate chi-square analyses also found that leaders and younger workers were significantly more likely to say they would look for another job if they discovered that their current employers had environmentally unfriendly practices. While organizations struggle to find talent and to build diverse and inclusive workplaces in the wake of "The Great Resignation," commitment to environmental sustainability is one potential untapped strategy for recruiting and retaining groups of in-demand employees.

HR: **What is the Role of CSR Champions in Facilitating Employee CSR Engagement?**

Author: **Kelsy Hejjas**, *Edinburgh Napier U.*
Author: **Caroline Scarles**, *U. of Surrey*
Author: **Graham Miller**, *U. of Surrey*

Although corporate social responsibility (CSR) champions and employee CSR networks are increasingly used to embed CSR throughout organizations, there remains a lack of understanding relating to how leadership between co-workers, as opposed to managers and subordinates, influences employee willingness to engage in CSR. The aim of this research was therefore to analyse employee perspectives on the perceived role and effectiveness of CSR champions in facilitating employee CSR engagement. Semi-structured interviews with CSR champions (22) and both engaged (15) and disengaged (14) employees were conducted across three hospitality and tourism organizations. Stakeholder, social identity, and social capital theory were subsequently utilised to explain both individual and relational mechanisms affecting employee behaviour in relation to CSR peer-leadership and CSR engagement, and how these may differ between employees based on their existing level of engagement. Counter-intuitive findings suggest that although champions can drive engagement, these individuals also actively facilitate disengagement. A spectrum of employee CSR engagement is subsequently presented, identifying how employees' current levels of engagement, social capital, and social identity moderate the effectiveness of leadership by CSR champions. By acknowledging individual needs in relation to CSR engagement, the framework presents alternative means to engage a range of employees, including those who are disengaged from organizational CSR.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1263** | Submission: **20889** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Talent for the Future of Work

Session Moderator: **Kiran Marlapudi**, *Indian Institute of Technology Roorkee*

HR: **Empowering the Worker in Industry 4.0: A Study on Redefining Talent, and Evolving Competencies**

Author: **Kiran Marlapudi**, *Indian Institute of Technology Roorkee*
Author: **Usha Lenka**, *PROFESSOR, Head of Management Studies, IIT Roorkee*

Talent, the intangible asset of an organization, is the source of competitive advantage, making talent management (TM) practices more prevalent across industries. The business environment of the global economy has entirely transformed since the call of the "war for talent," necessitating the need to re-examine TM practices and the concept of talent in the contemporary world. With the advent of Industry 4.0-related technologies, jobs and tasks are highly automated, diminishing the traditional job roles and creating a new wave of jobs requiring new skill sets and evolved competencies. To succeed in this complex scenario, organizations and individuals must get into the habit of reskilling and upskilling to stay relevant to the evolving nature of the future of work. In this paper, we explore how talent can be redefined for Industry 4.0 by systematically tracing the evolution of the talent concept over the two decades and identifying the evolving competencies required for Industry 4.0 using a state-of-the-art review method and inductive content analysis. We propose a dynamic matrix of Industry 4.0 competencies based on the global skills taxonomy that encompasses the competencies that talents need for Industry 4.0. This dynamic matrix can be constantly updated with evolving skills to keep up with changing times and contexts. Therefore, the main objective of this research is to empower the worker in Industry 4.0 by providing a framework to identify the competencies that are required to survive and thrive in the future of work. Through this research, we aim to bridge the gap between the traditional definition of talent and the evolving definition of Industry 4.0. This study has implications for guiding training institutions, organizations, and governments to identify the competencies individuals need to develop through reskilling and upskilling to be prepared for the future of work.

HR: **What Is the Most Valuable Intelligence for the Future of Work?**

Author: **Yuan Pan**, *U. of Electronic Science and Technology of China*
Author: **Ni Liu**, *U. of Goettingen*

Recent progress in digitalization has changed the competencies demanded for future employment. Drawing on the multiple intelligence theory, this study focuses on the types of intelligence desired by recruiters and how they contribute to wages, considering occupational differences. Our analysis of 29,962 job advertisements suggests that interpersonal intelligence commands higher wages across all occupations, whereas logical intelligence is valuable for most occupations. Linguistic, intrapersonal, spatial, bodily, and musical intelligence are also valuable for certain occupations. In contrast, natural intelligence is consistently related to lower wages. The results from our fuzzy-set analysis further revealed certain combinations of intelligence that are particularly valuable. Based on our results, we discuss the theoretical and practical implications of the study.

HR: **They Are Not Match-Makers: Understanding the Behavior of a Search Firm**

Author: **Olga Ivanova**, *USI Lugano*
Author: **Anne Bowers**, *U. of Toronto*

Search firms play an important role in modern labor markets. They shape the structure of job opportunities and regulate talent flows. While prior studies have investigated how search firms match workers to jobs, we pay attention to the implications of failed searches and explore how search firms allocate resources and manage their client portfolios. Using the data from a contingency search agency, we demonstrate that the agency invests more effort in searches for clients that provided job orders but did not hire in the past and save resources on more successful clients by presenting them already known candidates. We also show that the knowledge that search firms accumulate through a history of successful searches is used to compile a convincing shortlist and stimulate the client to select one of the presented candidates. These findings have implications for the study of market intermediaries and the understanding of labor market outcomes more generally.

HR: **Does "Putting People First" Pay Off? Institutional Logics and Substantive Employee-Centric Signals**

Author: **Juan I. Sanchez**, *FIU-EGADE Tec Monterrey*
Author: **Yasmina Lazrak**, *Florida International U.*
Author: **Luis Antonio Perez-Batres**, *Missouri State U.*
Author: **Ivan E. Pineda**, *Florida International U.*

We draws on signaling (Connelly et al., 2011; Spence, 1973), stakeholder (Freeman, 2010; Mitchell, Agle, & Wood, 1997; Parmar, Freeman, & Harrison, 2010), and institutional logics (Scott, 2001; Thornton, Ocasio, & Lounsbury, 2012) theories to develop a theoretical model of the substantive correlates of employee-centric signals. We hypothesized that, when the dominant symbolic and normative pillars of the firms' institutional logics underscore the importance of employee stakeholders (Scott, 2001), the strength employee-centric signals will correlate with firm profitability. An association between the strength of employee-centric signals found in the corporate websites of 282 Fortune 500 firms and increases in firm profitability emerged for firms in people-intensive service industries and for large firms, thereby supporting the importance of addressing the firms' institutional logics when emitting employee-centric signals (Perez-Batres et al., 2012).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1264** | Submission: **20891** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

Thriving in the Gig Economy

Session Moderator: **Kabiru Oyetunde**, *LSBU Business School, London / UK*

HR: **How a Gamified System Influences Gig Workers' Job Satisfaction and Performance?**

Author: **WeiMing YE**, *Peking U. HSBC Business School*
Author: **Shubin Yu**, *BI Norwegian Business School*
Author: **Yangjuan Hu**, *Peking U. HSBC Business School*

As the platform economy continues to grow, gamified algorithms have become a useful tool to manage gig workers. While researchers are optimistic about the effect of gamified work in many sectors, a gamified work system might not always result in "blissful productivity". A survey study and a field experiment were conducted to investigate how engagement with a gamified job system affects job satisfaction and performance of gig workers. The results suggest that engagement with a gamified job system has a positive effect on motivation to work, which leads to higher job satisfaction and better performance. However, a negative indirect effect of gamification engagement on job satisfaction through work stress and anxiety was also observed. A higher level of gamification engagement elicited work stress and induced anxiety, consequently decreasing job satisfaction and performance. Thus, the total effect of gamification engagement depends on the competition between two routes of motivation versus stress/anxiety. This study contributes to the explanation of the divergent findings of previous research in gamified work.

HR: **Incessant Struggle to be Heard: A Study of Temporary Agency and Platform Workers' Voice**

Author: **Kabiru Oyetunde**, *LSBU Business School, London / UK*
Author: **Rea Prouska**, *London South Bank U.*
Author: **Aidan McKearney**, *London South Bank U.*

Triangular workers are vulnerable to unfavourable employment relations practices particularly in developing economic contexts characterised by a high rate of un/under-employment and poverty. Theoretically framed on Hirschman's exit, voice, and loyalty (EVL) theory and drawing on the triangular work literature, our study compares the voice regimes in physically and digitally mediated triangular work in a developing context. Based on a qualitative study of temporary agency and platform workers in Nigeria, we demonstrate that triangular workers are in a constant struggle to voice their grievances, more so for platform workers than for temporary agency workers. Workers' individual considerations, organisation structural, and external societal influences drive or impede triangular workers' voice. However, triangular workers respond to voice restriction with loyalty or exit depending on the degree of their career commitment, and availability of alternative opportunity. Our study extends the voice and EVL theory by conceptualising an initial EVL-led framework of triangular workers' voice. It offers avenues for future research and presents practical implications for practitioners.

HR: **Gig Work and its Impacts on Existing HR and Organizational Responsibilities and the Role of HRM**

Author: **Anna Tillmann**, *Rotterdam School of Management, Erasmus U.*
Author: **Bastiaan A. Koene**, *Rotterdam School of Management, Erasmus U.*

Gig work describes a growing part of the labor market where workers are hired to do small, temporary jobs called "gigs" mostly using online digital platforms to manage supply and demand. It requires changes in the way we organize and manage work. The existing literature sheds light on the reasons why companies use Gig work and highlights the legal complexity due to the lack of classification of Gig workers. However, the organizational perspective, which examines the challenges and changes for HRM and other organizational actors have been largely neglected. The impact of Gig work is reflected in the organization of work, with the use of online platforms and algorithms, accompanied by numerous changes in terms of processes and systems. A key question is how this affects the day-to-day work and organizational HR responsibilities of the actors involved in the organization of work? To answer this complex question, we examined how Gig work changes HR practices and responsibilities, focusing on the role of not just the HR department but various internal and external organizational actors. Our analysis shows that the introduction of Gig work brings fundamental changes to the people management process, as the HR department has no longer the sole or even primary responsibility for carrying out HR practices. While technology is removing some of the tasks originally performed by HR, the role of the line manager is becoming more central and other actors such as procurement and, in some cases, dedicated platform managers get involved. Our research provides a detailed analysis of responsibility shifts, outlines new responsibilities arising with Gig work and highlights theoretical and practical recommendations for organizations introducing Gig work.

HR: **Free to Have Imbalance: Freelancers Work-life Balance and the Mediating Role of Key Work Facets**

Author: **Christer Andre Flatøy**, *NHH Norwegian School of Economics*

Freelancing, by some described as the prototypical work arrangement of the 'new world of work', is becoming an increasingly relevant work arrangement. Freelancing's emphasis on individual agency, coupled with the inherent uncertainty that follows from it can have important implications for freelancers' work-life balance. Yet, freelancers' work-life balance remains understudied, with empirical comparisons between freelancers' and employees' lacking from the literature. This study investigates if freelancers' work-life balance differs from that of employees with open-ended contracts. In so doing, particular attention is paid to the mediating role of three key facets of work: work-scheduling autonomy, job-income security and collegial support. Hypotheses are tested in a sample of journalists. Journalism fits the criteria of a high-status occupation. Extant literature offers to possible explanations for how work facets may mediate workers' work arrangement and their work-life balance in such a population. Resource theory contends that these facets promote work-life balance. On the other side, the 'stress of higher status' perspective contends that these facets, while beneficial in several regards, are attained at the expense of workers' work-life balance. The results show, first, that freelancers experience a lower level of work-life balance than employees. Second, the results provide unanimous support for the stress of higher status perspective. This paper offers two overall contributions. First, it contributes to the literature on freelancing by demonstrating that while freelancing may formally 'free' workers, this freedom does not lead to a greater work-life balance than what employees have. Second, the paper contributes to the literature on work-life balance by demonstrating that key work facets, usually presumed to promote work-life balance, may in fact entail a reduced work-life balance.

Session Type: **Paper Session**
Program Session: **1265** | Submission: **20836** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

Entrepreneurship and HRM

Session Moderator: **Radhika Shrivastava**, *Fortune Institute of International Business*

HR: **HRM in Venture Funded Entrepreneurial Firms: A Stage-wise Functional Elaboration Approach**

Author: **Romana Gulshani**, *Indian Institute of Management, Bangalore*

There is growing recognition that venture finance impacts human resource management in a startup context. However, venture capitalists' specific roles in influencing their portfolio companies' HR processes are less known. The study focuses on growing ventures that face significant HRM challenges as they transition from an early to a growth stage. The current study uses qualitative research to explore the influence of venture capital investment on human resource management (HRM) in venture-funded startups. The present study is significant because it lies at the intersection of the literature on HRM, entrepreneurship, and venture finance. The findings of the study suggest that VCs contribute towards both the quantitative and qualitative elaboration of HRM through their involvement in recruitment, performance management, compensation mapping, organization design, founder coaching, networking and outreach. Overall, the study contributes to a nuanced understanding of venture finance and its implications on HRM in entrepreneurial firms.

HR: **Growing Pains - Talent Management through the Scaling-up Stages of an Entrepreneurial Firm**

Author: **Radhika Shrivastava**, *Fortune Institute of International Business*
Author: **Malcolm Higgs**, *Southampton U.*

This paper sheds light on the entrepreneurially-relevant contingencies that shape the evolution of talent management (TM) practices in growth-stage entrepreneurial firms (EFs). TM has been studied mostly in MNC settings, and there are multiple calls in the literature to broaden focus to include varied contexts and bring to the forefront voices of a wider stakeholder group. In response to this gap this paper presents findings of an exploratory study conducted in founder-led growth-stage ventures using an empirical approach. Through this study the plan is to identify the institutional and external forces that shape the thinking around installing a TM program, as well as to understand the triggers and consequence of transitions to uncover responses to multi-level organizational challenges to managing talent that will emerge as a firm grows. A multiple case study methodology has been used to study the phenomenon from the perspective of three distinct organizational actors at five firms. On this basis a framework has been proposed that outlines the evolution of a firms' key TM systems through three related stages that a small business grows through, and within these stages are trigger points that precede the advance into the next stage of growth. The findings are significant as they present a lens to understand TM at different stages of a firms' growth, plan for these transitions by anticipating the path and successfully manage the change that results to ensure the growth of the EF. The analysis to some extent contradicts existing research which categorizes small business TM into informal and inclusive approaches. To the best of our knowledge, this is the first empirical study that examines the interplay of talent management and growth at entrepreneurial firms.

HR: **To Achieve Dual-Oriented Strategic Goals: Unveiling Human Resource Management Systems of Young Firms**

Author: **Qian Zhang**, *U. of Ottawa*

As a result of intensified business competition, increased work complexity, and an aging workforce, attracting, developing, and retaining employees has become a fundamental and on-going challenge for organizations. This is particularly important for new ventures who face strategic needs of survival and growth simultaneously. Yet, research is largely silent on how human resource management (HRM) systems can enable new ventures to achieve their strategic goals. Drawing on 51 semi-structured interviews and organizational documents describing two new ventures in the healthcare industry in China, this study investigates a model of HRM systems espoused by new ventures when they face simultaneous strategic goals—survival and growth. The findings show that new ventures attempted to utilize the HRM systems embedded in relationship-oriented collaboration. Specifically, at the macro-level, new ventures relied on cross-organization partnerships to share and develop their employees; at the meso-level, these organizations cultivated collaborative cultures and designed strategically targeted HR policies; and at the micro-level, relational capabilities, in addition to technical skills, were highly emphasized among individuals. The paper provides valuable insights into the elaboration of how strategic HRM can affect a firm in its early stages of development.

HR: **Employee Agility in New Ventures: Examining the Role of Trust in Founder in Cross-Cultural Context**

Author: **Ashneet Kaur**, *assistant professor*
Author: **Sudhanshu Maheshwari**, *S P Jain Institute of Management and Research*
Author: **Sunil Kumar Maheshwari**, *Indian Institute of Management, Ahmedabad*

Employee agility represents an important driver of new venture performance in a highly dynamic and competitive market. We examine what factors influence employee agility in new ventures in the context of individualistic and collective cultures. Drawing on Job Demand-Resource Theory, we develop a theoretical model that explains how job autonomy among the employees of a new venture influences agility through positive work engagement. We also argue that trust in founders is crucial in enhancing the relationship between work engagement and employee agility. To test our model, we conducted two studies in cross-cultural settings. In Study 1, we collected 205 responses in a multi-wave survey circulated among employees working for startups in India (a collective culture) and in Study 2, we collected 187 survey responses in the United States of America (an individualistic culture). Our results from both studies facilitate disentangling the underlying mechanism of employee agility and show that trust in founders even indirectly moderates the relationship between job autonomy and employee agility, such that this relationship is stronger when trust in founders is high. Thus, our study allows for more accurate predictions about how employee agility emerges in new ventures. Our study contributes to research on how a founder's interpersonal relations could have an implication on employee agility in startups.

HR: **Organizational Ambidexterity and Performance: Examining the Moderating Role of Unit Differentiation**

Author: **Leon Barton**, *U. of St. Gallen*

To be successful in the long term, companies must meet current requirements (exploit) while being prepared for future demands (explore) – a dynamic capability referred to as ambidexterity. Research investigating the microfoundations of organizational ambidexterity has identified the crucial role of individual exploitative and explorative behaviors of employees in achieving ambidexterity on the organizational level. But what happens if employees in business units work with (very) different foci? This study provides a new perspective on the impact of high differentiation between business units in organizations focused on exploratory and/or exploitative goals. Drawing from paradox and social identity theory, I argue for an effect of organizational ambidexterity on firm performance via increased levels of positive affective tone. I subsequently theorize that this positive effect might be switched off by strong ambidextrous unit differentiation. This moderated mediation model is tested and supported by multiple regression analyses in a multisource data set containing 17,429 employees from 92 companies. These results are discussed and contribute to the literature on organizational ambidexterity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1266** | Submission: **20880** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Parliament**

Promoting Employee Well-Being

Session Moderator: **Sari Mansour**, *U. du Québec, TÉLUQ*

HR: **Promoting Workers' Well-being Through Human Resource Management Practices and Job Crafting**

Author: **Sari Mansour**, *U. du Québec, TÉLUQ*

The COVID19'crisis put more pressure on organizations to care about employees' well-being and to support them to adapt to their altered work environment. Because many approaches in the field of strategic human resource management have failed to consider seriously employees well-being, there is a need for a sustainable and well-being-oriented approach. This study examines the links between well-being-oriented human resource management (WBHRM), job crafting and well-being at work using two waves sample of nurses working in healthcare organizations in Quebec-Canada (N= 344). Based on the conservation of resource theory and using structural equation methods to analyze data, results show when nurses who perceive the value of WBHRM in context of crises as high, they reinvest more resources over time in form of job crafting by actively crafting more decisions on how to do their work, by reorganizing work to be more effective, by using more technology to improve work process and by developing more their skills and capacities to acquire additional resources such as well-being. The findings reveal that job crafting mediates the link between WBHRM and well-being at work.

HR: **Is the Well-being Paradox Real? A Meta-Analysis of Human Resource Management and Employee Well-being**

Author: **Zhao Dan**, *Hainan U.*
Author: **Ningyu Tang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Employee well-being is a composite construct; hence HRM systems may have convergent and divergent effects on different dimensions of well-being. While numerous studies have documented the critical role of HRM systems in employee well-being, a systematic overview of the associations between different HRM dimensions and multiple aspects of well-being still needs to be provided. This study reports a meta-analysis investigating the associations between HRM systems and various types of well-being. Drawing on data from 58 samples (N = 742,368), our results found a clear primary trend, namely, that ability-enhancing HR practices had the strongest positive association with happiness well-being; motivation-enhancing HR practices were the most negative predictive of health well-being; opportunity-enhancing HR practices displayed strongest positive association with social well-being. Moreover, MASEM results indicated HRM-well-being-performance model had a good fit. Overall, the meta-analysis findings highlight the relationship between HRM systems and different types of well-being. Implications for future research and policy recommendations aiming to increase well-being are discussed.

HR: **Investigating the Paradoxes of Workplace Well-being: A Systematic Literature Review**

Author: **Steven Kavaratzis**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Megan Herrewynen**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Trisha Bugra**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Research examining how corporate wellness programs (CWPs) can ease employee stress is on the rise; however, much of existing research neglects the contextual factors that may undermine well-being (WB) or does not fully consider the tension between how WB may compete with outcomes like job performance. Applying Job Demands-Resources (JD-R) and Conservation of Resources (COR) theory, we examine how pursuits of WB may paradoxically be competing with other employee resources in a loss spiral that can outpace gains. We conduct a large-scale systematic literature review of 156 articles using the Covidence software to better understand WB and workplace outcomes, contextual planning and evaluation components of CWPs, and the theory used when examining CWPs. Our review finds that replenishing and adapting resources to offset loss spirals will improve physical and psychological WB under the right context, outcome planning and execution. While CWPs reliably enhance WB, workplace variables did not always yield the same outcome. We propose that part of the paradox may be reconciled by considering how congruent a CWP's design is with its intended outcomes, most notably job performance and satisfaction. Our review offers theoretical and practical considerations to guide future research aimed at supporting both WB and workplace gains.

HR: **The Impact of Isolation on Employee Well-Being: a Daily Diary Investigation**

Author: **Wilfred Van Den Brand**, *The Open U., Netherlands*
Author: **Irina Nikolova**, *Maastricht U., School of Business & Economics*
Author: **Marjolein C.J. Caniels**, *The Open U., Netherlands*

Drawing on affective events theory, we propose that work-related isolation can affect employee well-being (i.e., high engagement and low emotional exhaustion) through positive affect. In addition, building on conservation of resources theory we examine the moderating role of self-efficacy. Hypotheses were tested using a daily diary methodology. Study variables were captured in a daily questionnaire during ten consecutive working days. The sample consists of 44 employees from whom we obtained 333 daily observations. Multilevel path analysis revealed that isolation was negatively related to positive affect. Furthermore, positive affect was significantly related to employee well-being. Moreover, we established significant indirect effects from isolation to work engagement and emotional exhaustion through positive affect. These results hold for both the within-level and between-level. In addition, the indirect effects were moderated by self-efficacy for both work engagement and emotional exhaustion at the between-level. The study results demonstrate the importance of self-efficacy in preventing decrease in positive affect under the condition of isolation and emphasize the need to safeguard the individuals with low self-efficacy whose well-being might be in greater jeopardy.

HR: **A Contingent Multilevel Model: Employee Burnout and Firm Performance in Paradoxical Working Contexts**

Author: **Sophie Kathrin Meier**, *U. of St. Gallen*

Paradox scholarship has warned of the vicious cycles that entrap individuals dealing with paradoxical tensions. Yet, the health-related consequences tension-laden environments bestow upon employees remain significantly understudied. Addressing this gap, the present study combines paradox theory and the job demands-resource model to illuminate how conflicting work demands can deplete employees' resources. Resulting in higher rates of employee burnout, paradoxical tensions are theorized to impair organizational effectiveness. However, the study simultaneously suggests a remedy: Conceiving of social capital as a job resource, firms whose organizational climate promotes boundary spanning can effectively attenuate the (health) depleting effect of paradoxical tensions. Capitalizing on data comprised from over 13'000 employees and top management teams from 80 SMEs, a cross-sectional multilevel analysis corroborates the hypothesized negative indirect relationship between paradoxical tensions and organizational performance. Yet, an organization climate conducive of boundary spanning mitigates and ultimately nullifies the negative effect of paradoxical tensions on burnout proclivity. Hence, being among the first to shed light on the negative side of paradoxical tensions, this study explores important boundary conditions that enable employees to master contradictory work demands.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1267** | Submission: **20867** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George C**

Line Managers and HR Implementation

Session Moderator: **Peipei Bai**, *Hongik U.*

HR: **A Stressor–coping Model of First-line Manager's HRM Implementation: An Empirical Investigation**

Author: **Peipei Bai**, *Hongik U.*
Author: **Huikun Chang**, *Seoul National U.*
Author: **Longzhen Li**, *Hongik U. College of Business Management*
Author: **Jongwook Pak**, *U. of Auckland Business School*

Devolving human resource (HR) roles and practices to first-line managers (FLM) is a prominent feature of modern human resource management. The main purpose of HR devolution is to improve the effectiveness of HR implementation. However, it is unclear 1) whether there is a consensus between HR department and FLM on the outcomes of HR devolution, and 2) what conditions need to be resolved to ensure FLMs' HR implementation effectiveness. To fill this void, this study extends the current literature in two key ways by concentrating on the stressor–coping strategy model of FLMs' HR implementation. First, this study explores that HR devolution is associated with stressors, which is, in turn, related to coping strategies, and ultimately influenced HR implementation effectiveness. Second, this study investigates the moderating effects of FLMs' attributions toward HR devolution on the stressor–coping strategy. Hypotheses were tested with 723 employees in 203 workgroups from 20 Chinese companies. The results showed that the proposed model is mainly supported. Therefore, this study contributes to extending the literature in several ways.

HR: **The Impact of Promotion for Leadership Potential on HR Role Identity and HR Implementation**

Author: **Jongwook Pak**, *U. of Auckland Business School*
Author: **Hossein Heidarian Ghaleh**, *allameh Tabataba'i U.*
Author: **Huikun Chang**, *Seoul National U.*
Author: **Keith Townsend**, *Griffith Business School, Griffith U.*

Over the last two decades, HR devolution has garnered sizable literature, and the significance of frontline managers'(FLMs) HR implementation has received significant scholarly attention. However, the research has hardly embraced a retrospective approach to view FLMs' promotion background and their psychological attachment to HRM as a sine qua non. Thus, drawing on role identity theory, this study proposes a theoretical model whereby FLMs promoted based on their leadership potential are more likely to hold strong HR role identity and exhibit greater HR implementation. Our model also describes how FLMs' HR implementation impacts group performance. The study used a time-lagged research design to collect multi-source data from 528 employees and their FLMs from a large Chinese information and communication technology (ICT) company. Our findings confirm that FLMs' promotion for leadership potential significantly impacts their HR role identity, and that HR identity operates as a determinant for subsequent HR implementation. We also revealed that FLMs' HR implementation substantially anticipates group performance. Together, this study captures key developments in devolution and promotion research by uncovering that promoting FLMs attentive to their leadership capacity is a prelude to the success of HR initiatives.

HR: **Line Manager HRM Implementation: Linking its Attributions to Employee's Experience and Behaviors**

Author: **Zhu YAO**, *Hunan U.*
Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Author: **Jinlian Luo**, *Tongji U.*
Author: **Zhengde Xiong**, *Hunan U.*

Line manager HRM implementation, also labelled as the real or actual HRM, has received the increasing attention in the past decades. This study contributes to the line manager HRM implementation research by theorizing the attributions of line manager HRM implementation and its impact on employee attitudes and behaviors. Drawing on social exchange theory and the approach-avoidance framework, this study establishes a series of mediation models to explain how and why employees' perceived attributions of line managers HRM implementation influence employees' withdrawn behaviors, including knowledge hiding and unethical pro-organizational behavior (UPB). The attributions of line manager HRM implementation influence employees' motivations towards opportunities (approach or avoidance orientation), which are linked to their identification with organisations, ultimately to their behaviors at work. The mediation models are tested via two studies. In Study 1 with three-wave data collection from 303 employees, attributions of line manager HRM implementation are found to be correlated with knowledge hiding mediated by organizational identification. Using four-wave data collection from 738 employees, Study 2 extends Study 1 by finding the pathway through which employees' perceived attributions of line manager HRM implementation influence organizational identification, i.e., approach and avoidance orientation. Overall, this research contributes to HRM research by investigating the perceived why of and how line manager HRM implementation and its impact on employee motivation, cognition, and behaviors.

HR: **The Assignment of HRM Responsibilities to Line Managers: A Contextually Based Perspective**

Author: **Jordi Trullen**, *ESADE Business School*
Author: **Nadima Hassan**, *U. Rovira I Virgili*
Author: **Mireia Valverde**, *U. Rovira I Virgili*

Increasing needs for flexibility and adaptation in organizations call for higher levels of autonomy in managers' HRM decisions. Yet, large differences remain in the extent to which organizations assign HRM responsibilities to line managers, a process known as devolution. Adopting a contextualized perspective supported by contingency theory, we use a large multi-country data set to test the influence of institutional, competitive, and heritage-based mechanisms on the uptake of devolution, finding support for the latter two. Our results point at the need for more integrative and multi-level approaches to context, which complement predominant managerialist views on the assignment of HRM responsibilities to line managers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1268** | Submission: **12147** | Sponsor(s): **(HR, ODC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

Rethinking The Modern Workspace – Healthy Workers and Expanded Realities ☯ ✈ 💬 💻

Moderator: **Ann Sophie Lauterbach**, *U. of Konstanz*
Panelist: **Lawrence A. Witt**, *U. of Houston*
Panelist: **Cristina G. Banks**, *U. of California, Berkeley*
Panelist: **Sally Augustin**, *Design with Science*
Panelist: **Marko Orel**, *Prague U. of Economics and Business*

The market for talent is highly competitive - more so now than before COVID-19; top talent can work for anyone and anywhere. Workplace design influences employee health and engagement, and employers whose physical workplaces promote safety and well-being will likely have a competitive advantage in the labor market. We will discuss cognitive design aspects like colors and lightning for cognitive refreshment but also psychological design aspects like control over their workplace, perceptions of fairness, and spatial or virtual layout that promotes interaction. As there are more and more flexible work arrangements, we will go beyond the classic pre-pandemic office setting and discuss how virtual reality can improve employee satisfaction within hybrid environments. With this panel, we want to highlight the importance of workspaces to the AOM audience. We aim to prompt future thinking regarding workspaces that align needs for comfort, connection, privacy, flexibility, predictability, equity, and security.

KEY TO SYMBOLS

📖 Teaching-oriented ☯ Practice-oriented ✈ International-oriented 💬 Theme-oriented 💻 Research-oriented ✋ Diversity-oriented
🏳 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1269** | Submission: **20493** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Digitalization in the International Context

Session Moderator: **Murad A. Mithani**, *Rutgers U., Camden*

IM: **The Benefit of Foreignness during Digital Disruption**

Author: **Murad A. Mithani**, *Rutgers U., Camden*

When digital entrants disrupt an established industry, who amasses the most benefits: foreign or domestic entrants? Past research offers conflicting advice. It suggests that digital technology bestows advantage of foreignness but disruptive digital products experience market hostility that turns into liability of foreignness. This study reconciles the two perspectives by focusing on the fit between technology and market, i.e., the business model. It argues that a disruptive digital business model disproportionately benefits foreign entrants when they offer a basic product to an underserved market. But as that market gains more attention or when foreign entrants focus on advanced products, the advantage of foreignness is replaced by liability of foreignness. Using the setting of the U.S. financial advice industry, I examined the disruption of non-digital face-to-face advisory services by digital advisors known as roboadvisors. The findings show that while foreign roboadvisors grew faster than domestic roboadvisors, the growth of foreign roboadvisors diminished as their market became attractive to incumbents and when roboadvisors focused on complex solutions. The evidence integrates the research on foreignness and business model disruption to show that a digital business model increases the benefits but also the costs for foreign entrants.

IM: **TMT International Experience, Platform Firms, and Internationalization of Chinese Digital Firms**

Author: **Tianhao Liu**, *Rutgers Business School*
Author: **Ajai Singh Gaur**, *Rutgers U.*
Author: **Kusum Mundra**, *Rutgers*

This study investigates how digital platform firms are different from other digital firms in the internationalization process and how the international experience of returnee managers influences the internationalization of digital firms in an emerging economy. Taking a microfoundation approach to study the international experience of managers at the top management teams (TMT) level, we also propose that the international experience of managers is positively associated with firm internationalization, and platform businesses and state ownership weaken this association. More specifically, we distinguish platform firms from other types of digital firms and examine how being "platforms businesses" moderates the association between the international experience of returnee managers and firm internationalization. Testing our hypotheses on a sample of 148 digital firms in China from 2012 to 2020, consistent with our arguments, we find that platform firms are positively associated with internationalization to a greater degree than other types of digital firms. We also show that the international experience of TMT is positively associated with firm internationalization. Regarding the moderating effects, we find that platform weakens the positive effect of TMT international experience on international expansion.

IM: **The Effects of Digital Capability on Firms' Export-Financial Performance Under Immigrant Ownership**

Author: **Horatio M. Morgan**, *U. of Waterloo*
Author: **Sui Sui**, *Ryerson U.*

Firms are increasingly investing in digital technologies amidst accelerating technological change in developed countries. They could reap benefits that compensate for the costs and risks involved. For internationalizing firms operating under immigrant ownership, this could mean improved export and financial performance relative to what is possible under non-immigrant ownership. This perspective treats digital capability development (DCD) as a strategically enabling factor underpinned by performance-enhancing complementarities between digital and non-digital capabilities. On the contrary, DCD could be a strategically inhibiting factor associated with performance-inhibiting digital market misfit linked to the global digital divide. To resolve these conflicting views, we articulate a dynamic capabilities framework that explains why and how DCD could improve firms' export-financial performance, and whether immigrant ownership amplifies or reduces export-financial gains from DCD. We use a representative sample of 7,761 Canadian small and medium-sized enterprises (SMEs) to validate a strategically enabling view of DCD: internationalizing firms realize larger export-financial gains from DCD under immigrant than non-immigrant ownership. Our novel insights and findings contribute to multiple research streams spanning international business and entrepreneurship.

IM: **Institutional Aspects of the Internationalization of Digital Platform Firms**

Author: **Roman Teplov**, *LUT U., LUT Business School*
Author: **Juha Väätänen**, *LUT U., School of Business and Management*
Author: **Diellza Salihu**, *LUT*
Author: **Alexander Settles**, *U. of Florida*

The internationalization of digital platform firms has reshaped the competitive dynamic of the marketplace. The nature of platform business in terms of a winner-takes-all dynamics leads to monopolistic and oligopolistic control over markets which in turn causes reactions from institutions to regulate or prevent platform-based firms from entering the market or to impose specific regulations to protect local players. Platform competition has attracted significant interest across multiple disciplines from economics, information technology, management and organization, strategy, and international studies. Attempts have been made in the field of management and international studies to develop broad interdisciplinary reviews of the literature on digital platforms that have touched on the international aspect of digital platforms. However, the issues specific to internationalization and the role of institutions remain under-explored theoretically and in detail empirically. This article offers a systematic review of the literature on the internationalization of digital platforms by analyzing a sample of 43 articles published from 2001 to 2023. The systematic literature review approach ensures an explicit process of literature identification, retrieval, and evaluation and has been proven as a robust and rigorous methodology ensuring transparency and minimizing the research bias This review of literature contributes by chronicling the extant literature on digital platform internationalization, examining the use of institutional theory to explain the patterns of digital platform internationalization and to highlight areas for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1270** | Submission: **20464** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

Legitimacy in International Business and IB Research

Session Moderator: **Christiaan Roell**, *Sheffield U. Management School*

IM: **Managing the Legitimacy of 'Sinful' Companies in Extreme Institutional Environments**

Author: **Christiaan Roell**, *Sheffield U. Management School*
Author: **Felix Arndt**, *U. of Guelph*
Author: **Wilson Ng**, *IDRAC Business School*

We examine how multinational enterprises (MNEs) manage their legitimacy in extreme institutional environments. Building on the legitimacy-as-process perspective, we investigate the legitimation activities of a century-old local subsidiary of a beer-brewing MNE in Indonesia, the world's largest Muslim country. Drawing on a triangulated dataset that includes a series of interviews with company directors and related market and non-market actors, we present a longitudinal case study of how the subsidiary continued to negotiate its legitimacy and nonmarket influence in an unstable environment where alcohol consumption is proscribed. Based on this case we present a process model that suggests how foreign-owned businesses may maintain legitimacy in extreme institutional environments despite their engagement in 'sinful' products. Our study contributes to the nonmarket strategy literature and notably to research on managing the legitimacy of foreign firms in 'sin' industries. These contributions have implications for political risk management in inherently extreme institutional contexts.

IM: **Screening Inbound FDI Legitimacy from a Theorization Process Perspective**

Author: **Yi-Chi Hsiao**, *Department of Business, National Central U.. Taiwan*
Author: **Chun-Ping Yeh**, *National Taiwan U. of Science and Technology*
Author: **Hsueh Liang Wu**, *National Taiwan U.*

In the context of international expansion, it remains unknown how reputed enterprises are affected by the ex-ante screening of regulatory agencies in the host country and how they navigate market entry approval processes. We used the theorization process perspective and a sample of 415 Chinese multinational enterprises' (CMNEs') foreign direct investment (FDI) applications in Taiwan to examine the legitimacy concerns raised by regulatory agencies. Our findings show that investments by publicly listed CMNEs elicit more concerns than those by state-owned enterprises. Reputable CMNEs can decrease the legitimacy concerns they face by using a low-profile approach to entering the market, creating appropriate 'bridging interface strategies', and increasing their visibility through an intensive exposure strategy. This study provides some relevant academic contributions and managerial implications.

IM: **MNEs' Role on Skills Building in Africa: The Policy Network View Using the Case of Japanese Firms**

Author: **ATTA Kouassi Akora**, *U. Laval*
Author: **Zhan SU**, *U. Laval*

This study analyzes the role multinational enterprises and their home countries institutions in skills building policies in Africa. It uses the Japanese case by analyzing the interactions between home country institutions (in this case, the Japanese government), African host country institutions, and Japanese MNCs as skills building policies network. The research undertakes a qualitative approach using secondary data on the involvement of these MNEs and their home country government in skills building policies in Africa combining with online semi-structured interviews with participants from each category of the policy network actors. The fundings show that these policy network actors perceived the same problems of mismatching between the skills that are developed in many education systems in Africa and the real needs of the labor market. Therefore, they exchange diverse resources, have different preferences, and use different strategies for elaborating or/and implementing skills building policies in Africa. The study also show that multinationals can gain legitimacy by positively impacting their institutional environment in both their home and host countries; contrary to the neoclassical institutional theory that postulates that multinationals need to follow the rules of the game to gain legitimacy. One way to impact their environment is through policy network.

IM: **What's the P(roblem)? The State of Hypothesis-Testing Research in International Business**

Author: **Jelena Cerar**, *WU Vienna*

Over the past decade, researchers in the field of International Business (IB) and other areas of management science have suggested that the prevalent statistical methods based on null-hypothesis systematic testing (NHST) and related practices should be significantly revised or even abandoned. In this article, I examine problematic approaches in original papers published in the Journal of International Business Studies (JIBS), the leading IB journal, between 2012 and 2022. My analysis indicates a high probability of HARKing, file-drawing, and p-hacking. Furthermore, my data shows that the problems seem to have become more severe. There are only few positive trends. I discuss the main factors driving these trends and highlight systemic problems that require collective action. I address some of these challenges and propose potential solutions, thereby contributing to the list of JIBS publications that promote good scientific values and reporting standards.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1271** | Submission: **20471** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

Challenges in Managing Human Resources Globally

Session Moderator: **Natalia Fey**, *Hanken School of Economics*

IM: **Rethinking the Role of Cultural Intelligence: A Relational View on Intercultural Leadership Coaching**

Author: **Natalia Fey**, *Hanken School of Economics*
Author: **Christof Miska**, *WU Vienna U. of Economics and Business*
Author: **Jason Ighani**, *The Humanitarian Coaching Network*

Intercultural leadership coaching is an increasingly important type of global leadership development. Nevertheless, the role that cultural intelligence (CQ) plays in facilitating intercultural leadership coaching remains largely unknown. Drawing on social exchange theory, we suggest a relational perspective that considers CQ levels on the part of the coach and the coachee. In addition, from this relational perspective, we hypothesize and test single CQ components rather than aggregate levels. Based on a sample of 107 intercultural leadership coaching dyads representing 74 nationalities, and analyses using fsQCA, we find that metacognitive CQ and motivational CQ on the part of both coach and coachee are consistently relevant to coachee learning. This points to the rather general relevance of these CQ components in the context of intercultural leadership coaching, whereas cognitive CQ and behavioral CQ appear more relevant in relation to dyad contexts. Therefore, we argue for the relational rather than static nature of CQ specifically, and intercultural competence in general. This implies consideration of the specific individuals involved in intercultural encounters and their interrelationships, rather than a focus on culture-general versus culture-specific deliberations as well as the domain nature of intercultural interaction.

IM: **Multiculturalism and Positive Leadership**

Author: **Davina E. Vora**, *State U. of New York at New Paltz*
Author: **Salma Raheem**, *U. of Liverpool Management School*

Drawing up on social identity theory and self-categorization theory, we explore positive leadership among multicultural individuals – those who have knowledge of, identification with, and internalization of more than one societal culture (Vora et al., 2019). We suggest that, while on average multicultural individuals are likely to engage in positive leadership across cultures, there are individual-, dyadic-, team-, organizational-, and national-level factors that moderate this relationship. We propose how factors at these different levels may influence this relationship. Our hope is that these propositions can spark future research on positive leadership among multicultural individuals.

IM: **The Role of CEO Cognition in Cross-Border Acquisition Pace: Evidence from US Serial Acquirers**

Author: **Olivier Bertrand**, *Fundação Getúlio Vargas/EBAPE*
Author: **Marie-Ann Betschinger**, *HEC Montreal*
Author: **Kyeong Hun Lee**, *NHH Norwegian School of Economics*
Author: **Emma Q. Xu**, *U. of New Mexico*

The fast pacing of cross-border acquisitions (CBAs) can be critical to a firm's competitiveness. But the antecedents of a firm's ability to quickly execute serial CBAs and thus build a strategic momentum have been disregarded in the international strategy literature. We focus on the role of CEO cognition in serial CBAs and argue that firms are better able to compress the time between deals in a target country when a CEO has more acquisition experience in the focal firm in the target country and when this CEO shares a similar cognitive frame with the target country due to cultural ancestry links. Using a sample of CBAs by 348 US serial acquirers and 428 CEOs in 34 host countries, our findings support most of our predictions. CEO acquisition experience matters. A similar cultural heritage magnifies the CEO acquisition experience effect, thus increasing the CEO's absorptive capacity in experiential learning.

IM: **Testing Alternative Cultural Explanations of Managers' Values across the U.S.-Canada Border**

Author: **Mark F. Peterson**, *U. of Tartu*
Author: **Tais Barreto**, *Nova Southeastern U.*
Author: **Norm Robert Althouse**, *U. of Calgary*
Author: **Nicholas Athanassiou**, *Northeastern U.*
Author: **Wendy R. Carroll**, *Saint Mary's U.*
Author: **Julia Gluesing**, *Wayne State U.*
Author: **Grace Chun Guo**, *Sacred Heart U.*
Author: **Mark R. Meckler**, *U. of Portland*
Author: **David C. Thomas**, *U. of Victoria*
Author: **Mary G Trefry**, -
Author: **Markus Vodosek**, *Indiana U. - Kelley School of Business*
Author: **Todd Weber**, *Central Washington U.*
Author: **Davina E. Vora**, *State U. of New York at New Paltz*

Research about the implications that cultural differences have for managers in different parts of Anglophone Canada and the United States, like management studies of regional culture throughout the world, have been based on varied, narrowly focused theories and have reached varied conclusions. Here, we identify and compare theories about immigrant group characteristics and contemporary socioeconomic characteristics that figure strongly in research comparing Canada, the United States, and their regions. We summarize the predictions that each immigration theory and each socioeconomic characteristic makes for the two implications of culture that are most prominent in regional studies of North America – self-reliance and deference to authority. We conclude with thoughts about the potential contributions of culture research about North American regions along with theories of culture emergence and change that need to be revised or added to them to advance research about cultural regions of Europe.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1272** | Submission: **20481** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Lincoln**

Cross Border Innovation

Session Moderator: **Weichieh Su**, *National Chengchi U.*

IM: **How Does Outward FDI Account for Innovation Performance? The Mediation Role of Knowledge Search**

Author: **Jyun-Ying Fu**, *National Chengchi U.*
Author: **Danchi Tan**, *National Chengchi U.*
Author: **Weichieh Su**, *National Chengchi U.*

Drawing on springboard perspective, emerging multinational enterprises (EMNEs) may increase their innovation performance through outward foreign investments (OFDIs). Yet, the mechanism of how OFDIs promote innovation is underexplored. In this study, we propose and theorize how knowledge search plays a mediation role to stimulate the effect of OFDIs on innovation. We use a matching technique to control endogeneity arising from sample selection bias. Based on a sample of Chinese MNEs from 2009 to 2018, we find that the OFDIs of EMNEs are positively associated with the scope and the depth of their knowledge search. Furthermore, we find that OFDIs in developed markets have a more salient impact on the knowledge search scope (i.e., using new patent citations) than OFDIs in emerging markets. But OFDIs in emerging markets have a more salient impact on the depth of knowledge search (repeating old patent citations). Theoretical and managerial implications are provided for consideration.

IM: **The Role of Innovation Pressure from Domestic and Foreign Competitors on Firm Internationalization**

Author: **Yun Dong Yeo**, *San Diego State U.*
Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*

The current study aims to understand how innovation pressure from different competitor groups (i.e., domestic and foreign) affects firm internationalization in transition economies. We argue that while innovation pressure from domestic competitors pressures transition economies firms to engage in horizontal differentiation that lock them within the domestic market, innovation pressure from foreign competitors forces them to vertically differentiate that enhance their competitiveness in international markets. Based on a survey dataset covering 26 transition economies, we find empirical results that corroborate our ideas. While innovation pressure from domestic competitors is negatively associated with internationalization, we find the opposite results for innovation pressure from foreign competitors. Moreover, we find that firm innovation and the economic development of the country strengthen the main associations.

IM: **The Incompatible Impact of Proprietary Technologies and Standards on Firm Internationalization**

Author: **Netanel Drori**, *The College of Law and Business*
Author: **Niron Hashai**, *Arison School of Business, The Interdisciplinary Center (IDC), Israel*
Author: **Joseph Clougherty**, *U. of Illinois at Urbana-Champaign*

This study contributes to the firm internationalization literature by identifying proprietary technologies and international standards as industry-level attributes affecting the ability of firms to engage in cross-border business activities. Firms operating in industries that support the presence of extensive proprietary technologies can enhance internationalization via technology-based competitive advantages. Furthermore, firms operating in industries with extensive international standardization can enhance internationalization via the reduction of the transaction costs and information asymmetries concomitant with cross-border business. Yet operating in industries replete with both proprietary technologies and international standards raises challenges for internationalizing firms due to the incompatibility of these attributes. Thus, the marginal utility of extensive proprietary technologies reduces when international standards are abundant and in turn yields a negative joint effect on firm internationalization. We test these priors by employing panel data on the internationalization of up to 4,248 publicly traded U.S. firms in the manufacturing sector over the 1997-2019 period.

IM: **Replication-Based Innovation View of Internationalization Process**

Author: **Bin Zhang**, *Beijing U. of Posts and Telecommunications*
Author: **Zhu Zhang**, *U. of International Business and Economics*
Author: **Xiangming Tao**, *U. of Sussex, SPRU*

The traditional literature on internationalization process has emphasized on the knowledge accumulation and commitments, which, however, becomes challenging in explaining how digital platforms achieve globalization nowadays. To address this gap, in this study, we build the replication-based innovation theory by analyzing business model as the unit of analysis through a multi-case method. Our inductive, comparative study of ByteDance and Kuaishou shows that these digital platforms achieved globalization, based on replication strategy, through a dynamic process of reproduction, adaption, variation, and innovation. Our findings reveal the importance of the replication strategy for business model innovation during the internationalization process, and then highlight two distinct patterns of replication-based innovation: gradual, as demonstrated by ByteDance's great improvements of its replicated business model in host countries and positive revision in home country; and radical, as exemplified by Kuaishou's slight adjustments in host countries and negative reconstruction in the home country. We further combine these distinct patterns together as the replication-based innovation theory, which is helpful to explain why some digital platforms are more successful in globalization, while others are not. Our study provides new insights into the internationalization process of digital platforms and offers guidance to managers on navigating the replication-innovation game.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1273** | Submission: **20476** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

Internationalization Strategies of MNEs

Session Moderator: **Rui Hou**, *Royal Holloway, U. of London*

IM: **Resource Allocation Implications on R&D Due to Overseas Investment & Foreign Shareholder Divestment**

Author: **Deepak Sardana**, *U. of South Australia*
Author: **Vikas Kumar**, *U. of Sydney Business School*
Author: **Narain Gupta**, *Management Development Institute Gurgaon*
Author: **Ying Zhu**, *U. of South Australia*

In this study we examine how resource allocation of emerging market firms are impacted due to the divestment of shareholding by the foreign investors. We specifically focus on the relationship between two main constructs that often influence and shape strategy of the firms, namely internationalization and innovation. International strategy scholars have often found strong relationship between internationalization and innovation. We therefore postulate that the relationship between the two are likely to be impacted due to the foreign shareholding divestment. This is because the latter, depending on its scale, can have both direct as well as indirect adverse effect on the resources of the firm. With an extensive dataset of 20 years on Indian companies, we find empirical support to our primary thesis. We found that the emerging market firms seek to substantially increase their resource allocations for R&D expense when foreign shareholding divestment is low; and only marginally cut back on it when divestment is high. The results are counterintuitive but are further supported as we advanced the analysis by considering moderation of two other important constructs, namely affiliation to business groups and industry sector.

IM: **Decoupling Hand in Hand with Internationalisation: A Case Study of a Chinese Bank**

Author: **Rui Hou**, *Royal Holloway, U. of London*
Author: **Huaichuan Rui**, *U. of London*

The world is witnessing intensifying geopolitical tensions, and notably the decoupling between the world's two largest powers, the US and China. As the micro foundations of geopolitics in the business realm, multinational enterprises (MNEs) play an important role in and are subjected to the rivalries between the states. This paper aims at providing powerful empirical evidence, which the existing literature lacks, in order to explain how and why MNEs (de)couple with the world market. By conducting an in-depth case study of a Chinese bank and integrating insights from the literature on international relations, we identify three key factors and tracks their evolution towards this decoupling. We build a triad in explaining the interactions among the factors which contribute to the decoupling. This study also enhances the applicability of springboard theory, showing that state-owned companies also follow the logic of the upward spiral.

IM: **A Configurational Perspective of the Composition-Based International Strategies**

Author: **Lili Mi**, *Griffith U., Brisbane, Australia*
Author: **Huan Zhang**, *U. of Sydney Business School*
Author: **Xuefeng Shao**, *U. of Newcastle, Australia*

The composition-based view explains how emerging market firms creatively adopt compositional investment, compositional offerings, and compositional capabilities to gain a competitive advantage in the global marketplace. How the composition-based international strategy contributes to organizational resilience under the de-globalization world remains unclear. Using fuzzy-set qualitative comparative analysis, we explore how emerging market firms reconfigure compositional elements and the crucial role of firm heterogeneity in determining organizational resilience. Our analysis of 250 Chinese manufacturing firms revealed five distinct international compositional strategies and asymmetric outcomes. Multiple configurations of composition-based international strategies and firm heterogeneity were found to be related to high and low organizational resilience. Our findings confirm that emerging market firms must reconfigure their compositional elements to achieve sustained and resilient performance throughout the pandemic. Our findings extend the composition-based view by elucidating the multiple pathways and boundary conditions of compositional strategies leading to organizational resilience.

IM: **The Regional Dynamics of Inward–Outward FDI: the Interplay of Productivity, Spillover & Competition**

Author: **Jianxun Chen**, *U. of International Business and Economics*
Author: **Monica Ren**, *Macquarie U.*
Author: **Stephan Davys Manning**, *U. of Sussex*
Author: **Peishan Li**, *Graduate School of Arts and Sciences, Columbia U.*

Despite continuous scholarly interest in the effects of inward foreign direct investment (IFDI) on outward foreign direct investment (OFDI), IFDI-OFDI dynamics remain unclear. We argue and show, in the context of China, that IFDI increases human capital availability for firm populations within a given region, but decreases labor efficiency in these firms due to growing competition for talent. Both dynamics, however, drive outward foreign direct investment (OFDI) as firms seek to escape competitive constraints and exploit their growing talent management capabilities abroad. Our findings make important contributions to our understanding of IFDI–OFDI dynamics.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1274** | Submission: **19547** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

How to Review a Manuscript? A Developmental Panel Symposium by Journal of Managerial Psychology

Organizer: **Jeremy D. Meuser**, *Purdue U. Northwest*
Organizer: **Carrie A. Bulger**, *Quinnipiac U.*
Panelist: **Bella Galperin**, *U. of Tampa*
Panelist: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*
Panelist: **Adam J. Vanhove**, *James Madison U.*
Panelist: **Frankie Jason Weinberg**, *Loyola U. New Orleans*

Reviewing a manuscript and providing solid recommendations to action editors is a critical part of the scientific process. Yet, as critical as it is, there seems to be little opportunity to develop this skill, called a “professional obligation” (Treviño, 2008). This panel, targeted at students and junior scholars, gathers JMP action editors to discuss reviewing experiences with current and potential reviewers in a round- table format. At the round tables, participants will discuss their reviewing experiences. Participants will receive resources for use later when executing their own reviews.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1275** | Submission: **20437** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division CEIBS Best Paper Award Finalists

Session Moderator: **Katherine Xin**, *China Europe International Business School (CEIBS)*

IM: **Intra-regional Cross-border M&As by MNEs: Access to Market versus Knowledge**

Author: **In Hyeock Ian Lee**, *Loyola U. Chicago*
Author: **Eunsuk Hong**, *SOAS U. of London*
Author: **Jong Kook Shin**, *Korea U.*

Building on the theories of internalization and regional MNEs and using a sample of 11,098 cross-border M&As in 1997–2017, this study investigates performance implications of MNEs' cross-border M&As aimed to access overseas market potential versus knowledge endowment, in terms of intra-regional vis-à-vis inter-regional M&As. The main findings from this study are three-fold: (1) Intra-regional cross-border M&As' positive effects on their completion and post-merger operating performance are location advantage-specific phenomena; (2) When cross-border M&As are to acquire location-bound market-seeking activities, intra-regional cross-border M&As are more likely to be completed, and followed by the acquirers' better post-merger operating performance than inter-regional counterparts; and (3) When cross-border M&As are to internalize non-location-bound knowledge-seeking activities, intra-regional cross-border M&As are less likely to be completed, and do not seem to help the acquirers achieve better post-merger operating performance, compared to their inter-regional counterparts. The study concludes with important theoretical, practical, and public policy implications.

IM: **How do Emerging Market Multinationals Grow Sustainably by Engaging in Global Value Chains?**

Author: **Sihong Wu**, *U. of Auckland*
Author: **Xinli Huang**, *WU Vienna U. of Economics and Business*
Author: **Di Fan**, *School of Management, RMIT U.*
Author: **Yiyi Su**, *Tongji U.*
Author: **Yongjian Li**, *Nankai U.*

The past two decades have demonstrated that engaging global value chains (GVCs) provides grand opportunities for emerging market multinational enterprises (EMNEs). GVCs, in turn, are also reshaped remarkably by the rising power of EMNEs. However, received knowledge does not sufficiently explain how EMNEs, as game changers, managing their sustainability in GVCs to compliance with social and environmental expectations. This study aims to address the research gap. Through taking a linkage-leverage-learning lens, we investigate the influences of different international cluster linkages in GVCs on EMNEs' repeated leveraging propensity, and the subsequent learning outcomes, viz. environmental innovation and value growth. We also incorporate internal and external boundary effects by examining contingencies of the firm-cluster relatedness and host-country institutional voids. Our intriguing findings not only resonate with the recent call for research to focus on measuring firms' sustainability outcomes in GVCs, but also shed light on assessing the complexity of GVCs for future studies.

IM: **What's in it for the Worker? Nonmobile Global Work, Structural Conditions, and Paradoxical Thinking**

Author: **Rany Salvoldi**, *Ben Gurion U.*
Author: **Dorit Efrat-Treister**, *Ben Gurion U. of the Negev*

Existing global work research offers little insights into the cognitive outcomes of nonmobile global work. Drawing on paradox literature, we propose paradoxical thinking as a potential outcome of nonmobile global work. We further propose that the breadth of intercultural work and the task interdependence are structural conditions that stimulate paradoxical thinking in this context. Results show that workers in nonmobile global work display higher paradoxical thinking than workers in non-global work (Study 1); and that when nonmobile global work is characterized by high breadth and high task interdependence it is most conducive to paradoxical thinking (Studies 2 and 3).

IM: **Electoral Uncertainty and the Multinational Corporation: Firm-level Effects and Strategies**

Author: **Hubertus Reinprecht**, *WU Vienna U. of Economics and Business*
Author: **Jakob Müllner**, *WU Vienna U. of Economics and Business*

We develop a conceptual framework for elections as sources of political uncertainty and risk, arguing that electoral uncertainty MNCs face is characterized by temporal certainty, heterogenous firm-level outcomes and contextuality. Being embedded within national institutional environments, the level of electoral uncertainty is shaped by the election's boundary conditions. We highlight the importance and suitability of studying elections in an international business (IB) context, which allows for gaining an understanding of the key topic areas related to the phenomenon, while simultaneously depicting the current state of research and emerging trends in this field. Assuming a firm-level perspective, we systematically review the existing body of knowledge for firm-level implications of political and electoral uncertainty. Specifically, we investigate the effects elections have on MNCs—structured along operating, investing and financing activities—and the strategies MNCs can employ to manage the uncertainty. We classify firm-level strategies into political activism, financial management and further strategies such as leveraging prior experience in international markets and with political change. This paper contributes to existing research by discussing and synthesizing theoretical contributions and empirical evidence in both a systematic and in-depth manner. It makes a case for further strengthening the IB perspective in political and electoral uncertainty research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1276** | Submission: **11719** | Sponsor(s): **(IM, SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Climate Changes and Human Rights: Initiating and Advancing International Management Research

Session Chair: **Chang Hoon Oh**, *U. of Kansas*
Panelist: **Grazia D. Santangelo**, *Copenhagen Business School*
Panelist: **Rudolf R. Sinkovics**, *Adam Smith Business School, U. of Glasgow*
Panelist: **Rob Van Tulder**, *Erasmus U. Rotterdam*
Panelist: **Addisu A Lashitew**, *McMaster U.*

This panel symposium aims to initiate and advance dialogues and collaboration on the impact of managerial responses to climate change on human rights as a new interdisciplinary research area in management. The primary purpose of the panel symposium is to discuss how theories and methodologies in international management, business ethics, and sustainability can advance research on climate changes and human rights issues in multinational enterprises (MNEs) and studies in a cross-country setting. The panel symposium also aims to find critical future research questions in climate change and human right issues that provide both challenges and opportunities to MNEs and how scholars can help to achieve better social outcomes and business environments. The symposium will be a platform for management scholars in different disciplines sharing their knowledge to explore new research questions in the topic as well as agonizing together over solutions for the challenges we face.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1277** | Submission: **19957** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Emerging Issues in Management Consulting

Organizer: **Shola Ajiboye**, *Case Western Reserve U.*

As in every dynamic sector, it is important to pay attention to emerging issues that have the potential to impact the field of management consulting significantly. By paying attention to the factors that might contribute to the growth and decline in the field, management consulting scholars and practitioners can begin to design and prepare the tools to harness the potential growth and mitigate the likely decline. In this symposium, a multitude of important issues is highlighted, including the impact of bribery on a firm's performance, the codes to cooperation in organizations, the use of internal consultancy to promote strategic elevation, consultants' contribution to crisis management through value creation, the transaction cost in a pandemic environment, and the coherence-cohesion duo as a managerial bedrock. Other issues are focused on workers, including strategic practices of employees in SMEs, management practices and their relationship with internal stakeholders' statuses, consulting services' role in putting workers in front of customers centricity, and enhancing employee motivation in an organization.

Bribery and Firm Performance

Author: **Carl Greppin**, *Weatherhead School of Management, Case Western Reserve U.*

Cracking the Codes to Actual Cooperation in Organizations

Author: **Martine BIZOUARD**, *U. Paul Valery, Montpellier*

Internal Consultancy to Promote the Velocity of the Strategic Elevator

Author: **Sophie Claire Le Lédan**, *U. of Lyon, IAE Lyon , MAGELLAN, ISEOR, FRANCE*

Involving Employees in Strategic Practices in SMEs

Author: **Mélanie Giraudet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Relation between Management Practices and Statuses of Internal Stakeholders

Author: **Thibaut .. Duboisy**, *CORHIS & U. Paul Valery, Montpellier*

Role of Consulting Services in Putting Workers in Front of Customers Centricity

Author: **Melissa Sanchez**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Crisis Management through Value Creation and Contribution of the Consultants

Author: **Melissa Sanchez**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Enhancing Employee Motivation in an Organization

Author: **Emmanuel Beck**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Revisiting Transaction Cost Economics in the Post-pandemic Environment of Supply Chain

Author: **Isaac Wanasika**, *U. of Northern Colorado*

Relevance of the Coherence-cohesion Duo as a Managerial Bedrock

Author: **Luis BUENO**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Session Type: **Symposium**
Program Session: **1278** | Submission: **19958** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Change in the Workplace: A Cultural Phenomenon

Organizer: **Shola Ajiboye**, *Case Western Reserve U.*

The fact of life is that change is inevitable. To a large extent, survival and growth in an organization depend on the ability to cope with change. A cultural phenomenon of survival and success emerges when the organization resolves to integrate its vision, mission, and core values through cultural change management. Success scenarios are an emerging leadership tool likely to gain increased interest and importance because they provide solutions in the face of uncertainty by introducing a form of predictivity or establishing a benchmark. Also, there are reasons why organizations have such strong resistance to change, especially regarding the socio-economic approach to management. These topics are synthesized into a session that brings together scholars and practitioners to showcase emerging studies about new tools and strategies that could change organizations' and employees' perspectives toward positive change.

The Success Scenario – An Emerging Phenomenon

Author: **Eric Gautier**, *IRG, U. Gustave Eiffel, U. Paris-Est Créteil, F-77454 Marne-la-Vallée*

Home Health Care Personal Safety Culture

Author: **Mark Brown**, *Bradley U.*

Socio-Economic Approach to Management – Resistance to Change

Author: **Marwa Halwani**, *MACH Consultants*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1279** | Submission: **20216** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Management Faculty: Promotion, Productivity & Culture

Session Moderator: **Betina Agata Szkudlarek**, *U. of Sydney Business School*

MED: **"You f***ers! Not One of You. Not One of You Will Back Me." On Silence Among Faculty**

Author: **Betina Agata Szkudlarek**, *U. of Sydney Business School*
Author: **Mats G Alvesson**, *Lund U.*

Fear and futility, caused by dysfunctional management practices and processes, have long been seen as the underlying causes of silence within organizations. While system dysfunctionalities undoubtfully contribute to a climate of silence, individual and group drivers of muteness have thus far received limited attention in research. Our study of voice, participation and, in particular, silence, in the context of higher education, uncovered multi-layered drivers contributing to silence and passivity. More specifically, we demonstrate how, in explaining silence, individuals reach to system-level explanations first, initially circumventing discussion of personal motives. To this end, we demonstrate that fear and futility might serve as sensemaking constructions or a vocabulary of motives masking a complex matrix of individual drivers for silence. We discuss how the complex interplay between system- and individual-driven factors could contribute to the progressing deterioration of professional ethos.

MED: **The Research Productivity Configurations of Chinese Business Academics at Different Career Stages**

Author: **Yanfen Wang**, *U. of Science and Technology of China*
Author: **Qingxiong Weng**, *U. of Science and Technology of China*

The predictors of research productivity of business academics have long intrigued researchers and practitioners. Drawing on the S&T human capital model, this study developed the conceptual framework that includes human capital, social capital, and individual characteristics. On this basis, the present study investigates the configurational effects of these three kinds of factors on business academics' research productivity at different career stages by using the fsQCA approach to analyze the curriculum vitae of 507 business academics at various career stages. Results show that six first-order configurations, which were labeled as different patterns according to their features, lead to a high level of research productivity for business academics at different career stages. Specifically, the original education experience dominant pattern and the diverse knowledge-mobility dominant pattern can enhance the research productivity of business academics at early career stages. The funding-mobility dominant pattern and diverse knowledge-collaboration dominant pattern are critical for mid-career business academics to improve their research productivity. Finally, for business academics, the mobility-collaboration-driven pattern and funding-collaboration dominant pattern are associated with maintaining higher research productivity. These findings guide business academics to choose suitable patterns for promoting their research capacity.

MED: **Why Wasn't I Promoted? Exploring the Ambiguity of Linguistic Signals in Academic Promotion Documents**

Author: **Adam Keeley**, *Maynooth U., Ireland*
Author: **Olga Igorevna Ryazanova**, *Maynooth U.*
Author: **Peter McNamara**, *Maynooth U.*

Academics are continuously making decisions on how to shape their career with particular focus paid to research output, teaching quality, and service involvement to achieve recognition in the form of advancement in rank. For many academics, these career decisions are influenced by the institution's expectations, normally communicated via the university promotion policies. However, these decisions become increasingly difficult to make when faculty are unclear about the expectation the university is signalling. Taking a signalling theory perspective, this study explores the clarity and ambiguity surrounding promotion criteria from a sample of institutions from Ireland, the US, the UK, Canada, New Zealand, and Australia for senior teaching- and research-active faculty positions. Content analysis was applied to 376 individual rank promotion documents to determine what these institutions required individual faculty to show for advancement in rank. It was found that promotion documents contain high levels of ambiguity, specifically regarding the measures used to assess each of the promotion requirements. It was also found that while the literature guides academics on how to build their careers quantitatively, institutions favor a qualitative approach to assess academic productivity.

Session Type: **Plenary Session**
Program Session: **1280** | Submission: **19933** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

MED Plenary Session: The Digital Transformation of Management Education

Division Chair: **Gerard Beenen**, *California State U., Fullerton*
Division Chair-Elect: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Program Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Professional Development Workshop Chair: **Christine Rivers**, *U. of Surrey*

Presentation by Michael D. Smith (Carnegie Mellon University)

Over the past 20 years, new information technologies have transformed nearly every sector of the global economy, upsetting the market power of firms and creating abundant choice, interactivity, and personalization for customers. For a long time, the one sector remarkably absent from this transformation was higher education. In this talk I'll use management theory to discuss what has allowed higher education to resist the forces of digital transformation that have altered so many other industries, why current market forces make higher education ripe for disruption, and how universities can embrace this opportunity to create a more inclusive and accessible system of education for the hundreds of thousands of deserving students who today are excluded from our pricey residential degrees.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1281** | Submission: **20526** | Sponsor(s): **(MH)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

History as a Way of Addressing Problematic Past Issues

Session Moderator: **John Humphreys**, *Texas A&M U., Commerce*

One of the most pressing issues that modern managers must contend with is the idea that corporations have benefitted from, and indeed created, immoral practices. Analyzing management history allows us to identify and address problematic past issues.

MH: **The Elaboration of Facades of Conformity Using the Historic Case of the Pullman Porters**

Author: **John Humphreys**, *Texas A&M U., Commerce*
Author: **Stephanie Pane**, *Texas A&M U., Commerce*
Author: **Milorad Novicevic**, *U. of Mississippi*

Even though the values of George Pullman's porters were incongruent with those embodied by their founder and organization, many porters zealously consented to performing the imposed role of dutiful servant for decades. Their respective life-stories and autobiographical memories provide first-hand accounts of their compliance in sustaining a façade of conformity, while simultaneously resisting an eclipsing internalization of their work roles into their personal identities. A review of the extant literature suggests that maintaining such a dissonant enacted role over time can engender negative employee stress-related consequences, including increased turnover, reduced job commitment, and diminished personal well-being. Yet, the Pullman porters appear to tell a different story regarding their enduring façade in the face of organizational values misfit. As recounted by the porters, their narratives of constructing difference as a productive resource to underpin their counter-institutional group identity is one of coping via the co-constitution of consent and dissent. Accordingly, we performed a form of historical retrospective case analysis of the Pullman porters as an organizational collective to elaborate a theory of how coping with values incongruence through façades of conformity may be sustainable in conjunction with the fusion of personal and counter-institutional identities to buffer deleterious employee effects.

MH: **Leon Sullivan, Martin Luther King, Jr., & the Fight for Racial & Economic Justice for Black Workers**

Author: **Leon Prieto**, *Clayton State U.*
Author: **Simone Trixie Allison Phipps**, *Middle Georgia State U.*
Author: **Oscar Jerome Stewart**, *U. of San Francisco*
Author: **Neil Stott**, *U. of Cambridge*

This paper reconstructs how Reverend Leon Sullivan's philosophy of "ham and eggs on earth" (or economic stability for African Americans) influenced Reverend Martin Luther King, Jr.'s vision of racial and economic justice. In addition, the article explores sources to demonstrate that Dr. King, Jr.'s position on justice was not solely shaped by radical theologians, thinkers, and activists, but also by Sullivan, a Black moderate. Using critical race theory and Black liberation theology, the paper asserts that the struggle for "silver rights" or economic freedom and empowerment for African Americans epitomized a more complex journey that has ignored the contributions of major drivers along the way.

MH: **Remembering Unethical Acts from the Past: A Path Toward Moral Repair**

Author: **William Foster**, *U. of Alberta*
Author: **Diego Coraiola**, *U. of Victoria*
Author: **Francois Bastien**, *U. of Victoria*
Author: **Jukka Rintamäki**, *Aalto U. School of Business*

Organizational wrongdoing is of central concern to organizational scholars. These discussions have focused on how organizations react to and manage these unethical acts. What has yet to be understood is how organizations engage with unethical acts from their past. In particular, we discuss how organizations engage with the discovery of unethical acts from the organization's past and/or those acts from the past that are now considered unethical. These acts, although perpetrated in the past, are still painful and traumatic. We propose that for organizations to best engage with their past actions, they have to understand that there are different types of unethical acts from the past and that different forms of memory work needed to remember these unethical acts. Our paper presents a a typology of unethical acts from the past and we explain why forms of memory work should be used to help organizations engage in moral repair.

MH: **Proximal versus Distal Temporal Orientation in an Infinite Game: Lessons from the Homestead Massacre**

Author: **Erik Taylor**, *East Carolina U.*

Working conditions, pay rates, and the rights of workers to collectively negotiate have become important points of discussions in recent years, with support for unions and union applications rising to levels unseen for many decades in America. In many instances, though, companies have responded aggressively, closing down stores where employees attempt to organize and withholding pay raises from employees who agitate for the union. This is not the first time such a dynamic has played out in American business. The present research takes a fresh look at one of America's most prominent historical disputes between labor and ownership—the Homestead Massacre of 1892—to glean lessons from that conflict that remain relevant to today's business environment. Specifically, this work draws on game theory to investigate how differences in temporal orientation between management and workers exacerbated the conflict. Letters, contemporary news reports, and histories of the events in 1892 are qualitatively analyzed with a genealogical pragmatic approach, revealing that the Carnegie Company was playing an infinite game with a finite game mindset—attempting to win a game that, owing to its repeated nature, could ultimately neither be won nor lost—yielding suboptimal results for all involved parties.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1282** | Submission: **20146** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

AI and Technology

Session Moderator: **Ceyda Paydas Turan**, *Kingston U.*

MOC: **A Dual-Process Model of Hybrid Intelligence for Improved Decision-Making in the Digital Age**

Author: **Ceyda Paydas Turan**, *Kingston U.*
Author: **Eugene Sadler-Smith**, *U. of Surrey*

What are the implications of artificial intelligence (AI)-based decision support systems for artificial and human cognition in organizational decision-making? To answer this question, rather than pitting AI against human intelligence (HI), we adopt both an AI and HI stance to develop a 'hybrid intelligence model' based on the distinctive and complementary cognitive processes of AI and HI. Our research is significant in that prior research has failed to specify with requisite theoretical clarity the respective information processing/cognitive functions of HI and AI and how they are related. Our research is integrative and unique in that we draw on dual-process theories of cognition to analyse the cognitive functions and interactions between three levels of AI (mechanical, thinking, and feeling) and two (i.e. dual) forms of HI (analytical/System 2 and intuitive/System 1). Based on a theoretical analysis of the respective functions of AI and HI informed by a process-process perspective, we propose an optimum decision-making sequence in which AI and HI operate interactively and synergistically. We show how integrating business analytics practice and behavioural science principles based on dual-process theory into management makes it possible to develop a new theoretically coherent hybrid, iterative decision-making model capable of producing outcomes surpassing those of humans or machines alone (cf. automation versus augmentation). Recommendations for decision-makers are: (1) acknowledge distinctive and complementary cognitive functions of AI and HI based on dual-process theory; (2) reinforce analytical approaches by a complementary decision support system that is capable of using the unique 'sensing' and 'translating' attributes of HI; (3) focus on building capabilities whereby human cognition remains distinctive, relevant and value-adding in the workplace of the information age. We argue the case for a dual-process view of 'cognitive augmentation'.

MOC: **Conformity? How Mental Processes Affect Cognitive Trust in Artificial Intelligence at Multiple Level**

Author: **Tian Wei**, *NEOMA Business School*
Author: **Fabio Fonti**, *NEOMA Business School*

Artificial Intelligence (AI) is used to interpret complex situations by assessing the causal effects of massive information, thus exhibiting its potential to help firms sustain competitive advantage in quickly evolving environments. Employees' cognitive trust in AI is an essential factor affecting firms' successful deployment of AI technologies. Research has shown that this trust is built upon employees' perceptions of AI characteristics, yet how their mental processes influence it is still unclear. This study aims to fill this gap by examining the links between mental processes and cognitive trust in AI at two levels – the firm level and the strategic group level. We argue that employees of the same firm may show divergence in their trust in AI at the beginning of their tenure, owing to their heterogeneous mental processes. Such intra-firm variations may decrease as employees' tenure grows, as similar work environments gradually lead employees to develop similar mental processes. We also believe that managers' mental processes—in particular, competitive categorization—may affect their trust in AI. The structures of strategic groups that derive from categorization processes enable managers to mutually learn from each other within groups and effectively interpret the competitive landscapes of markets. By considering other firms' strategic activities and intra-group competitive intensity, managers' cognitive trust in AI may diverge when competition among group members becomes too intense. When not the case, such trust will converge over time. To examine these arguments, we conducted two studies on the accounting industry and integrated questionnaires, online datasets, and machine-learning methods. Results show the divergence-to-convergence changes in employees' cognitive trust in AI—at the firm level—and the dynamic changes in such trust across managers depending on the changing competitive intensity—at the strategic group level. These findings provide insight into the effective patterns of AI implementation under competitive conditions.

MOC: **Diagnosing AI: Professionals' Sensemaking of An Equivocal Technology**

Author: **Harry Scarbrough**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Yaru Chen**, *U. of Liverpool Management School*
Author: **Gerardo Patriotta**, *U. of Bath*

New technologies are equivocal, triggering sensemaking responses from the individuals who encounter them. As an 'epistemic technology', one which encroaches on the knowledge claims and jurisdictions of established professional groups, AI poses new challenges to the core roles and identities of individual professionals. In this study, we explore these challenges through an empirical study of professionals in the field of radiology which found their sensemaking patterns around AI ranging from 'an unwelcome guest in the workplace' to a 'system intervention', to a 'catalyst for change' in the field. We contribute to theory on sensemaking and the equivocality of epistemic technologies by showing how this variation in sensemaking is influenced not only by relative expertise or professional jurisdictions, but also by the situated work role identities of individuals. In particular, we develop the concept of 'epistemic space' to account for the way different groups of professionals make sense of AI by projecting their distal or proximal interactions with it into distinct contexts. This analysis highlights the new form of equivocality engendered by 'epistemic technologies' such as AI, and the role of epistemic spaces as a main determinant of professionals' sensemaking in the face of such equivocality.

MOC: **Artificial Entrapment: Human Dependence on Artifacts with Advanced Forms of Conjoined Agency**

Author: **Andrew Schnackenberg**, *U. of Denver*

Recent trends indicate that a growing number of new artifacts—artificial intelligence, Web 3.0 technology, robotics, etc.—are entering industries carrying a host of troubling consequences despite their observed benefits. These artifacts carry advanced forms of conjoined agency, or the capacity to augment human activity by taking on functions embedded within themselves. Although theory suggests that individuals and organizations should curtail their dependence on artifacts in the face of mounting evidence of their alarming effects, human dependence is only rising. This article develops a theory to explain human dependence on artifacts by proposing the concept of artificial entrapment. Leveraging insights from Construal-Level Theory (CLT), I theorize that artifacts entrap humans based on how they are construed. I argue that artifacts with advanced forms of conjoined agency are capable of updating themselves so that their positive attributes are psychologically closer to humans than their negative attributes, enabling them to entrap individual and organizational practices, identities, and discourses. This article helps to identify a new theory of human dependence on artifacts and aids in clarifying often-blurred distinctions between separate outcomes of artifacts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1283** | Submission: **11540** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Behavioral Insights From Causal Field Research

Organizer: **Polly Kang**, *INSEAD*
Organizer: **David P. Daniels**, *NUS Business School*
Presenter: **David P. Daniels**, *NUS Business School*
Presenter: **Ilana Brody**, *UCLA Anderson School of Management*
Presenter: **L Taylor Phillips**, *NYU Stern*
Presenter: **Jose Cervantez**, *The Wharton School, U. of Pennsylvania*
Presenter: **Todd Rogers**, *Harvard U.*

This symposium, “Behavioral Insights From Causal Field Research,” presents five papers that use causal research designs involving field experiments with rich organizational contexts (e.g., education, medical, crisis counseling). Causal field research can be viewed as the gold standard of research designs because it combines the traditional strength of laboratory experiments (i.e., internal validity / causal inference) and the traditional strength of field research (i.e., external validity / generalizability). First, Daniels and Kang examine how aversive factors, such as job difficulty, influence turnover (“quitting”) and disengagement (“quiet quitting”) using a five-year large-scale natural field experiment at a major nonprofit organization (the largest field experiment on worker engagement to date), where 14,383 workers were repeatedly and randomly assigned to do 1,976,649 harder (vs. easier) job tasks. They find that aversive factors (like job difficulty) may increase overall turnover among workers, but they can also increase engagement among those workers who choose to stay. Second, Brody, Dai, and Hershfield use a field experiment to examine how to deliver comparison information to 27,952 teachers (of 595,789 students) to influence their students’ goal pursuit. They examine how providing (vs. not providing) comparison information to teachers influences student performance and student engagement. Third, Phillips et al. examine how to make bone marrow donation requests to increase donations. They find that a values-affirmation intervention at the first decision point (registration) fosters higher commitment to the process of donating bone marrow. Fourth, Cervantez et al. examine the impact of providing summary statistics to decision-makers describing the fraction of valued opportunities they have recently provided to women (vs. men) and minorities (vs. non-minorities) to boost diversity. Fifth, across five field experiments (total N=866,104), Lasky-Fink and Rogers find that shortening messages written by professionals increases the likelihood that readers register for webinars, complete surveys, donate, and visit links. Overall, this symposium showcases field experiments that use causal research designs and provide behavioral insights that are both theoretically important and practically relevant.

A natural field experiment on “quitting” vs. “quiet quitting”

Author: **David P. Daniels**, *NUS Business School*
Author: **Polly Kang**, *INSEAD*

Delivering Comparison Information to Teachers Increases Goal Pursuit for Students: Field Experiment

Author: **Ilana Brody**, *UCLA Anderson School of Management*
Author: **Hengchen Dai**, *UCLA Anderson School of Management*
Author: **Hal Hershfield**, *UCLA Anderson School of Management*

A Field Experiment: Encouraging Bone Marrow Donation through Values Affirmation

Author: **L Taylor Phillips**, *NYU Stern*
Author: **Sean Malahy**, *Paradigm*
Author: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Author: **Alana Conner**, *Google*
Author: **Jennifer Eberhardt**, *Stanford U.*
Author: **Hazel Markus**, *Stanford U.*
Author: **Geoffrey Cohen**, *Stanford*

Field and lab experiments about diversity: Real-time feedback to boost representation

Author: **Jose Cervantez**, *The Wharton School, U. of Pennsylvania*
Author: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Author: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Author: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Author: **Katherine Milkman**, *U. of Pennsylvania*

Writing More is Worse, Though We Predict the Opposite: Evidence from 5 Field Experiments

Author: **Jessica Lasky-Fink**, *Harvard Kennedy School*
Author: **Todd Rogers**, *Harvard U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1284** | Submission: **20442** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

Navigating Complexity with Mindful Leadership and Well-being

Session Moderator: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

This session will cover research papers that explore the intersection of mindfulness, leadership, and well-being in complex work environments. Attendees will gain insights into responsible leadership approaches to managing complexity, levels of well-being and brahmaviharas, and the impact of state mindfulness on feedback reception. Additionally, the session will delve into the potential benefits of mindfulness interventions for workers in a post-pandemic world. Overall, this session aims to provide valuable perspectives on fostering mindfulness, well-being, and effective leadership in today's dynamic work contexts.

MSR: **State Mindfulness and Feedback Reception: An Experimental Study**

Author: **Parijat Lanke**, *Assistant professor, Jindal Global Business School, O P Jindal Global U.*
Author: **Papri Nath**, *11646*

Performance feedback is crucial to organizational excellence. Research has shown that negative feedback largely leads to a dip in performance, and is explained via feedback intervention theory. Research has studied the ways in which negative feedback delivery could be improved to check for the dip in performance post feedback, but there exist a gap in literature focusing on the receiver of the feedback. Receiver of the feedback is most crucial in the process. In recent times, there have been calls for interventions based studies in organizational research as they have stronger implications for practice. In line, this study introduces the concept of mindfulness as an intervention to improve reception of negative feedback. Mindfulness, has the characteristic of improving the psychological resources of individuals. Current study has two-fold purpose of empirically testing the mechanism that leads to a dip in performance post negative feedback, and then to examine the impact of state mindfulness on this process. It employs an experimental method with a 2*2 factorial design, with state mindfulness, and mind wandering as the two conditions, along with feedback valence of positive and negative feedback. The sample is drawn from a working population. The results from the serial mediation, and the moderated mediation analysis reveal that mindfulness significantly moderates the acceptance/rejection of negative feedback, leading to a decreasing in negative affect and an improved core self-evaluation leading to improved performance even after receiving negative feedback. This study contributes significantly to the literature on performance feedback including feedback intervention theory as well as mindfulness practice's benefits in organizational setting.

MSR: **Levels of Well-being and Brahmaviharas: Conceptualization and a Field Experiment**

Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Author: **Chirag Dagar**, *Jindal Global Business School, O P Jindal Global U.*
Author: **Ajinkya Vijay Navare**, *S P Jain Institute of Management and Research*

The youth represent the nation builders of tomorrow. Moreover, individuals with high levels of well-being are more productive at work and are more likely to contribute to their communities. Given the significance of the young population, it is crucial to gauge the levels of their well-being, its key contributing factors, and how to enhance that. Subsequently, the current research was carried out through two studies. In the first study, we investigated the levels of well-being and the affiliated factors contributing towards well-being for a sample of students denoting the youth of India. As per the results of the survey, only about one third of the participants in the sample were flourishing, while the remaining either had moderate mental or were languishing. The results from multinomial logistic regression suggested that specific values and factors comprising engaged living, social connectedness, and family cohesion contributed significantly to well-being. We noticed a significant overlap between the variables associated with higher levels of well-being and components of Brahmviharas. This Buddhist notion consists of being friendly, joyful, accepting, and compassionate towards self and others. Consequently, anchored on how to enhance well-being and its associated factors, the second study investigated the effect of a self-management course offered in a university setting on different components of Brahmviharas. Findings of the (experiment) study indicated a positive impact on Brahmaviharas, on well-being. The research contributes to the literature by highlighting the importance of assessing well-being and the associated factors and undertaking initiatives to improve the level of well-being.

MSR: **Mindfulness Interventions to Leverage Workers Potential in a Post-pandemic World**

Author: **Carole Daniel**, *SKEMA Business School*
Author: **Jessica R. Mesmer-Magnus**, *U. of North Carolina, Wilmington*
Author: **Rebecca Monette Guidice**, *U. of North Carolina, Wilmington*

The COVID-19 pandemic has challenged organizations in unprecedented ways. In these chaotic times, finding ways to foster remote employees' mental health so they can continue to be engaged in their work, satisfied, and productive is a key concern. We explore the value of a digital, self-help mindfulness intervention for mitigating the widespread effects of the COVID-19 pandemic on workers' mental health and safeguarding employee engagement. Additionally, we examine whether a mindfulness intervention, through improved well-being and engagement, could enhance employees' performance and job satisfaction. Using a longitudinal, four-wave experimental design, we compare the levels of depression, work engagement, job satisfaction, and performance (in-role and extra-role) of participants who completed a 10-day self-help mindfulness intervention (n = 191) versus those that experienced an active (mind wandering; n = 100) or passive control (n = 70) condition. Participants who completed the mindfulness intervention reported significantly lower depressive symptomatology than those in either the active/mind wandering or passive control groups. Further, these participants reported significantly greater work engagement four months later and ultimately reported greater job satisfaction as well as productivity than their control group counterparts. We discuss the theoretical implications of these results for work-related mindfulness research as well as the practical implications for workplaces still struggling with the implications of COVID-19.

MSR: **Leading Mindfully Through Complexity: A Responsible Leadership Approach**

Author: **Sadhna Sargam**, *Indian Institute of Technology, Bombay*
Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

Leading a web of stakeholder relations amid environmental uncertainty and complexity that pose many challenges to the organization and its leaders has gained much attention in recent scholarship. Despite this, there remains insufficient research that demonstrates how leaders deal with such challenges in a socially responsible way to ensure organizational sustainability. Through two studies (survey and experiment), we demonstrate how the mindfulness of leaders assists them in dealing with such challenges. Decentering works as an important mechanism between mindfulness and the socially responsible behavior of leaders. Our findings have important implications for recruitment and selection strategies and training and development of employees to develop a responsible workforce.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1285** | Submission: **18868** | Sponsor(s): **(NEU, HR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Understanding Challenges and Deviations in Organizations: A Biological Perspective

Participant: **Danni Wang**, *Rutgers Business School*
Participant: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Participant: **Adrienne Wood**, *U. of Virginia*
Organizer: **Alon Burns**, *Bar Ilan U., Department of Psychology, Israel*
Discussant: **David A. Waldman**, *Arizona State U.*

Individuals in organizations are constantly challenged by their own physical states and by mistreatment by other organizational members. Naturally, there is growing interest among management scholars to study such phenomena. Most previous research on the topic, however, has relied on self or others' reports that may be less valid given the sensitive nature of these phenomena. In this symposium, we intend to demonstrate the viability of biological, micro-behavioral, and neuroscientific methods in the study of individual and interpersonal deviances in organizations. Among the topics discussed will be neural processes associated with abusive supervision, mental fatigue, trust, and threats associated with workplace sexism. Among the goals of this symposium is to demonstrate the benefits of biological measures to the study of individually and organizationally sensitive phenomena, as well as their potential contribution to mitigating their negative consequences.

How Third-Party Employees Respond to Abusive Supervision toward Coworkers

Author: **Danni Wang**, *Rutgers Business School*
Author: **Chao Chen**, *Rutgers U.*
Author: **Harry Wang**, *Rutgers Business School*
Author: **Nguyen Pham**, *Rutgers Business School*

Getting Tired? Psychophysiological Modelling of Cognitive Fatigue and Recovery

Author: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Author: **Alvin Lee**, *Nanyang Business School*
Author: **Elliot Chan**, *Nanyang Business School*
Author: **Woon-Seng Gan**, *Nanyang Technological U.*

Conversational Emotion Contagion Decreases as People Become Friends

Author: **Shelly Tsang**, *U. of Virginia*
Author: **Stephanie Kaiser**, *Harvard U.*
Author: **Adrienne Wood**, *U. of Virginia*
Author: **Xin Tong**, *U. of Virginia*

The Effects of Sexism Threat on Emotional Synchrony and Task Performance

Author: **Alon Burns**, *Bar Ilan U., Department of Psychology, Israel*
Author: **Zohar Ben-Moshe**, *Bar Ilan U.*
Author: **Yair Berson**, *McMaster U.*
Author: **Sharon Toker**, *Coller School of Management, Tel Aviv U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1286** | Submission: **15081** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Beyond the Voicer: Towards a Contextualized View of Employee Voice and its Social Dynamics

Organizer: **Shuoxin Cheng**, *U. Of Sydney*
Discussant: **Uta K. Bindl**, *King's College London*
Presenter: **Shuoxin Cheng**, *U. Of Sydney*
Presenter: **Helena Nguyen**, *U. Of Sydney*
Presenter: **Yiduo Shao**, *U. of Iowa*
Presenter: **Daniel Newton**, *U. of Iowa*

The rise and proliferation of research on employee voice in recent years reflects the importance of the topic. Studies have shown associations between voice and a range of benefits to organizations, such as enhancements to performance and productivity (Lam & Mayer, 2014), successful implementation of new ideas (NG & Feldman, 2012), lower intention to quit (Jiang & Yao, 2020), stronger supervisor-subordinate relationship (Kwon, farndale, & Park, 2016), and higher trust in senior management (Rees, Alfes, & Gatenby, 2013). The extant research remains scant, however, in specifying contextualized voice dynamics, social dimensions and social actors beyond the voicer that contributes to the successful outcome of voice. Envisioning voice as a process and as a context-specific phenomenon that involves multiple social actors (eg., voice endorsers, implementers, allies, resistors, bystanders etc), this symposium involves a collection of studies that advances a multilevel, multi-perspective, socially contextualized understanding of employee voice. Specifically, in recognizing voice as a dynamic social process that ebbs and flows and is influenced by multiple social actors, this symposium addresses several important research questions, such as: Whether and how do team member allyship and resistance influence team voice and the implementation of team voice? How do personality traits (e.g., trait competitiveness) in the social context influence employee voice? What is the impact on voicers when supervisors take over and take credit for subordinates' voice during implementation? What is the buffering role of voice on demands during crisis and the role of supervisor support in enabling voice to have beneficial outcomes in challenging times?

From Words to Actions: Team Voice within the Social Context

Author: **Shuoxin Cheng**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Karyn L. Wang**, *U. Of Sydney*

To Vie or To Voice: Being Competitive in Work Teams

Author: **Yiduo Shao**, *U. of Iowa*
Author: **Brian W. Swider**, *U. of Florida*
Author: **Junhui Yang**, *U. of Florida*

Stealing the Show or Sharing the Stage:Employee Reactions to Supervisors'VoiceCreditClaimingBehavior

Author: **Daniel Newton**, *U. of Iowa*
Author: **Ah Jung Kim**, *U. of Iowa*

Getting Through by Speaking up:TheBufferingRoleofEmployeeVoiceonWell-beingandPerformanceDuringCrisis

Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Shanta Dey**, *U. Of Sydney*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Author: **Shenjiang Mo**, *Zhejiang U.*
Author: **Emily Hibbert**, *U. Of Sydney*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1287** | Submission: **20871** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Going Above and Beyond: New Directions in Organizational Citizenship Behavior Research

Session Moderator: **Feng Yu Zhai**, *Dongbei U. of Finance and Economics*

OB: **To Protect the Ego? Anticipated Image Risk as a Deterrent to Workers' Safety Citizenship Behavior**

Author: **Feng Yu Zhai**, *Dongbei U. of Finance and Economics*
Author: **Xin Ning**, *Dongbei U. of Finance and Economics*

Scholars and practitioners are increasingly paying attention to workers' safety citizenship behavior, the emergence of which has been indicated to benefit safety improvement and accident reduction. Although it may have major implications for occupational safety, workers seem to be apathetic to enacting safety citizenship behavior. In this paper, we focus on construction workers' safety citizenship behavior and examine anticipated image risk as a deterrent to enacting it. By proposing that workers tend to conceal or deny their member identity to not engage in safety citizenship activities, we offer a self-protection explanation for why perceptions of image risk can have a deterring effect on safety citizenship behavior as well as why this relationship can be attenuated by workers' proactive personality. Specifically, we propose that proactive workers may view anticipated image risk as a surmountable challenge and frame their actions to reshape others' negative opinions, thereby maintaining their sense of safety responsibility and sense of belonging. Using data from 339 construction workers, we demonstrate that proactive personality moderates the negative relationship between anticipated image threats in safety citizenship behavior and sense of safety responsibility, sense of belonging, which in turn affects subsequent safety citizenship behavior enactment. Our findings provide a new lens to study the emergence of safety citizenship behavior by illuminating a previously overlooked danger (i.e., anticipated image risk) and a viable remedy (i.e., proactive personality), which merits organizational attention and careful management.

OB: **The Unique Effects of Citizenship Pressure and Citizenship Behavior on Fatigue and Family Behaviors**

Author: **Ekaterina Netchaeva**, *HEC Paris*
Author: **Remus Ilies**, *Bocconi U.*
Author: **Massimo Magni**, *Bocconi U.*
Author: **Jingxian Yao**, *Singapore U. of Social Sciences*

Past research has distinguished between organizational citizenship behaviors (OCBs), which refer to willful extra-role behaviors, and citizenship pressure – the perceived pressure to engage in these behaviors. Although citizenship pressure can be seen as a precursor to OCBs, it is also considered a stressing demand (and evidence for the association between these two citizenship constructs is mixed); thus, in the current research we examine citizenship pressure and OCB as independent constructs and compare their effects on relevant outcomes. Drawing on the Model of Human Energy (Quinn, Spreitzer, & Lam, 2012) as our overarching framework for this research, we hypothesize that both daily citizenship pressure and OCB lead to greater fatigue – an indicator of perceptions of resource threat or depletion – and that these relationships will be moderated by sleep quality that the employees had the night before. We further predict that fatigue will have negative effects on spouses' reports regarding employees' engagement in social activities with them in the evening, and that this relationship will be moderated by spousal recovery support provision. We test our hypotheses in a sample of professionals using Experience Sampling Methodology. Findings and implications, as well as directions for future research, are discussed.

OB: **The Effect of Perceived Hazardous Working Settings on Employees' Moral Identity and Behaviors**

Author: **Chao Ma**, *Australian National U.*
Author: **Sijia Zhao**, *Tongji U.*

Drawing from social cognitive theory, we developed a model to propose that the perceived hazardous working settings tends to elevate employees' moral identity, which predicts their engagement in more organizational citizenship behavior and less unethical behavior. Moreover, we integrated with social–cognitive model of moral behavior and suggested that leader ethicality serves as a second stage moderator strengthening the positive effect of moral identity on organizational citizenship behavior and weakening the negative effect of moral identity on unethical behavior. We tested the model in two studies using multisource and multiwave data. Results of a 3-wave investigation of 211 fulltime employees and their immediate supervisors (Study 1) supported the proposed relationships among perceived hazardous working settings, moral identity, organizational citizenship behavior, and unethical behavior. We further conducted a second study (Study 2) using 451 fulltime employees and their immediate supervisors to replicate the results of Study 1 and tested the full model. Results of Study 2 indicated full support of our model. Implications for theory and practices are also discussed.

OB: **Good Soldiers, Good Actors, and Good Learners? Self-Improvement as a Motive for OCB**

Author: **Thomas Kelemen**, *Kansas State U.*
Author: **Samuel Matthews**, *Gonzaga U.*
Author: **Michael Matthews**, *U. of Oklahoma*
Author: **Phillip S. Thompson**, *Virginia Tech*
Author: **Mark C Bolino**, *U. of Oklahoma*

Previous research has emphasized the role of prosocial values, organizational concern, and impression management as driving motives behind organizational citizenship behavior (OCB). However, it is likely that employees are also motivated to engage in OCB in order to self-improve. As such, our theoretical and empirical understanding of citizenship motives is incomplete. Therefore, in this research, we explain why self-improvement motives are critical to our understanding of OCB. Further, we develop an OCB motives scale that includes a self-improvement motive. We subsequently demonstrate the scale's content adequacy, validity, and reliability. Then, using two independent samples of multi-source data, we find that self-improvement motives are positively related to individually focused OCB (OCBI) and organizationally focused OCB (OCBO). Further, we show how prosocial values, organizational concern, and impression management all positively moderate the relationship between self-improvement motives and OCB. Implications and directions for future research are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1288** | Submission: **20585** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

Artificial Intelligence and Decision Making

Session Moderator: **Chao Lei**, *School of Management, Huazhong U. of Science and Technology*

OB: **Identifying Managerial Search Strategies in Virtual Reality**

Author: **Albert Jolink**, *SKEMA BS - U. Côte d'Azur*
Author: **Eva Niesten**, *SKEMA Business School - U. Côte d'Azur*

The literature on decision-making by boundedly rational organizations has largely focused on examining triggers and outcomes but has black boxed the middle process of search for solutions to problems. In this study we will unpack the "middle step" of problemistic search using a virtual reality (VR) experiment. Specifically, we will refer to this middle step as managerial search strategies. By building on belief- and aspiration-based models, we demonstrate that improved insights into the specific internal sub-processes of problemistic search help to identify different managerial search strategies. We also examine the adaptation of managerial search strategies in terms of their efficacy and efficiency in ambiguous environments. We test our propositions on managerial search strategies and their adaptation in a purpose-built virtual environment. Depending on the extent of ambiguity, we find that decision-makers adopt three types of strategies: vary-one-thing-at-a-time, vary-all-things-in-opposite-directions, switching-to-other-corners-solutions. When ambiguity increases, decision-makers achieve higher levels of efficacy and efficiency with a search strategy of switching-to-other-corners-solutions. Our study responds to the call for research in decision-making in behavioral organizational theory, culminating in a research agenda that further develops VR research for organizations.

OB: **The Effect of the Decision Time of a Human-robot Hybrid Group on Normative Conformity**

Author: **Chao Lei**, *School of Management, Huazhong U. of Science and Technology*
Author: **Pengcheng Zhang**, *Huazhong U. of Science and Technology*
Author: **Huan Tao**, *School of Management, Huazhong U. of Science and Technology*

Steam of research shows that peoples' decisions could be influenced by other groups under social pressure, even if they know their initial outcomes are correct. This effect of normative conformity not only exists in human-human interaction, but also exists in human-robot interaction. However, we argue that these findings are incomplete because they all focus on the effect of the confederates' decision outcomes on focal individuals in conformity. It is as yet unclear whether and to what extent the confederates' decision process (i.e., their decision time) can influence normative conformity. In this study, we use the Asch paradigm in a human-robot hybrid setting, revealing that the confederates' decision time affects normative conformity. We further explore whether the unanimity of the confederates' decision time affects normative conformity. Results reveal that the effect of the robot confederate's decision time on normative conformity is weaker than the human confederates'. Next, we further explore the underlying explanation of this effect, finding that the confederates' decision time shapes their group pressure and ultimately influences normative conformity. These findings suggest that the confederates' decision time can and does affect normative conformity, the influence of the decision process of the human-robot hybrid cannot be ignored in human-robot interaction.

OB: **Will Humans in AI-Augmented System Correct AI Bias? The Barrier of AI Unbiasedness Stereotype**

Author: **Yuqing Sun**, *U. of Washington*
Author: **Jian Guan**, *Currently a PhD student at Shanghai Jiao Tong U., Shanghai, China*
Author: **Xuan Wei**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xin-an Zhang**, *Shanghai Jiao Tong U.*

Humans increasingly rely on artificial intelligence (AI) for efficient and objective decision-making. Yet AI is not a panacea, and it is well-acknowledged that AI suffer from biases. Tackling this bias issue requires not only designing unbiased AI algorithms but also considering human behaviors in response to AI bias from the psychological perspective. This study focuses on the underexplored latter by investigating whether and when human decision-makers execute bias correction in response to AI-generated biases. In virtue of the attribution theory, we propose an inhibitory bias correction effect that rests upon AI unbiasedness stereotype—referring to the tendency to associate AI with the attribute of being unbiased. With three pre-registered experimental studies, we received supporting evidence that participants were less likely to correct for AI bias because they did not believe that the bias was attributable to AI as an external cause. Using a separate survey study, we further validated the generalizability of human stereotype of AI unbiasedness, lending support to the practical value of our research. The present study delivers actionable insights for AI-assisted decision-making that human partners should be aware of the impact of stereotypical beliefs and offer necessary intervention.

OB: **Machine Learning-based Resignation Prediction Framework for Small Dataset Analysis**

Author: **Chia-Yu Lin**, *National Central U.*
Author: **Mitchel Hsu**, *Yuan Ze U.*
Author: **Yun-Chieh Cheng**, *Yuan Ze U.*
Author: **Heng-Yu Chang**, *Chang Gung U., Chang Gung Memorial Hospital*

Managerial shocks and business costs often occur when employees resigned without notice, a reliable prediction framework to avoid unexpected turnover can therefore minimize human capital losses. Prior studies have shown that resignation prediction models were trained with datasets in correspondence to some specific regions, yet the model generalizability remains problematic and challenging due to the availability of sufficient employee data. This study proposes a machine learning-based resignation prediction framework (ML-RPF) designed particularly for small dataset adapted to multiple regions. With two layers of feature processing and four prediction models, the ML-RPF is a general framework that can be constructed with small dataset. Eventually, it increases the overall average recall score by 0.40, indicating that the results can reach three times higher than the average score of baseline models. The adoption of the ML-RPF for human capital development is also discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1289** | Submission: **20603** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

The Role of Emotions in Employee Counterproductive Work Behavior

Session Moderator: **Nai-Wen Chi**, *National Sun Yat-Sen U.*

OB: **Compensatory Effects of Loneliness: How and When does Workplace Loneliness Promotes Employees UPB**

Author: **Yanghao Zhu**, *Huazhong U. of Science and Technology*
Author: **Yannan Zhang**, *Southwestern U. of Finance and Economics*
Author: **Yunpeng Xu**, *Zhongnan U. of Economics and Law*
Author: **Feng Qin**, *Jiujiang U.*

With the development of information and communication technology (ICT), loneliness has become a common emotional experience in the workplace. However, research on what strategies employees would take to alleviate loneliness is scarce. To fill this gap, we explored the interpersonal consequences (e.g., unethical pro-organizational behavior, UPB) of workplace loneliness based on self-determination theory and the evolutionary model of loneliness. A three-stage questionnaire survey of 249 employee-colleague dyadic data in China shows that workplace loneliness positively affects employees' UPB through relatedness need thwarting. In addition, collectivism orientation not only moderates the direct relationship between workplace loneliness and relatedness need thwarting, but also the indirect effect of workplace loneliness on UPB via relatedness need thwarting. The theoretical and practical implications of the findings are discussed.

OB: **Depleted and Inauthentic? Dual Mechanisms Linking Daily Surface Acting to Problematic Drinking**

Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Gordon Matthew Sayre**, *EMLYON Business School*
Author: **Yin Yee Wong**, *The Hang Seng U. of Hong Kong*
Author: **Ke-Li Li**, *National Sun Yat-Sen U.*

Alcohol use represents a costly behavior for individual health and organizational competitiveness, with especially high prevalence rates in jobs involving frequent contact with customers and clients. Emotional labor, where individuals must regulate their emotions for a wage, is common to these jobs but shows mixed effects on alcohol use. We seek to remedy these mixed findings by testing predictions from the process model of depletion, along with felt inauthenticity as an additional mechanism based on the social interaction model of emotional labor. Results from a two-week experience sampling study of customer service workers indicated that both depletion and inauthenticity explained the link between surface acting and problematic drinking. We also explored boundary conditions, finding that trait dominance buffered the inauthenticity pathway consistent with the social interaction model, while trait self-control did not moderate the depletion pathway contrary to regulatory depletion predictions. These findings advance the emotional labor literature by highlighting the importance of motivational shifts in line with the process model of depletion, and the role of felt inauthenticity as an important but often ignored mechanism explaining the link between surface acting and health.

OB: **Leisure Crafting and Immoral Behaviours at Work and Home**

Author: **Yifei Shen**, *Dalian U. of Technology*
Author: **Zhenduo Zhang**, *Dalian U. of Technology*
Author: **Xiuxia Sun**, *Dalian U. of Technology*

Employees are under more stress than usual as a result of the COVID-19 pandemic, both at work and at home. A recent stream of research has focused on the benefits of leisure crafting, which cultivates job resources in the leisure domain, for employees. Based on conservation of resources theory (COR) and the work-home-leisure resources model, this study aims to explore when and how leisure crafting might inhibit immoral behaviours at work and home. To test the conceptual model, this study adopted a two-wave multi-source questionnaire survey design to collect data from 545 Chinese hospitality employees. Mplus 7.4 was used to test the hypotheses and the results indicate that: 1) leisure crafting is negatively associated with unethical behaviour at work and family incivility at home; 2) flourishing mediates the influences of leisure crafting on unethical behaviour and family incivility; 3) family hassles undermine the positive spillover effect of leisure crafting on unethical behaviour and family incivility through flourishing. In the face of the COVID-19 pandemic, our research supports the advantages of leisure crafting in inhibiting immoral behaviour at work and at home.

OB: **From Organisation-targeted Counterproductive Work Behaviour to Organisational Citizenship Behaviour**

Author: **Peixu He**, *Huaqiao U.*
Author: **Hanhui ZHOU**, *Huaqiao U.*
Author: **Cuiling Jiang**, *Kedge Business School*
Author: **Qiongyao Zhou**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Based on moral cleansing theory, a moderated mediating model was proposed to explore the internal psychological mechanisms of employees' transformation from organisation-targeted counterproductive work behaviours (CWB-O) to organisation-targeted citizenship behaviours (OCB-O). We conducted three studies, including two experiments and one survey. Our results show that the previous CWB-O positively affected employees' subsequent guilt feeling and perceived moral impurity. In particular, guilt feeling and perceived moral impurity played mediating roles in the relationship between CWB-O and OCB-O. In addition, employees' traditionality positively moderated the indirect effect of CWB-O on OCB-O via guilt experience and perceived moral impurity, such mediating effect is more vital for employees with higher level of traditionality, and vice versa.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1290** | Submission: **20643** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

You're Too Funny: Exploring the Effects of Humor at Work

Session Moderator: **Shuai Ren**, *McMaster U.*

OB: **The Social-Cognitive Functions of Workplace Humor, Gender, on Promotability**

Author: **Shuai Ren**, *McMaster U.*
Author: **Rick D. Hackett**, *McMaster U.*
Author: **Abira Reizer**, *Abira Reizer, Associate Professor. Ariel U. Israel*

Humor is a pervasive social phenomenon in the workplace context as more and more organizations nowadays are pursuing a fun work environment. While previous literature had examined the evaluations of leader humor, trait humor of employees in the workplace context had not been examined with career advancement prospects, particularly promotability. Our study investigated the effects of both positive and negative traits of workplace humor reported by employees on their promotability evaluated by supervisors using a dyadic work sample in Israel (N=142 dyads) with a cross-sectional design. Interactions between positive/negative workplace humor, employee gender, and supervisors' gender were examined. The results suggested that employee trait humor is a critical predictor for promotability when gender is incorporated as a moderator, even after controlling for Big Five personality traits and emotional intelligence. In particular, humorous male subordinates are more likely to be perceived as promotable especially if their supervisors are male while humorous female subordinates are less promotable. Moreover, male and female supervisors evaluate promotability associated with workplace humor differently. Our study replicated and extended the earlier studies concerning the gender bias of humor in the workplace from a subordinate perspective, and yielded important implications for leadership emergence and diversity, equity, and inclusion.

OB: **Interpersonal Humor as Dynamic, Contextual, and Spontaneous: A Call to Study**

Author: **Sharon F. Ehasz**, *Case Western Reserve U.*

Humor is a social process. As a multi-functional construct, it can transform individuals, relationships, and organizations. The development and popularity of humor styles have shaped how humor is conceptualized and measured. Empirical research makes the case for the benefits of affiliative and self-enhancing humor, as well as the detriments of aggressive and self-defeating humor. However, in drawing such a distinction, the individual and cultural differences that impact humor and interpersonal relationships are neglected. To understand the process of humor, it is vital to recognize how context (i.e., culture, organizational norms, and specific setting), amount of humor, and time influence humor's impact. Current methods for studying interpersonal humor need to transition from studying humor as a static concept occurring as a moment in time to studying it longitudinally. By observing humor over time, researchers will be able to identify humor's evolution and correlational and causal relationships, as well as better account for the context, amount, and timing of humor. Identifying how specific humor styles and types impact interpersonal relationships, and larger communities and organizations through positive affect and emotional contagion, will enable a more well-rounded understanding of humor, as well as provide the knowledge to more effectively use humor for good.

OB: **Set A Good Example: The Impact of Leader Self-deprecating Humor on Subordinate Learning from Failure**

Author: **Xi Wang**, *Renmin U. of China*
Author: **Songbo Liu**, *Renmin U. of China*

Based on motivated information processing theory, we explore how and when leader self-deprecating humor influences subordinate learning from failure by considering task reflexivity as a novel explanatory mechanism and leader-subordinate value congruence as a boundary condition. We conducted a multi-wave and multi-source survey of 342 members from 61 teams in a large research institute in China. Given the nested data, we used multilevel modeling method as the analytical strategies to test our moderated mediation model. Results of multilevel path analyses demonstrate that leader self-deprecating humor positively influences subordinate learning from failure via task reflexivity. Moreover, this mediation effect is stronger when leader-subordinate value congruence is high. Therefore, our research goes beyond extant literature on learning from failure and enriches the theoretical understanding of the relationship between leader self-deprecating humor and subordinate learning from failure.

OB: **Think Big and Start Small: A Within-Person Examination of Vision Communication and Goal Progress**

Author: **Fu Yang**, *Southwestern U. of Finance and Economics*
Author: **Ju Yang**, *Southwestern U. of Finance and Economics*

In this study, our primary purpose is to clarify how and when leaders motivate followers to pursue visions by vision communication. Specifically, grounded in the general model of vision communication, we propose that leader vision communication provides enabling conditions for need fulfillment and, thus, stimulates follower vision pursuit, in the form of follower goal progress. We further theorize how two cross-level moderators—leader sense of humor and follower selective optimization with compensation—affect the above relationship. An experience sampling study with 911 daily observations across 10 consecutive workdays provided support for our hypotheses. Results showed that the impact of leader vision communication on follower need fulfillment was pronounced for leaders with a high sense of humor. In turn, follower need fulfillment arising from leader vision communication resulted in greater goal progress, especially among followers with high selective optimization with compensation. Altogether, our findings offer new insights into how organizations can effectively utilize vision communication to motivate followers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

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Program Session: **1291** | Submission: **20621** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

New Directions in Emotions Research

Session Moderator: **Effie Savvides Syrimis**, *Employee Well-Being via Eudaimonia: A Proposed Model of Eudaimonia at Work*

OB: **Employee Well-Being through a Eudaimonic Lens: A Proposed Model of Eudaimonia at Work**

Author: **Effie Savvides Syrimis**, *Employee Well-Being via Eudaimonia: A Proposed Model of Eudaimonia at Work*

The aim of this study is to develop a deeper understanding of employee eudaimonic well-being. With the use of the Broaden and Build Theory (BBT) of positive emotions we develop a model to conceptualise the eudaimonic perspective of employee psychological well-being. Eudaimonia is seen as a type of psychological well-being entailing the search for meaning, self-actualization and excellence, while embarking on a journey to personal growth. As per the BBT, positive emotions have an enduring impact, and enable individuals in positive states to develop resources for them to grow, contributing positively to well-being and eudaimonia. Our contribution lies in the ability to conceptualise employee eudaimonic well-being from a multidisciplinary angle borrowing from the literature of psychology, organizational behaviour and human resource management. Specifically, we bring together meaningfulness, virtue and personal growth at work to better explain employee eudaimonic well-being. Meaningfulness at work is conceptualised through the 'work and meaning inventory' (psychological meaningfulness, making meaning through work and great good motivations). Virtue at work is conceptualised by looking at the employee character strengths, leadership virtuousness and organizational virtuousness. We conceptualise personal growth at work through personal growth in life, perceived supervisor support and perceived investment in employee development. Bringing these three constructs (meaningfulness, virtue and personal growth at work) together to study employee eudaimonic well-being, including their suggested sub-constructs is a novelty in the literature.

OB: **A Meta-Analysis Study of Attachment Styles in the Workplace**

Author: **Mai Pham**, *Department of Business Administration, National Chengchi U.*
Author: **Chang-Ya Hu**, *National Chengchi U.*
Author: **Yen-Yu Chen**, *National Yang Ming Chiao Tung U.*
Author: **Sheng Wang**, *U. of Nevada, Las Vegas*

Attachment style is a valuable motivation framework for studying how employees develop emotional connections and interaction patterns in the workplace. However, the findings of existing empirical studies were mixed, suggesting a need for a quantitatively synthesized review. We conducted a meta-analysis of relationships between attachment styles and employees' work attitudes, behaviors, and leader-related styles and attributes (K = 151 independent samples, N = 36,695 workers). Secure attachment was positively related to job satisfaction, organizational commitment, affective commitment, self-efficacy, self-esteem, and trust. Secure attachment employees were linked with heightened job performance, organizational citizenship behavior, OCB, and organizational citizenship behavior-individual, OCB-I. Anxious and avoidant attachment were negatively related to group cohesion, life satisfaction, job satisfaction, self-efficacy, and trust. Both insecure attachments were prone to continuance commitment, counterproductive work behavior, CWB, surface acting, job burnout, depersonalization, and inefficacy. Regarding leader-related styles and attributes, secure attachment was positively related to the perception of transformational leadership, while avoidant attachment was negatively related to the perception of transformational leadership. Anxious attachment was negatively associated with LMX quality. The cultural dimensions of the samples (i.e., individualism, power distance, and masculinity) moderated some of these relationships. We discuss the theoretical and managerial implications of these results.

OB: **Find Your Fit From Within: Towards a Resource-based Understanding of Emotional Fit**

Author: **Florence Bernays**, *U. of Zurich*
Author: **Jochen I. Menges**, *U. of Zurich*
Author: **Lauren Christine Howe**, *U. of Zurich*

Fit theories have suggested that employees prosper when their personal characteristics match with those of their environment. Previous fit research has highlighted how employees assess fit with, for example, their organization, their job, and their supervisor. Surprisingly little research has examined how employees assess fit with their emotional needs – that is, the degree to which work provides emotional experiences that match those desired by the employees. We suggest that employees differ in their emotional needs (i.e., the emotions that employees wish to feel at work) and that emotional fit occurs when work provides the distinct emotions that employees desire. In a 10-day diary study, we find that when individuals get to experience their desired feelings at work, they are less emotionally and physically exhausted, less likely to quit, and more satisfied with their work. We further find that experiencing one's desired feelings too much (overfit) or too little (underfit) yields differential effects and that attentional focus declines or improves as a function of experiencing optimal, deficient, or excessive levels of emotional fit. Our results offer a new facet of fit that concerns the idea of "fitting in from within"; they provide novel insights into how organizations, leaders, and employees can benefit from embracing employees' desired feelings at work.

OB: **Why Do Perfectionists Procrastinate? The Role of Autonomous Motivation and Psychological Distress**

Author: **Xiao Wang**, *School of Business, Renmin U. of China*
Author: **Lifeng Zhong**, *School of Business, Renmin U. of China*
Author: **Josh Howard**, *Monash U., Australia*

Research on perfectionism and procrastination has largely focused on the role of rational behavioral control in effective self-regulation. However, procrastination is characterized by the priority of short-term gratification over long-term goals and implies the breakdown of the rational system, which suggests that a deeper investigation of the natural tendency to follow impulses is valuable. In this study, we attempt to address this gap by considering the joint effects of motivation and affect. Specifically, based on self-determination and emotion regulation theory, we propose two supplementary pathways linking the two types of perfectionism (perfectionism strivings and perfectionism concerns) to procrastination behavior: a motivational path via autonomous motivation and an affective path via psychological distress. Further, we hypothesize that the relationships are contingent upon a contextual moderator, such that external performance pressure strengthens the negative indirect effect of perfectionism strivings on procrastination behavior as well as the positive indirect effect of perfectionism concerns on procrastination behavior. We found support for most of our arguments in a longitudinal study using 376 employees recruited from an online survey platform in China. Our analyses shed new light on why and when trait perfectionism impacts procrastination behavior. We discuss theoretical and practical implications for organizations and employees.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

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Program Session: **1292** | Submission: **20793** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

New Perspectives in Leadership Research

Session Moderator: **Ryan Scott Hemsley**, *Michigan State U.*

OB: **Paternalistic Leadership and Job Satisfaction: Moderating Role of Cohesion and Trust**

Author: **Sheng-Bin Wang**, *National Sun Yat-Sen U.*
Author: **Chun-Han Chao**, *Binghamton U.-State U. of New York*
Author: **San-Fu Kao**, *National Tsing Hua U., Hsinchu, Taiwan*

This study uses polynomial regression with response surface analysis to examine the congruence effect of authoritarianism and benevolence from paternalistic leadership theories. This integrative method can fix the misalignment between theoretical arguments and empirical tests of paternalistic leadership, such that previous studies usually treat authoritarianism and benevolence as separate dimensions of paternalistic leadership. Using data from 566 high-school basketball athletes from 42 teams in Taiwan, we empirically show that congruent paternalistic leadership (i.e., high authoritarianism and high benevolence) has a positive effect on follower satisfaction. Moreover, this positive effect is further reinforced when follower-rated cohesion or affective trust is high, highlighting the role of contextual factors in paternalistic leadership. The theoretical and practical implications of these findings are discussed.

OB: **Theses and Antitheses: Toward a Normative Schema Theory of Leadership Functions**

Author: **Ryan Scott Hemsley**, *Michigan State U.*
Author: **Daniel Jacob Griffin**, *Michigan State U.*
Author: **John R. Hollenbeck**, *Michigan State U.*

Rather than relying on a formal leader, self-managed teams frequently utilize a broader leadership structure centered on leadership functions. Ideals about how leadership functions should be executed will affect team member perceptions of effective leadership. Seminal theories on perceptions of effective leadership take a cognitive perspective centered on ideal traits (i.e., prototypes and anti-prototypes). Unfortunately, these theories involving ideal traits make at least three problematic assumptions that may not hold for ideals about leadership functions. Specifically, (a) the content of cognitive ideals is primarily defined by traits, (b) the structure of cognitive ideals is linear (i.e., prototypes versus anti-prototypes), and (c) the stability of cognitive ideals is relatively static in a specific context. To redress these problematic assumptions, we advance new theory about normative schema of leadership functions. Normative schemata have a unique dialectical structure, where universal team problems (e.g., how to arrive at a single decision in the face of conflicting opinions) have multiple acceptable solutions (e.g., decision-making through hierarchy, consensus, or a combination). In this study, we find evidence in support of our Normative Schema Theory. Beyond introducing a new construct, this study advances theory on perceptions of effective leadership and leadership processes in self-managed teams. Indeed, embracing alternative ways of leading as antithetical, rather than anti-prototypical, has important implications for the future of socio-cognitive leadership research.

OB: **Weep To Be Heard: The Joint Effect of Individual Voice and Sadness Expression on Leader Support**

Author: **Xiaode Ji**, *Hong Kong Polytechnic U.*
Author: **Yanting Wang**, *Guanghua School of Management, Peking U.*

The current study aims to explore when and how the expression of individual voice, or upward communication of ideas, suggestions, concerns, and opinions related to one’s own work, will engender leader support. Drawing on the social functional perspective of emotion, we hypothesize that expressing sadness together with individual voice will facilitate leader socio-affective and cognitive support by eliciting the leader perceived importance of voice. To test our hypothesized model, we employed an event-contingent method to collect data from 312 leaders from China. Consistent with our propositions, expressing sadness when speaking up individual voice is positively related to leaders’ perception of the importance of voice. As a consequence, leaders provide more support in terms of voice endorsement and emotional support. The present research emphasizes the importance of emotion in entailing the receptivity of individual voice, adding value to the emerging literature that focuses on achieving a balance between individual and organizational needs to promote a more sustainable organizational culture. We discuss implications for theory, future research, and management practice that result from our study.

OB: **“What Would My Leader Do Today?”: Leader’s Daily Time Plan Sharing and Daily Subordinate Outcomes**

Author: **Aran Cho**, -

According to the Conservation of Resource (COR) theory, perceiving resource availability is crucial for employees to have an ideal workday with high task performance and job satisfaction. Time is one of the most important resources that has distinguished characteristics and values. However, not many studies have examined how employees can feel perceived control of time in organizational settings, in which employees’ daily time use is not only determined by their own time management but also influenced by various environmental factors. With an integrative model drawn from the COR theory and self-regulation literatures, this study explains how leaders' daily behavior of sharing their time plan with their subordinates increases the subordinates’ daily task performance and job satisfaction by influencing the subordinates’ perceived control of time and engagement. The study suggests that leaders’ time plan sharing serves as a reference for subordinates to predict their leaders’ time use of the day and to begin a resource-related self-regulation process. Using Example Sampling Method (ESM), hypotheses are tested with 161 employees from the media industry, measured across five days. With all hypotheses supported, this study provides practical implications both for leaders and organizations and theoretically contributes to time resource-related self-management research and temporal coordination research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1293** | Submission: **20803** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

The Big Picture: Organizational Climate, Context, and Culture Research

Session Moderator: **Haifeng Wang**, *Shanghai International Studies U.*

OB: **The Different Effects of Organizational Culture on Firm and Individual Performance: A Meta-Analysis**

Author: **Haifeng Wang**, *Shanghai International Studies U.*
Author: **Jing Li**, *School of Business and Management, Shanghai International Studies U.*

To study the differences in the performance of the firms and individual employees in different organizational cultures, we employ meta-analysis methods to examine the differential impact of the clan, adhocracy, hierarchy, and market culture on firm and individual performance, basing on the Competing Values Framework (CVF) classification. This article includes 49 studies with 76,437 firm-level samples and 32 studies with 99,621 individual-level samples, we find that at both firm and individual level, the positive impact of adhocracy culture on performance is strongest, and hierarchy culture has the weakest impact, we also uncover that clan culture has the stronger impact on performance at the individual level; while adhocracy culture and market culture have the stronger impact on performance at the firm level. In addition, results also show how organizational cultures differ in the context of Eastern culture and Western culture.

OB: **Trickledown Effect of Participative Leadership Climate: Age and Immigration Status as Moderators**

Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*
Author: **Siddharth Natarajan**, *Nanyang Business School, NTU Singapore*
Author: **Daan Van Knippenberg**, *Rice U.*
Author: **Nitin Sharma**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*
Author: **Sophia Zhao**, -

Participative leadership involves the followers in the decision-making process to leverage their contribution in the development of creative concepts, goals, and execution of strategies. At the organization level, participative leadership climate can be manifested at the top management and at the middle management levels. The present paper develops theory on middle managers' participative leadership climate, illuminating how it is formed from the top management leadership climate, for whom, and what are its firm level outcomes. A globally representative data from Centre of Creative Leadership from the year 2000 to 2016, initial data consisted of information on 152,644 individuals from 11,559 organizations, was used to provide support for the hypothesized relationships. Top management participative leadership climate had a trickle-down effect on middle managers participative leadership. This effect was found stronger for (a) the younger, and (b) immigrant middle managers. Middle management participative leadership climate positively associated with firm performance. Theoretical and practical implications are discussed.

OB: **How Gender-diversity Context Affects Employee Performance through Workgroup Inclusion**

Author: **Chiyin Chen**, *Donghua U.*
Author: **Zhigang Song**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Literature on the relationship between gender diversity and employee performance results is ambiguous. This manuscript wishes to discuss how gender diversity context, employee gender, and individual value affect employee attitude and performance through the lens of optimal distinctiveness theory and social gender psychology. We propose and test a three-way interaction model in an employee-supervisor dyads data set and found that gender distance is more positively associated with workgroup inclusion perceptions for male employees who score low on the value of conservation whereas such relationship becomes negatively associated for female employees with low levels of conservation. Furthermore, workgroup inclusion perception mediates the relationships between the three-way interaction and employee task performance and creativity. Our study provides new theoretical explanations on whether and when gender diversity context affects employee attitude and performance.

OB: **Research Integrity Management in Business Schools**

Author: **Anna Strazda**, *RISEBA U. of Applied Sciences*
Author: **Inna Kozlinska**, *U. of Groningen, Faculty of Economics and Business*
Author: **Paula Danskin Englis**, *Berry College*

In today's global research environment, academic staff and researchers at business schools are under the increased pressure to maximize their publications output in high quality journals. Individual indicators are used to assess professional performance, award academic positions, promote university indicators, ensure international accreditation requirements, and attract research projects and funding. These achievements are often assessed only based on quantitative criteria, which risks lowering the quality of research content. The aim of research is to create the conceptual framework of research integrity culture based on literature studies on research integrity and organisational culture approaches. We used analytically critical literature review, to create the understanding of research integrity concept, identity influencing factors, define "hot topics" by keywords analysis and bibliometric analysis with VOSviewer. The literature review was conducted on organisational culture approaches to define dimensions that can serve as the foundations for research integrity culture. The main contribution of this theoretical research is linking the concept of research integrity with organisational culture in business schools and filling the gap on how the organisational culture approach might be applied to strengthen research integrity on the individual and organisational levels in business schools. Keywords: Research integrity; business schools; organisational culture; research integrity culture

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Session Type: **Paper Session**
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Team Resilience and Reflexivity

Session Moderator: **Sandra Baumbach**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

OB: **Self- vs. Team-Preserving Responses in Extreme Contexts and the Demonstration of Team Resilience**

Author: **Kijan Vakilzadeh**, *U. of Kassel*

Most conceptualizations of team resilience seem to be implicitly based on the understanding that team members individually and collectively strive for resilience. While this may prove true in more mundane contexts, team members may turn away from the overall team's efforts to demonstrate resilience when their lives are at stake. By drawing from conservation of resources theory and emotion regulation theory, we seek to conceptually explore the process through which individual team members decide between different coping behaviors in response to the perceived severity of the extreme situation they face. We propose that unregulated negative emotions at the individual level lead to what we call “ugly coping.” Ugly coping differs from the concept of resilience in that it aims to conserve individual resources at the expense of other team members. When this ugly coping spreads to most team members and crosses a certain threshold level, a team will demonstrate brittleness. In contrast, when individual team members are able to regulate their emotions, they can focus on responses aimed at preserving the team’s collective resources. When this resilient individual response crosses over to other team members, a team will demonstrate resilience.

OB: **Stressor or Relaxor? How Ambidexterity influences Team Conflict and Entrepreneur’s Stress Level**

Author: **Sandra Baumbach**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Organizational ambidexterity provides one answer to the question of how to build a thriving, successful business that is able to survive. Despite manifold ambidexterity research on related organizational benefits, to date, it remains unclear what (negative) consequences can be caused for teams and individuals working in such a context. While prior work has conceptually related the existence of tensions with ambidexterity, we particularly lack empirical evidence measuring such effects on individuals. Hence, the purpose of this paper is to investigate the relationship between organizational ambidexterity and conflicts within the founding team, i.e., task and relationship conflicts, as well as perceived stress for entrepreneurs. By leveraging a dataset of 193 entrepreneurs, we show a two-fold effect of organizational ambidexterity: On the one hand, ambidexterity offers benefits by mitigating relationship conflict and perceived stress, which, both, can be harmful to founding teams and entrepreneurs. On the other hand, we find ambidexterity to also decrease task conflicts, a type of conflict that can be beneficial for teams. Our findings contribute to extant ambidexterity literature by analyzing consequences following organizational ambidexterity. Also, we provide valuable insights for new venture leaders to anticipate positive and negative effects of their new venture’s strategic focus.

OB: **Design Thinking’s Impact on Team Emergent States and Performance: A Quasi-experimental Field Study**

Author: **Jingqiu Chen**, *Shanghai Jiao Tong U.*
Author: **Dana Rachel Vashdi**, *U. of Haifa*
Author: **Qingyue Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Peter Bamberger**, *Tel Aviv U.*

Design thinking (DT) has become widely adopted in many organizations as a structured approach to creative problem-solving based on experimentation and reflective practice. Yet, it remains unclear whether, how and when DT as a team development intervention impacts team performance or whether it is more effective than other, more conventional team development interventions. Building on and extending experiential learning theory, we propose that: (a) interventions more thoroughly grounded on the elements of experiential learning theory (such as DT) have more robust effects on performance relative to those placing less of an emphasis on these processes (e.g., after-action review [AAR] and team-building [TB]), with (b) these effects at least partially explained through the impact of these processes on team emergent states, and (c) most robust among teams engaged in more complex tasks. Results from a multi-wave, quasi-experimental field study of teams in a manufacturing company indicate that when pitted against these alternative interventions, DT is associated with a greater improvement in team performance, and with this effect partially explained by a more robust improvement (relative to that of AAR and TB) in both team learning climate and transactive memory system (TMS). Additionally, team task complexity strengthened the indirect effect of design thinking (relative to AAR and TB) on team efficiency improvement, moderating the effect of DT on the change in team-learning climate. Implications for theory and practice are discussed.

OB: **Team Reflexivity and Team Performance: A Meta-analysis of Main Effects, Mechanisms and Moderators**

Author: **Meltem Ceri Booms**, *KU. Leuven*
Author: **Bart De Jong**, *Durham U. Business School*
Author: **Michaela Schippers**, *Erasmus U. Rotterdam*

Although team reflexivity – the extent to which teams reflect on and adapt their working methods and functioning-- is believed to be important for team function and team performance, the evidence to date remains mixed and fragmented. Cumulating evidence from field (k=83) and experimental (k=36) studies (N=XX teams), we meta-analytically examined the relationship between team reflexivity and team performance. Our findings confirm that team reflexivity is moderately and positively related to team performance, and it predicts performance meaningfully beyond learning behaviors based on information seeking/sharing/elaboration/integration. We also found that the increase in external integration and temporal stability strengthens this relationship, and furthermore, it is fully mediated via two parallel processes: team cognition and change-oriented behaviors. Finally, our study exhibited that team reflexivity was largely determined by the relation-focused antecedents (i.e. team climate and person-focused leadership), than by the task-focused antecedents (i.e. team structure and job diversity). Together, our findings contribute to the literature in terms of (a) resolving the scepticism about the beneficial effects of team reflexivity, and testing a coherent set of boundary conditions influential on reflexivity-performance relationship, (b) identifying the main mechanisms between reflexivity and performance, (c) constructing an initial mapping of the reflexivity’s nomological network by determining the antecedents of reflexivity and their predictive validity in promoting reflexivity.

Session Type: **Paper Session**
Program Session: **1295** | Submission: **20822** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Exploring the Role of Leader Humility in Teams

Session Moderator: **Yijie Zhang**, *School of Economics and Management Tsinghua U.*

OB: **The Consequences of Leader Humility Based on Affective Events Theory --A Mediated Moderation Model**

Author: **Cailing Feng**, *Nanjing Agricultural U.*
Author: **Lisan Fan**, *Shandong Institute of Business and Technology*

Studies exploring the consequences of leader humility from the perspective of affective reaction and intentional attribution are relatively rare. Based on Affective Events Theory (AET), this paper proposed an integrated multilevel model of leader humility on individual and team outcomes, and also the mechanism and interaction. Firstly, at the individual level, we theorize that follower intentional attribution of expressed leader humility will moderate the relationship between leader humility and follower affective reaction, which also determines follower performance (task performance, interpersonal deviant behavior and leader-member exchange relationship). Moreover, at the team level, we hypothesize that the proposed relationships at the individual level will also occur at the team level, that is, the interaction between team leaders' humility and team intentional attribution influences team performance (team performance, organizational deviant behavior and team-member exchange relationship) through team affective reaction. Finally, at the cross-level, we explored the mediating role of affective reaction in the relationship between team perception of team leaders' humility and individual performance, as well as the moderating role of team affective climate in the effect of affective reaction on individual performance. Our research is also instructive for the enrichment of expanding the theory and practice of leader humility, affective reaction and intentional attribution.

OB: **Leader Humility and Team Creativity**

Author: **Mingyan Chen**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xingshan Zheng**, *Shanghai Jiao Tong U.*
Author: **Bingqing Wu**, *U. of Wisconsin Parkside*

Extending an existing dynamic perspective between leaders and team members, we argue how and why leader humility impacts team creativity through the two intrateam work processes (team information elaboration) and bottom-up work process (team voice quality). We propose that humble leaders positively relate to team creativity via promoted team information elaboration and team voice quality. Our hypotheses were supported by multisource and time-lagged data collected from 55 teams in China. Theoretical and practical implications are discussed, as are limitations and suggestions for future research.

OB: **Good Examples or Bad Apples? The Effects of Leader-favorite's Traits on Team Effectiveness**

Author: **Yijie Zhang**, *School of Economics and Management Tsinghua U.*
Author: **ZIjing Wang**, *Huazhong U. of Science and Technology*

To effectively manage teams, leaders often develop differentiated leader-member exchange (LMX) relationships with members. During this process, a certain member would develop a better-than-everyone LMX relationship and receive the leader's favor in trust, opportunity, and decision-making latitude. We define the member with the highest LMX as the leader-favorite. Although it is common sense that leader-favorites exist in teams, research on this topic is surprisingly scarce. Drawing on minority influence theory, we jump-start the conversation on leader-favorites by examining how their humility and narcissism influence team process and effectiveness. Specifically, based on a field study with 70 teams, we found that under the condition of high levels of LMX differentiation, the leader-favorite's humility facilitates team coordination and team performance, while the leader-favorite's narcissism induces relationship conflict and hinders team effectiveness. Therefore, our findings suggest an essential extension to LMX research and team research by introducing the role of leader-favorites and demonstrating how their traits influence the key team processes and effectiveness.

OB: **Relational Energy in Teams: The Roles of Leader Humility, Team Network Density, and Team Performance**

Author: **Gang He**, *Guanghua School of Management, Peking U.*
Author: **Sebastian C. Schuh**, *China Europe International Business School (CEIBS)*
Author: **Liangding Jia**, *Nanjing U.*

The present study was designed to extend our understanding of the concept of relational energy by providing new team-based and indirect effects perspectives on its emergence and impact. By integrating social learning theory and social network theory, we propose that leader humility can enhance team relational energy density by promoting energy generation and reducing energy depletion among team members. Moreover, we propose that leader in-group prototypicality strengthens the impact of leader humility on team relational energy network density. Finally, we predict that team relational energy network density will be positively related to team performance. Data from a multi-source, three-wave study using social network approach of 149 professional works teams (including 10,656 ratings from 149 leaders and their 967 employees) provide support for our proposed hypothesized model. The implications for the relational energy, social networks, and leadership literatures are discussed.

KEY TO SYMBOLS
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Session Type: **Paper Session**
Program Session: **1296** | Submission: **20842** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

It's All About Me: The Role of Narcissism in Leadership Processes

Session Moderator: **Haiyang Liu**, *Nanyang Business School, NTU Singapore*

OB: **An Emotional Desert? Leader Narcissism, Affective Events, and Affect-Laden Leader Behaviors**

Author: **Haiyang Liu**, *Nanyang Business School, NTU Singapore*
Author: **Caleb Phillips**, *London School of Economics and Political Science*
Author: **Yueting Ji**, *Central U. of Finance and Economics*
Author: **Shengming Liu**, *Fudan U.*
Author: **Tong Wu**, *Nanyang Business School, NTU Singapore*
Author: **Qianyao Huang**, *Xi'an Jiaotong-Liverpool U.*

Previous literature has regarded narcissistic leaders as "emotional deserts," uncomfortable with their own affectivity, thereby shunning emotions as a whole. However, recent research in personality psychology has highlighted how narcissists can actually be overwhelmed by emotions. To better understand the affective experiences of narcissistic leaders, we conduct an experience sampling study and an experiment to investigate how leaders respond both affectively and behaviorally to varying affective events. Employing a motive-based lens via the Self-Regulatory Processing Model of Narcissism, we hypothesize and find that narcissistic leaders, in an effort to maintain their leader identity and ego, suppress positive affective reactions to positive affective events and exaggerate negative affective reactions to negative affective events. As a result, we also find narcissistic leaders deploy fewer positive and more negative affect displays and affect-laden leader behaviors (e.g., managerial consideration and abusive supervision, respectively). Important theoretical and practical implications are discussed, and directions for future research are provided.

OB: **Follower Narcissism and Leader-Directed Behaviors: The Role of Relational Grandiosity**

Author: **Judy Qiu**, *ESSEC Business School*
Author: **Selin Selin Kesebir**, *London Business School*

Research has shown that narcissistic people tend to self-enhance when evaluating their agentic traits, such as intelligence and competence. The current work proposes that narcissists' grandiose self-perceptions extend to their relationships with their leaders: Narcissistic followers believe that they have formed better relationships with their leaders compared to their peers (LMXSC), even when there is no basis for such beliefs. Drawing on conservation of resources (COR) theory, we propose that an elevated relational standing is a valued organizational resource, which motivates followers to protect their relationship with leaders and leverage it to accumulate other resources. The "relational grandiosity" of narcissistic subordinates thus enables them to more readily engage in relationship maintenance behaviors with their leaders, and seek instrumental support from them. We find general support for our hypotheses across three studies. We discuss their implications for narcissists' ability to get ahead in organizations by building relational capital with and soliciting instrumental help from their leaders.

OB: **Leader Narcissism, Team Empathically Driven Moral Emotions and Team Relational Quality**

Author: **Chun Yang Zhou**, *Shanghai U. of Finance and Economics*
Author: **Jin Song Li**, *Shanghai U. of Finance and Economics*
Author: **Yingying Zhang**, *Chengdu U. of Information Technology*
Author: **Lingjun Zhou**, *Shanghai U. of Finance and Economics*

While past research has demonstrated the destructive effects of leader narcissism in leader-follower relationships, this study explores whether leader narcissism could harm the relationship quality among team members and its influence mechanism. This study first suggests that leader narcissism can damage the relational quality among team members, which is manifested in the low frequency of team organizational citizenship behavior toward co-workers, but the high frequency of team social undermining toward co-workers. Based on the framework of moral emotions within teams, and integrating leadership and team norms literature, this study proposes that team perspective-taking norms, and team empathically-driven moral emotions sequentially mediate the destructive impacts of leader narcissism on team members' relational quality. Data analyses based on a sample of 352 team members and 81 team leaders reveal that leader narcissism results in weak team perspective-taking norms and a low level of team empathically driven moral emotions (e.g., guilt, compassion, and pride), which ultimately reduces team organizational citizenship behavior but increases team social undermining.

OB: **The Double-Edged Effect of Leader Narcissism on Leader Effectiveness: Based on the NARC Framework**

Author: **Peipei Shu**, *Zhongnan U. of Economics and Law*
Author: **Dan Li**, *Zhongnan U. of Economics and Law*

We draw from the narcissistic admiration and rivalry concept (NARC) model to provide nuanced insight into why leader narcissism has a dual impact on leader effectiveness. A multi-wave, multi-source field study (n = 263) demonstrates evidence that leader narcissistic admiration has a positive effect on leader effectiveness through subordinates' perceived leader prestige that was stronger when subordinates have high power distance orientation than low power distance orientation; leader narcissistic rivalry has a negative effect on leader effectiveness through subordinates' perceived leader dominance that was stronger when subordinates have low power distance orientation than high power distance orientation. We make novel theoretical, empirical, and practical contributions by explaining the inconsistency of the relationship between leader narcissism on leader effectiveness in terms of the dualistic structure of narcissism (i.e., leader narcissistic admiration and leader narcissistic rivalry) and how each of these two distinct narcissisms impacts leader effectiveness. Overall, our study extends the narcissistic admiration and rivalry concept (NARC) model to explain leader narcissism' double-edged sword effect in order to meaningfully inform researchers' attempts to build cohesive streams of research in these areas and practitioners' attempts to promote greater workplace environments.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1297** | Submission: **13178** | Sponsor(s): **(OB, CM, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

Boosting Performance Through Collaboration: Harnessing the Benefits of Advice, Favors, and Feedback

Presenter: **Ting Zhang**, *Harvard Business School*
Presenter: **Jessica Reif**, *Fuqua School of Business, Duke U.*
Presenter: **David Levari**, *Harvard Business School*
Presenter: **Hayley Blunden**, *American U., Kogod School of Business*
Presenter: **Alexis Gordon**, *The Wharton School, U. of Pennsylvania*

Effective collaboration among individuals within organizations is essential for the successful operation of organizations. However, individuals often face significant impediments to successful collaboration, even when they share common goals. This symposium seeks to understand and identify impediments to three types of collaboration that are particularly relevant to improving individual performance and decision-making within organizations: advice, feedback, and favors. The papers provide novel insights into both individual and interpersonal factors that influence the processes of advice, feedback, and favors with the goal of informing strategies that will allow for more successful collaboration among individuals within organizations.

Racial Minorities Receive More Conflicting Feedback

Author: **Ting Zhang**, *Harvard Business School*
Author: **Michael White**, *Columbia Business School*
Author: **Tuna Cem Hayirli**, *Harvard Business School*
Author: **Modupe Akinola**, *Columbia U.*

Anchoring the Advisor: Do Advice-Seekers Induce Cognitive Biases in their Advisors?

Author: **Jessica Reif**, *Fuqua School of Business, Duke U.*
Author: **Richard Paul Larrick**, *Duke U.*
Author: **Jack Soll**, *Duke U.*

Advisor Performance Distorts Perceived Advice Quality and Utilization

Author: **David Levari**, *Harvard Business School*
Author: **Jacqueline Feffer**, *Harvard U.*

When Flattery Fails: Flattery Perceived as Inauthentic Reduces Responses to Help Requests

Author: **Hayley Blunden**, *American U., Kogod School of Business*
Author: **Erika Kirgios**, *U. of Chicago Booth School of business*
Author: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Author: **Edward Chang**, *Harvard Business School*

People are less likely to ask Gossips for Advice

Author: **Alexis Gordon**, *The Wharton School, U. of Pennsylvania*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1298** | Submission: **10648** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Can I Tell You Something? Implications of Event Disclosure at Work for Disclosers and Responders

Discussant: **Dong Liu**, *Georgia Institute of Technology*
Organizer: **Chenduo Du**, *U. of Kentucky*
Organizer: **Trevor Watkins**, *U. of Oklahoma*
Presenter: **Sarah E. Henry**, *U. of Oklahoma*
Presenter: **Chenduo Du**, *U. of Kentucky*
Presenter: **Catherine Kleshinski**, *Indiana U., Bloomington*
Presenter: **Emily Poulton**, *Indiana U. - Kelley School of Business*
Presenter: **So Young Choi**, *PhD Candidate, Drexel U.*

Events are discrete happenings that are bounded in space and time, and are distinct from features of the environment that are enduring and stable. Sharing personal events with others is a very common behavior not only in daily life but also in the workplace. However, our knowledge of this behavior in the work setting is still in an infantile state. Moreover, given the valence and work-relatedness of the content of the events as well as the relationship between the discloser and the recipients, sharing events with others is a multifaceted behavior, each of which deserves examination. Two studies in this symposium explore how employees sharing their work-related positive events could impact other employees (i.e., responders). One study explores employees sharing their nonwork-related events and its implications. Another study focuses on the implications of leaders sharing their negative events with subordinates. The last study provides a comprehensive typology of leader self-disclosure with subordinates and related consequences on subordinates. Overall, our symposium introduces the cutting edge of current research on sharing personal events with others in the workplace.

Workplace Interpersonal Capitalization as a Catalyst for Attaining One's Own Glory

Author: **Trevor Watkins**, *U. of Oklahoma*
Author: **Sarah E. Henry**, *U. of Oklahoma*
Author: **Hongcai Li**, *West Texas A&M U.*
Author: **Quan Lin**, *Shantou U.*

The Impact of Workplace Interpersonal Capitalization on Recipients' Work Goal Progress

Author: **Chenduo Du**, *U. of Kentucky*
Author: **Huiwen Lian**, *Texas A&M U.*

Benefiting from Balance: Positive Nonwork Event Disclosure in the Workplace

Author: **Catherine Kleshinski**, *Indiana U., Bloomington*
Author: **Yixuan Li**, *U. of Florida*
Author: **Chengquan Huang**, *U. of Florida*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Author: **Guiyao Tang**, *Shandong U.*

Bearing My Own Bad News: The Dual Consequences of Leaders Sharing Bad News with Subordinates

Author: **Emily Poulton**, *Indiana U. - Kelley School of Business*
Author: **Szu-Han Lin**, *U. of Georgia*
Author: **Emma Laier Frank**, *U. of New Hampshire*

A Social Exchange Model of Self-Disclosure in Organizations

Author: **So Young Choi**, *PhD Candidate, Drexel U.*
Author: **Mary Elizabeth Mawritz**, *Drexel U.*

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1299** | Submission: **15768** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Negative Emotions at Work: Responding to Modern Day Challenges and Hindrances

Organizer: **Courtney Williams**, *U. of Toledo*
Discussant: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Presenter: **R David Lebel**, *U. of Pittsburgh*
Presenter: **Jordan Sanders**, *U. of Pittsburgh*
Presenter: **Nicolina Leeann Taylor**, *U. of Kentucky*
Presenter: **Liuxin Yan**, *National U. of Singapore*
Presenter: **Min Young Yoon**, *Rider U.*
Presenter: **Andrew A. Bennett**, *Old Dominion U.*
Presenter: **Courtney Williams**, *U. of Toledo*

The post-pandemic work environment is a breeding ground for challenges and hindrances that may elicit negative emotions among workers. Despite the nuance between unique negative discrete emotions, negative emotions are often lumped together and examined by valence. However, this obscures the differentiated nature of unique negative discrete emotions for important outcomes. Research is needed to help managers better understand specific negative emotions and the negative and positive outcomes that may ensue from negative emotion experience and expression at work. This symposium brings together four such works by focusing on negative discrete emotions in response to COVID-19, customer mistreatment, racism, as well as negative emotion experience in the context of the Great Resignation. A wide range of work-related outcomes are discussed, including well-being, work attitudes, performance, and co-worker intervention in racism. This symposium will conclude with an integrated discussion of all four papers and offer a road map for the future of research on negative emotions and the modern worker.

A Review of the Antecedents and Outcomes of Employee's Discrete Emotions at Work During COVID-19

Author: **R David Lebel**, *U. of Pittsburgh*
Author: **Jordan Sanders**, *U. of Pittsburgh*

Third-Party Responses to Negative Emotional Expression: The Role of Customer Mistreatment

Author: **Nicolina Leeann Taylor**, *U. of Kentucky*
Author: **James J Lavelle**, *U. of Texas At Arlington*

Do They Deserve My Support? A Moral Perspective on Coworker Intervention in anti-Asian Racism

Author: **Anjier Chen**, *National U. of Singapore (NUS)*
Author: **Liuxin Yan**, *National U. of Singapore*
Author: **Min Young Yoon**, *Rider U.*

Shocks and Turnover Intentions: An Affective and Temporal Investigation

Author: **Andrew A. Bennett**, *Old Dominion U.*
Author: **Jane Shumski Thomas**, *Purdue U. Northwest*
Author: **Courtney Williams**, *U. of Toledo*
Author: **Allison Toth**, *Tennessee Tech U.*
Author: **Alexandra Dunn**, *U. of Mary Washington*
Author: **Andrew George McBride**, *U. of North Carolina, Charlotte*

Session Type: **Symposium**
Program Session: **1300** | Submission: **14204** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

The Complexity of Workplace Gossip

Organizer: **Jie Li**, *Wilfrid Laurier U.*
Discussant: **Ryan Outlaw**, *Indiana U. - Kelley School of Business*
Participant: **Yimin He**, *U. of Georgia*
Presenter: **Zitong Sheng**, *Curtin U.*
Participant: **Sudong Shang**, *Griffith Business School, Griffith U.*
Participant: **Minghui Wang**, *Henan U.*
Participant: **Dan Ni**, *School of Business, Sun Yat-sen U.*
Presenter: **Lindie Hanyu Liang**, *Wilfrid Laurier U.*
Participant: **Midori Nishioka**, *Wilfrid Laurier U.*
Participant: **Xiaoming Zheng**, *Tsinghua U.*
Participant: **Douglas J. Brown**, *U. of Waterloo*
Participant: **Elana Zur**, *Wilfrid Laurier U.*
Presenter: **Rui Zhong**, *Penn State Smeal College of Business*
Participant: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Participant: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*
Participant: **Huiwen Lian**, *Texas A&M U.*
Participant: **Qinglin Zhao**, *Texas A&M U.*
Participant: **Yuhuan Xia**, *Shandong U.*
Participant: **Cynthia Lee**, *Northeastern U.*
Participant: **Chenduo Du**, *U. of Kentucky*

Workplace gossip, or evaluative talk by one employee (gossiper) to another (recipient) about an absent colleague (target), is ubiquitous (Foster, 2005). It is not surprising that increasing research effort has focused on it (Sun, Schilpzand, & Liu, 2022). Although prior research has generated valuable insights, our knowledge on workplace gossip remains incomplete. This is primarily because the phenomenon per se is complex. First, by definition there are at minimum three roles involved in workplace gossip – gossiper, recipient, and target. Different roles may have different attitudes and behaviors in the same episode of workplace gossip. Investigating gossip from different roles' perspectives, therefore, is necessary for us to comprehensively understand this phenomenon. Second, theory on gossip is traditionally surrounded by debates. For instance, some scholars regarded gossip as bad and immoral behavior (Peters & Kashima, 2013), while others explored the benefits gossip brought to the collective (Feinburg, Willer, Stellar, & Keltner, 2012). Scholars should identify the debates in the literature, and address them by examining contingencies, integrating paradoxical views, and so on. Third, gossip continuously happens in interpersonal interactions at work. Even the same person's attitudes and behaviors in gossip may change with time and context. Therefore, we may not be able to understand the complexity of workplace gossip without considering temporal and contextual factors associated with it. As stated below, the four studies in our symposium (1) focus on different roles' perspectives, (2) address debates in the literature, and (3) examine the contextual factors associated with workplace gossip in rigorously designed studies.

Paper 1: How is Gossip Viewed in the Eye of the Recipient

Author: **Yimin He**, *U. of Georgia*
Author: **Zitong Sheng**, *Curtin U.*
Author: **Sudong Shang**, *Griffith Business School, Griffith U.*
Author: **Minghui Wang**, *Henan U.*

Paper 2: Negative Workplace Gossip toward the Supervisor and Gossiper Sender's Well-Being.

Author: **Dan Ni**, *School of Business, Sun Yat-sen U.*
Author: **Lindie Hanyu Liang**, *Wilfrid Laurier U.*
Author: **Midori Nishioka**, *Wilfrid Laurier U.*
Author: **Xiaoming Zheng**, *Tsinghua U.*
Author: **Douglas J. Brown**, *U. of Waterloo*
Author: **Elana Zur**, *Wilfrid Laurier U.*

Paper 3: Attack or Repair? Unpacking Employees' Mixed Responses to Perceived Negative Gossip

Author: **Rui Zhong**, *Penn State Smeal College of Business*
Author: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*

Paper 4 Gossip and Its Change During an Event of Layoff: Does Perceived Layoff Justice Matter?

Author: **Jie Li**, *Wilfrid Laurier U.*
Author: **Huiwen Lian**, *Texas A&M U.*
Author: **Qinglin Zhao**, *Texas A&M U.*
Author: **Yuhuan Xia**, *Shandong U.*
Author: **Cynthia Lee**, *Northeastern U.*
Author: **Chenduo Du**, *U. of Kentucky*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1301** | Submission: **16136** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Social Pitfalls At Work: Mistaken Beliefs About Maximizing Workplace Social Value

Organizer: **Elizabeth Jiang**, *UCLA*
Organizer: **Juliana Schroeder**, *U. of California, Berkeley*
Host: **Juliana Schroeder**, *U. of California, Berkeley*
Host: **Elizabeth Jiang**, *UCLA*
Presenter: **Erica Boothby**, *The Wharton School, U. of Pennsylvania*
Participant: **Gus Cooney**, *Harvard U.*
Presenter: **Vanessa Bohns**, *Cornell U.*
Participant: **Mahdi Roghanizad**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Presenter: **Andrew Choi**, *U. of California, Berkeley*
Participant: **Sonya Mishra**, *U. of California, Berkeley*
Participant: **Juliana Schroeder**, *U. of California, Berkeley*
Presenter: **Elizabeth Jiang**, *UCLA*
Participant: **Sanford Ely DeVoe**, *UCLA*

Much of employees' professional success and emotional well-being comes from their social interactions in the workplace. Unfortunately, employees sometimes fail to socialize as effectively as they could, reducing their social capital at work and limiting the potential benefits they could gain from building strong social connections in the workplace. This symposium demonstrates four new ways that employees fail to maximize their social value at work, and additionally suggests a reason why they do so: workers have mistaken forecasts regarding their social interactions. In particular, the symposium showcases four distinct contexts of social interactions – talking to dissimilar others, seeking help, gossiping, and being humorous – and suggests methods for improving social capital and consequently career success. Taken together, these symposium presentations shed light on the various pitfalls, mistaken beliefs, and surprising ignorance we have when it comes to optimal workplace socialization. The research findings will encourage people to examine their own assumptions regarding social interactions at work, so that they can create more effective connections and uplifting moments, and achieve greater social capital for themselves in the workplace.

A Closer Look at Homophily: Why Do People Avoid Talking to Dissimilar Others?

Author: **Erica Boothby**, *The Wharton School, U. of Pennsylvania*
Author: **Gus Cooney**, *Harvard U.*

Should I Ask Over Zoom, Phone, Email, or In-Person? Communication Channel and Predicted Compliance

Author: **Vanessa Bohns**, *Cornell U.*
Author: **Mahdi Roghanizad**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Gossipers Beware: Gossipers Underestimate the Negative Reputational Consequences of Gossiping

Author: **Andrew Choi**, *U. of California, Berkeley*
Author: **Sonya Mishra**, *U. of California, Berkeley*
Author: **Juliana Schroeder**, *U. of California, Berkeley*

The First Laugh: It is Easier Than We Think to Attempt Humor with Strangers

Author: **Elizabeth Jiang**, *UCLA*
Author: **Sanford Ely DeVoe**, *UCLA*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1302** | Submission: **10114** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Exploring Work and Non-Work Recovery: Dynamics Across Individuals, Couples, and Contexts

Organizer: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Organizer: **Amy Bartels**, *U. of Nebraska, Lincoln*
Discussant: **John P. Trougakos**, *U. of Toronto*
Presenter: **Nathan Black**, *U. of Iowa*
Participant: **Daniel Newton**, *U. of Iowa*
Participant: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Presenter: **Katelyn Zipay**, *Purdue U.*
Participant: **Savannah Conder**, *Indiana U.*
Presenter: **Shuqi Li**, *Indiana U. - Kelley School of Business*
Participant: **Brent Scott**, *Michigan State U.*
Participant: **John R. Hollenbeck**, *Michigan State U.*
Participant: **Joseph Hamm**, *Michigan State U.*
Participant: **Scott Wolfe**, *Michigan State U.*
Presenter: **Catherine Kleshinski**, *Indiana U., Bloomington*
Participant: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Participant: **Julia Stevenson-Street**, *Purdue U., West Lafayette*
Participant: **Lindsay Mechem Rosokha**, *Purdue U., West Lafayette*

In alignment with the theme for AOM 2023, our symposium seeks to put the individual worker at the forefront and focus on how we can help essential workers recover from workplace challenges that affect them both at work and outside of work. As workers take part in intense work intervals, it necessitates a recovery period in which they can relax and recover from workplace strains and demands (Sonnentag, Mojza, Demerouti, & Bakker, 2012). Researchers have proposed four different experiences of recovery (psychological detachment, mastery, control, and relaxation; Sonnentag & Fritz, 2007), and empirical work has begun to examine how workers use these processes individually and in tandem (Bennett, Gabriel, Calderwood, Dahling, & Trougakos, 2016; Sonnentag, Binnewies, & Mojza, 2008). The prevailing assumption is that when workers recover, it not only benefits the worker's level of strain from workplace stress but also prompts other positive outcomes for the worker. Yet, our understanding of recovery experiences has been relatively limited in terms of outcomes. While research has connected recovery processes to outcomes such as job performance (Liu, Ji, & Dust, 2021) and job engagement (Sonnentag, 2003), there remain a great deal of personal and professional outcomes that our papers seek to connect directly to recovery processes. Our symposium investigates the ways that recovery practices can enhance personal and workplace outcomes by examining both common and novel recovery processes (including sleep, leisure time, social support, and coping) and considering their impacts on individual work behavioral outcomes. Specifically, the papers in our symposium explore behavioral outcomes of physiological and psychological resource replenishment, career outcomes from dyadic leisure practices, employee voice outcomes from discussing work at home, and well-being outcomes from collections of individual coping strategies. Across these papers, we also take a dynamic approach to consider how recovery processes and subsequent effects can differ across time.

Understanding Parallel & Synchronized Leisure Practices for Couples & Influence on Career Outcomes

Author: **Katelyn Zipay**, *Purdue U.*
Author: **Catherine Kleshinski**, *Indiana U., Bloomington*
Author: **Savannah Conder**, *Indiana U.*

"How Was Work Today?" An Enrichment Model of Spouse Voice Cultivation to Propel Voice at Work

Author: **Nathan Black**, *U. of Iowa*
Author: **Daniel Newton**, *U. of Iowa*
Author: **Amy Bartels**, *U. of Nebraska, Lincoln*
Author: **Brandon Mathew Fogel**, *U. of Nebraska, Lincoln*
Author: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*

Latent Transitions of Coping with Work-Nonwork Stressors

Author: **Catherine Kleshinski**, *Indiana U., Bloomington*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Author: **Julia Stevenson-Street**, *Purdue U., West Lafayette*
Author: **Lindsay Mechem Rosokha**, *Purdue U., West Lafayette*

"It's Not You, It's Me": A Self-Regulation Perspective on Principled Behaviors in Policing

Author: **Shuqi Li**, *Indiana U. - Kelley School of Business*
Author: **Brent Scott**, *Michigan State U.*
Author: **John R. Hollenbeck**, *Michigan State U.*
Author: **Scott Wolfe**, *Michigan State U.*
Author: **Joseph Hamm**, *Michigan State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1303** | Submission: **12593** | Sponsor(s): **(OB, MOC, DEI)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

Contextualizing the Self in the Workplace: Problems and Solutions for the Study of Authenticity

Moderator: **Erica Bailey**, *Columbia Business School*
Moderator: **Kyle Dobson**, *U. of Virginia*
Panelist: **Sandra Cha**, *Brandeis U.*
Panelist: **George Newman**, *U. of Toronto*
Panelist: **Jacob Brown**, *U. of Illinois at Urbana-Champaign*
Panelist: **Julianna Pillemer**, *New York U.*

Decades of research document the significant benefits of authenticity both in personal and professional life. As many as 60 studies have found that authenticity is linked to greater well-being and meaning in life (for a review, see Sutton, 2020), heightened self-esteem (Heppner et al., 2008), lowered stress (Wood et al., 2008), and better interpersonal relationships (Brunell et al., 2010; Le & Impett, 2013). In the workplace, employees who feel and express themselves authentically are more engaged (Bailey et al., 2022; Cable et al., 2013); while experiencing inauthenticity at work depletes employee resources (Reis et al., 2016). Authenticity occurs when individuals express their core or inner selves (Kernis & Goldman, 2006). At first blush, this definition seems straightforward, describing an intuitive phenomenological experience that occurs on an almost daily basis (Huber et al., 2022). Despite this apparent simplicity, questions remain regarding what authenticity precisely is, how to measure it, and how to access it in professional life. These questions have led to frustrations as researchers try to wrap their arms around its theoretical boundaries, even leading some to question the validity of authenticity as a scientific construct (Baumeister, 2019, Sedikides et at al., 2018, Rivera et al., 2019). Given the benefits of authenticity for individuals and their organizations, the goal of this panel is to expose these challenges directly as well as provide solutions for how to approach authenticity as a topic of theoretical and empirical study. In our proposed panel symposium, we will bring together leading experts on the topic of authenticity who will discuss the hurdles, pain points, and breakthroughs they have experienced in studying this elusive topic. Points for discussion include: Is the axiom to "bring your whole self to work" an appropriate suggestion? How might expressed authenticity impact work relationships? Is authenticity experienced differently across organizational contexts? Across organizational hierarchies? What are the potential perils of authenticity when we try to relate to one another in a personal manner? What does the next decade of authenticity research look like? What advice do you have for organizational scholars interested in studying authenticity?

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1304** | Submission: **15181** | Sponsor(s): **(OB, MOC, SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

When Bad is Good (and Good is Bad):Examining the Ironic Antecedents and Consequences of Bad Behavior

Discussant: **Elizabeth Eve Umphress**, *U. of Washington*
Organizer: **Megan Chan**, *Stockholm School of Economics*
Organizer: **Ning Xu**, *Stockholm School of Economics*
Organizer: **S Wiley Wakeman**, *Stockholm School of Economics*
Participant: **Liuba Belkin**, *Lehigh U.*
Participant: **Eean Crawford**, *U. of Iowa*
Participant: **Aleksander P.J. Ellis**, *U. of Arizona*
Participant: **Amir Erez**, *U. of Florida*
Participant: **Jake Gale**, *Indiana U. - Kelley School of Business*
Participant: **Hamed Ghahremani**, *U. of New Orleans*
Participant: **Dejun Kong**, *U. of Colorado, Boulder*
Participant: **Richard Kuerston**, -
Participant: **Daphna Motro**, *Hofstra U.*
Participant: **Dinah Payne**, *U. of New Orleans*
Participant: **Benjamin G. Perkins**, *U. of Arizona*
Participant: **Laura Rees**, *Oregon State U.*
Participant: **Debra L. Shapiro**, *U. of Maryland*

It is a common assumption that organizations should avoid “bad” behaviors, as such behaviors have very few positive outcomes or they are likely motivated by undesirable antecedents. In this symposium, we question this prevailing wisdom, in several ways. We suggest that bad behaviors may both inspire positive outcomes (task performance) and be motivated by seemingly “positive” or innocuous antecedents (gratitude, psychological distance). Additionally, we find that engaging in “bad” behaviors (expressing anger) may have positive relational consequences. Together this symposium explores a series of counterintuitive findings that help explain why bad may be good, and good bad in ways that helps illuminate unexpected behavioral mechanism in workplace relationships.

Responses to Observing Others Caught Cheating: The Role of Schadenfreude

Author: **Daphna Motro**, *Hofstra U.*
Author: **Benjamin G. Perkins**, *U. of Arizona*
Author: **Aleksander P.J. Ellis**, *U. of Arizona*

Building Swift Trust via Emotional Small Talk Prior to a Virtual Exchange

Author: **Laura Rees**, *Oregon State U.*
Author: **Dejun Kong**, *U. of Colorado, Boulder*
Author: **Liuba Belkin**, *Lehigh U.*

Be Cautious when you say ‘Thank You’: Leaders' Gratitude Expression Leads to Unethical Behavior

Author: **Hamed Ghahremani**, *U. of New Orleans*
Author: **Ning Xu**, *Stockholm School of Economics*
Author: **Dinah Payne**, *U. of New Orleans*

Who Finds Abusive Supervision Acceptable and Why?: The Role of Social Distance as a Mechanism

Author: **Jake Gale**, *Indiana U. - Kelley School of Business*
Author: **Amir Erez**, *U. of Florida*
Author: **Debra L. Shapiro**, *U. of Maryland*
Author: **Eean Crawford**, *U. of Iowa*
Author: **Richard Kuerston**, -

Session Type: **Paper Session**
Program Session: **1305** | Submission: **21036** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Resource-Based Perspectives on Change: Dynamic Capabilities, Bricolage, and Mothers

Session Moderator: **Valter Moreno**, *Rio de Janeiro State U. (UERJ)*

ODC: **From Managerial to Organizational Dynamic Capabilities: Enabling Adaptability in Turbulent Times**

Author: **Valter Moreno**, *Rio de Janeiro State U. (UERJ)*
Author: **Flavia Cavazotte**, *Pontificia U. Catolica de Rio de Janeiro*
Author: **Carlos Cesar Valentim Alves**, *CVM*

This study explains how dynamic managerial capabilities (DMCs) are interrelated to dynamic organizational capabilities and competitiveness in highly turbulent environments. We conducted a case study in an IT company operating in the Brazilian oil and gas industry during a major crisis that hit the sector between 2012 and 2016. The analysis of data from in-depth interviews and participant observation shed light on how the arrival of a new executive leader with distinctive DMCs mobilized the reconfiguration of ordinary resources and capabilities, thus encouraging the development of DMCs in the management team and progressively enhancing the company's dynamic capabilities. We identified three mechanisms leveraged by DMCs in the strategic planning cycles that enabled the organization's dynamic capabilities: improved capacity to monitor and seize opportunities, increased agility and autonomy in decision-making, and enhanced leadership effectiveness in the implementation team. The results are discussed, considering theoretical and practical implications.

ODC: **Innovating through Bricolage under Resource Constraints**

Author: **NABILA ABID**, *U. degli Studi "G. d'Annunzio" Chieti - Pescara*
Author: **Federica Ceci**, *G. D'Annunzio U. of Chieti-Pescara*

Small and medium enterprises substantially accelerate the global economy and serve as a backbone to developing countries' economies. However, firms operate under severe resource constraints, and the lack of innovation and entrepreneurial orientation has sparked the failure rate in recent years. The current literature does not provide sufficient information on how firms operate under such constraints. Therefore, to fill the gap in research, we highlighted the role of "bricolage," defined as "making do with whatever is at hand," and posit it as the ultimate solution to deal with the crisis SMEs face due to lack of innovation. By drawing perspective from a resource-based and dynamic capabilities perspective, the present study has explored the impact of bricolage on innovation performance using data from 383 SMEs operating in Pakistan. Considering the hostility of the market, we have framed dynamic capabilities, entrepreneurial orientation, and environmental volatility as mediators and moderators' factors in our model. The structural equation modelling technique was used to test the hypotheses. Evidence of benefits suggests that bricolage promotes innovation performance and entrepreneurial orientation through moderation and dynamic capabilities indirectly influencing the process. However, environmental volatility does not moderate the dynamic capabilities and innovation performance linkage. The study highlighted the significance of bricolage, which helps firms excel in resource constraints by "utilizing, recombining" the existing resources to create innovative outcomes. The study provides theoretical and practical implications to the relevant stakeholders.

ODC: **Towards a Performantive View on Dynamic Capability Enactment in Small and Medium-sized Enterprises**

Author: **Alexander Engelmann**, *WU Vienna U. of Economics and Business*

Prior research mainly assumed that the dynamic capabilities (DCs) of small and medium-sized enterprises (SMEs) manifest in specific business processes, such as product development processes, portfolio planning, and customer management. Although that research significantly enhanced our understanding of how DCs benefit SMEs' growth and innovation, scholars assumed away the question of how archetypical SME attributes, such as low professionalization of strategy work and high informality, might lead to distinct enactment of DCs in interactional patterns rather than in formalized business processes. This study thus built on recent theorizing on the interactional substrates of DC enactment and examined how practitioners perform the sensing and seizing of entrepreneurial opportunities and the according transformation of their assets and organisation in practice. The findings reveal a set of social practices that describe how SMEs effectively reconfigure their assets and operations without a recourse to process formalization. The dynamization of these practices unfolded through specific styles of communicatively embodied interaction: i.e., resonant, generative, and coordinative communication. By offering a communicative explanation of DC enactment, the findings contribute empirical substantiation and novel insights into the idea that organisational communication is a critical component of DC development and deployment.

ODC: **The Woman Behind the Scenes: The Influence of Heirs' Mother in Family Business**

Author: **Yi-Chun Lu**, *Department of Business Administration, Soochow U.*
Author: **Kelly Xing Chen**, -
Author: **Hsi Mei Chung**, *I-Shou U., Taiwan*
Author: **Kevin Au**, *Chinese U. of Hong Kong*

Increasing studies recognize the important role of women in family business. While prior studies mainly highlight the role of women as daughter (being a female heir or a female entrepreneur), our study aims to explore the role of women as heirs' mother in large family business. Inspired by the "uterine family" in anthropology and resource dependence theory, we expect that a mother in a polygamous business family would strategically allocate her resources to enhance the chance of one of her children becoming the successor, which influence power imbalance among heirs. Using a family business group in Taiwan as our research context, we found that the heirs of the same mother are more likely to have greater power imbalance in the family business group. Our study contributes to succession and family business literatures by enriching the understanding of heirs' mother in family business.

Session Type: **Paper Session**
Program Session: **1306** | Submission: **21021** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Job and Workspace Crafting in Diverse Physical, Remote, and Hybrid Spaces

Session Moderator: **Marie Hasbi**, *Vrije U. Amsterdam*

ODC: **The Production of Hybrid Workspace**

Author: **Marie Hasbi**, *Vrije U. Amsterdam*
Author: **Alfons Van Marrewijk**, *BI Norwegian Business School*

This paper studies micro-processes of organizational change when introducing the concept of hybrid workspace, which is the working of employees at multiple workplaces. The topic has received much attention during and after the Covid pandemic. Drawing on a longitudinal qualitative study of a major European bank in Paris, we foreground the introduction of hybrid workspace as a change process connecting space, technology, and human agency. We found four contradictions related to the introduction of hybrid workspace: (1) connecting with versus disconnecting from others; (2) agile versus sedentary work; (3) paperless versus paper based-working; (4) home workspace versus organizational routines. These findings contribute to the literature on the production of hybrid workspace suggesting recognizing users' sense making and improvisation, and calling to recognize and embrace contradictions in managing change process.

ODC: **The Dirty Workers Among US**

Author: **DeAndrea Y. Davis**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Author: **Richard J. Miller**, *U. of Dallas*
Author: **Scott Wysong**, *U. of Texas at Dallas*

This study evaluates job crafting as a strategy hospitals may utilize with guest services personnel to promote growth, reduce turnover, and increase work engagement, while simultaneously improving the quality of patient care and growing individual workers. This paper admonishes healthcare organizations to invest in marginalized workers who are mission-centric and critical to the continuity of healthcare systems and patient care. This study shows that individuals who job craft do so proactively, leading to work engagement; however, this study postulates that the relationship with the leader impacts employee self-determination, job crafting, and work engagement. Study data included a sample of 83 hospital cleaners and food and nutrition workers in a North Texas regional hospital. Moderated mediation was assessed using PROCESS macro for SPSS®. Each job crafting factor was assessed individually to understand the interactions of each with self-determination, work engagement, and LMX. Results suggest a significant positive relationship between self-determination, relational and cognitive job crafting, and work engagement for dirty workers. Only cognitive job crafting was found to be a full mediator of self-determination and work engagement; no support was found for LMX as a moderator.

ODC: **Understanding Happy Remote Workaholics: The Role of Leisure-Time Exercise**

Author: **Yu-Yu Chang**, *National Cheng Kung U., Taiwan*
Author: **Shih-Yin Kuo**, *National Cheng Kung U.*

The profound impacts of the COVID-19 outbreak have made working from home a new common to company personnel due to the various restrictions enacted by governments and organizations to prevent disease spread. Not only have individuals' mobility and social activities been reduced by the pandemic-induced remote working practice, but they have also been deprived of the opportunity to engage in physical activities. The unexpected working from home blurs the boundary between work and life, making employees vulnerable to overcommitment, emotional instability and deterioration of overall work experience. Using a large-scale sample from a questionnaire survey on 2,063 company employees who were experiencing unplanned remote working during the Level 3 epidemic alert in Taiwan, we tested a moderated mediating model that clarifies how overcommitment influences remote workers' work engagement, job commitment, and subjective wellbeing through affecting their emotional stability. Essentially, we investigate the moderating role of leisure-time exercise. Our findings suggest that overcommitment reduces remote workers' emotional stability and subsequently exerts an indirect negative impact on their work engagement, job commitment, and subjective wellbeing, especially when they engage in low levels of leisure-time exercise. Surprisingly, overcommitment may enhance employees' subjective wellbeing, work engagement, and job commitment by stimulating emotional stability when they regularly engage in high levels of leisure-time exercise. Our findings shed new light on the HRM policy for the prevalent remote working for the future organization as well as bringing about a new avenue for organizational research.

ODC: **Making it Work but Keeping it Small – Professionals' Engagement with Self-initiated Change**

Author: **Clarissa E. Weber**, *U. of Goettingen*
Author: **Marilena Diel**, *U. of Goettingen*
Author: **Christian P. Kortkamp**, *U. of Goettingen*

Research on professionals' behavior in the context of change has extensively explored how professionals counter change initiatives, such as by engaging in boundary-work activities to protect and defend their professional roles, jurisdictions and domains. While much of this research has focused on change initiatives mandated by third parties (such as managers or governments), practical evidence surprisingly shows that change initiatives may even be affected by such reaction when the professionals themselves have made the initial decision to implement change—a phenomenon that is currently not well understood. Given that failed change attempts may cause considerable inefficiencies and prevent improvements in work execution, we explore how professionals engage with their own change initiatives. We study this question empirically in the context of German general practitioners (GPs) who decided to implement video consultations (VC) into their everyday work. Our findings present comprehensive insights into how GPs engaged in various—and at times seemingly paradoxical—efforts. These efforts served to generally enable task fulfillment and keep up high-quality healthcare provision (making it work) as prescribed by their professional ethos. Yet, driven by a perceived threat of their professional role when using VC, professionals also engaged in various efforts to guard their professional authority and delimit the legitimacy of VC; thereby countering their own change initiative (keeping it small). We contribute to our understanding of professionals' behavior in response to change. Given the context of our study, we also contribute to research on virtual work and to the evolving literature on professionals' dealing with the implications of the COVID-19 pandemic.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1307** | Submission: **11642** | Sponsor(s): **(ODC, MC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Methods in Organizational Change Research: Dialogue on the Past, Present, and Future of Organization

Session Chair: **Jennifer Kim**, *Tufts School of Medicine, Center for the Study of Drug Development*
Facilitator: **David B. Szabla**, *Western Michigan U.*
Facilitator: **William A. Pasmore**, *Columbia U.*
Facilitator: **David Coghlan**, *U. of Dublin, Trinity College*
Panelist: **Julie F. Bayle-Cordier**, *IESEG School of Management*
Participant: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **Tobias Fredberg**, *Chalmers U. of Technology*
Participant: **David Jarrett**, *U. of Missouri, Kansas City*
Participant: **Johanna E. Pregmark**, *Chalmers U. of Technology*
Participant: **Henri Savall**, *ISEOR, U. of Lyon*
Participant: **Sofia-Jean Caring**, *Doctoral Student at Kenan-Flagler Business School, UNC at Chapel Hill*
Participant: **Jacqueline D. Jenkins**, -
Participant: **Regina Kim**, *Fairfield U.*
Participant: **Donna Ogle**, *Rockford U.*
Participant: **A.B. Rami Shani**, *California Polytechnic State U.*
Participant: **Ram Tenkasi**, *Benedictine U.*
Participant: **William Torbert**, *Global Leadership Associates & Bostoin College Emeritus*

The Handbook of Methods in Organizational Change Research, a volume in Edward Elgar's series of research methods handbooks, will be published in the Summer of 2023. Each chapter in the handbook addresses unique frameworks, theories, approaches, ontologies, epistemologies, and values that researchers can adopt. The methods are particularly suited for studying organizational change, highlighting current trends while presenting ideas about the future of research within the field of Organizational Development and Change. A natural next step is to convene an opportunity where contributors can not only situate their work and thoughts within the broader themes of the book but also interact in real-time with fellow thought leaders – scholars and practitioners– to participate in dialogue that can further the discussion on the future of organizational change research. We plan to create this space through a symposium at the 2023 Academy of Management Conference in Boston, MA, where the editors, authors, and participants can engage with one another. Jennifer Y. Kim (Tufts University) will, along with fellow editors David Szabla (Western Michigan University), Bill Pasmore (Teachers College, Columbia University), and David Coghlan (Trinity College Dublin) will share how the handbook was conceived, how contributing authors were engaged to participate, and how these chapters emerged. Selected contributing authors will be featured on the panel and asked to share their experience crafting and writing their chapters while discussing current and future trends of organizational change research. Importantly, in light of the 2023 conference theme Putting the Worker Front and Center, the discussion will feature how research methods can be adapted to center on employee experience and voice and what can be done to humanize the worker in the face of recent events, including COVID-19 and recent social and political unrest.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1308** | Submission: **20174** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Strategic Firm Alliances and Acquisitions

Session Moderator: **Fan Xia**, *Rennes School of Business*

OMT: **Strategic Renewal and Resource Redeployment in Horizontal Acquisitions**

Author: **Fan Xia**, *Rennes School of Business*
Author: **Gordon Walker**, *Southern Methodist U.*

We estimate and compare the operating performance of two dominant rationales for horizontal acquisitions: strategic renewal and resource redeployment. We define a deal as strategic renewal when an acquirer with low growth potential acquires a high growth potential target. In resource redeployment deals, a high-growth potential acquirer buys a low-growth potential target. We argue that both types of acquisition entail a transfer of knowledge related to growth potential either to the acquirer (strategic renewal) or from it (resource redeployment). Based on the literature regarding knowledge transfer in organizations, we hypothesize that, although both types of deals may have positive returns, the returns to strategic renewal-type deals will be higher. Our method uses a Difference-in-Differences fixed effect model design with Kernel-weighted Propensity Score Matching among comparable firm pairs to measure synergy and to control for endogeneity and portfolio effects using data on U.S. firms over thirty years. We also developed an accounting-adjustment formula to calculate comparable post-M&A operating performance.

OMT: **The Unintended Consequences of Strategic Alliances on the Stability of Supply Relationships**

Author: **Jongyoun Baek**, *INSEAD*
Author: **Martin Gargiulo**, *INSEAD*

This paper studies the unintended consequences of alliances between organizations separated by two steps in a supply network. We argue that those alliances create a structure through which a supplier can indirectly influence the behavior of one of its clients through its alliance with one of this client's customers, independently of the motives that prompted the supplier to enter the alliance. This, in turn, can lead the client to reconsider the convenience of maintaining the commercial relationship with this supplier, especially when the client can switch demand to other suppliers within or outside their current supply network. We find partial support for our hypotheses on a sample of triadic supply chain relationships and alliances in the automotive industry between 2005 and 2020. Our results contribute to developing a dynamic version of resource dependence theory by highlighting the effects of attempts to manage resource interdependencies on the stability of such interdependencies.

OMT: **Orchestration of Collective Resilience by Local Community Stakeholders Following Acquisition**

Author: **Nguyen Thi Quynh Thuong**, *U. Toulouse Capitole*
Author: **Audrey Rouzies**, *U. of Toulouse*

Merger and acquisition literature has neglected the role of stakeholders in the local community and considered their reaction as mainly negative which the firm should avoid. We contend that stakeholders in the local community do not react only with resistance and boycotts and explore their positive agency. Through a qualitative single case study, we study how stakeholders from different institutions in the local community orchestrate collective resilience to cope with challenges that arise from a post-acquisition restructuring. Our study shows that the quality of their pre-existing relationships is a precursor to the initiation of non-contractual inter-organizational collaboration. Stakeholders form a common interest despite their different institutional affiliations and view their agency as crucial to overcome the restructuring. They coordinate tasks and actions by mobilizing each other's prerogatives (knowledge, economic and political). We find that their agency has positive consequences on an array of stakeholders such as employees, higher education institutions and businesses. Our findings advance our understanding of the agency of local community stakeholders by illuminating the power of collective resilience. Our findings also contribute to the micro-foundations of stakeholder theory by unearthing the micro-aspects of stakeholders' motivations and their collaborations.

OMT: **Competitive Embeddedness and Resource Commitment in Alliances**

Author: **Alex Makarevich**, *California State U., East Bay*

We explore the relationship between competition among alliance members and their resource commitment to join ventures. We draw on the embeddedness theoretical perspective and, in particular, on the notion of competitive embeddedness to theorize this relationship. Our empirical analyses of the venture capital (VC) industry spanning a 40-year period show that VC syndicates with a higher degree of competition among members commit more resources to new ventures. We suggest that a signal-related and a collaboration-related mechanisms of competition generate this result. Further, we find that alliance members' experience, market segment specialization, and centrality in the industry network weaken the effect of competition on resource commitment, while shared third-party connections amplify it. This study shows that, counterintuitively, competition among firms can lead to greater, not lesser, commitment of resources to their joint ventures. The results of this study advance our understanding of the interplay of competition and cooperation, resource commitment to new ventures, and effects of competition on third parties. They also have practical implications for VC firms and entrepreneurs seeking VC funding.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1309** | Submission: **20169** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Paradoxes and Paradoxical Tensions in Organizations

Session Moderator: **Bennet Schwoon**, *U. of Zurich*

OMT: **Deliberate Organizational Responses to Sustainability Paradoxes! The Case of Hate Speech Governance**

Author: **Bennet Schwoon**, *U. of Zurich*
Author: **Stefan Schembera**, *Radboud U., Netherlands*
Author: **Andreas Georg Scherer**, *U. of Zurich*

The increasing prevalence of online hate speech has become a mayor sustainability issue. Its governance is mainly left to the self-regulation of online platform providers who struggle specifically with the question of how they should respond as an organization to online hate speech. This is a problem because in face of the paradoxical tension between foundational values such as the freedom of speech and human dignity it remains unclear what the right thing to do actually is. Surprisingly, despite intensive empirical research scholarship on sustainability paradoxes remains largely silent about the normative question of how organizations should respond to sustainability paradoxes. To open-up the black box of normativity and paradox, we build on a strong notion of normativity derived from deliberation scholarship, provide a framework to describe normativity as an empirical phenomenon, and develop processual evaluation criteria to critically assess the normative quality of organizational responses. In a longitudinal single case study over 13 years we analyse the moderation of online hate speech by an online platform of a news provider. We contribute to literature on sustainability paradoxes and organizing sustainability more broadly. With normative-decision making we uncovered a new process-based normative justification of responses to sustainability paradoxes. The more, based on a strong notion of normativity we identify three mechanisms – deliberative capacity, emotional attachment, and legitimacy – which drive changes in normative justifications and help us critically evaluate the normative quality of responses to sustainability paradoxes. We conclude that a normative decision making response is of highest normative quality.

OMT: **Families or Assets: Unpacking Moral Responses to Paradoxical Tensions in Social Housing**

Author: **Ferran Torres**, *U. Ramon Llull, ESADE Business School*
Author: **Guillermo Casasnovas**, *ESADE Business School*
Author: **Ignasi Marti**, *EMLYON Business School*

Responses to organizational paradoxes have been unpacked from descriptive and instrumental perspectives. However, when organizational actors construct responses to paradoxical issues they also draw on their morality. Accordingly, in this paper we seek to advance our understanding of the moral dimension of responses to paradoxical tensions. More precisely, we aim to unpack the mechanisms through which people at different levels in an organization affecting the life of many vulnerable families morally respond to paradoxical demands. Through a qualitative study, we explore how people morally respond to the paradoxical tension between social and economic demands in the context of social housing. Our findings expand on the moral microfoundations of tensions exploring how people make sense of and adjust their responses to the synergic, yet competing economic and social demands of their work when dealing with vulnerable people. We contribute to paradox theory in two ways. First, we unpack the moral charge of organizational paradoxes in situations where people need to decide on the fate of others. In doing so, we show how the moral charge not only changes between poles (e.g., social and commercial), but also across the nested levels of paradox (e.g., paradoxes enacted at the strategic level vs operational level vs field level). Second, we explore the mechanisms through which actors operationalize moral responses, and how they dynamically (morally) charge and discharge interactions.

OMT: **Practicing Organizational Sustainability through Deparadoxization**

Author: **Ignas Bruder**, *Hertie School*
Author: **Julia Bartosch**, *Radboud U. Nijmegen*
Author: **Joerg Sydow**, *Freie U. Berlin*

Businesses engaging with sustainability obviously face paradoxical tensions, in particular between social and environmental concerns on the one hand and economic demands on the other. With an in-depth ethnographic study investigating a natural cosmetics business that ambitiously subscribes to sustainability, we uncover how this organization succeeds in continuously reproducing a normativity catering to environmental and social concerns. Building on the concept of “deparadoxization,” we discover how a unidirectional pattern of prosocial or proenvironmental deparadoxization creates a recursive loop that, as an important side-effect, facilitates endeavors to meet economic demands and thereby constitutes a viable response to paradoxical sustainability tensions. This response differs from established balancing approaches that encompass deparadoxization oscillating between these contradictory poles, which we also identified in our case. Whereas paradox scholars have established the importance of makeing sustainability paradoxes salient to increase the organizational sustainability, we discover, rather counter¬intuitively, the potential of paradox latency in businesses striving for sustainability. This paper contributes to paradox theory by unearthing the generative potential of paradox latency and linking its reproduction to the normativity inherent in daily practices. By revealing the crucial role that normativity has in organizational sustainability and the manner in which it paves the way toward a “sustainability case for business,” we contribute not only to sustainability research but also, more broadly, to management and organization theory.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1310** | Submission: **20162** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Buiilding Legitimacy in Organizations and Institutions

Session Moderator: **Julia Stephanie Thaler**, *U. of the Bundeswehr Munich*

OMT: **Experimental Evidence about Individual Judgments of Organizational Legitimacy**

Author: **Julia Stephanie Thaler**, *U. of the Bundeswehr Munich*
Author: **Martin Sievert**, *Leiden U., The Netherlands*
Author: **Alexander Pinz**, *U. of Mannheim*

Previous research emphasizes the relevance of organizational legitimacy's micro-level component: propriety beliefs. These result from individual evaluators' (the audience) judgments about an organization (the legitimacy object), grounded in expectations characterizing their relationship. We conceptualize evaluators' expectations as organizational prototypes, referring to organizations perceived as appropriate in the relationship's context. We specify how this heuristic affects propriety beliefs. Addressing the multi-level conceptualization of legitimacy, we also account for validity (macro-level) and consensus cues (meso-level). Two representative factorial survey experiments with more than 1,800 adults indicate that prototype alignment predicts evaluators' propriety beliefs. Additionally, low validity and low consensus reduce propriety beliefs, with consensus decreasing the impact of validity. We contribute to legitimacy-as-perception research by theorizing and empirically demonstrating that evaluators' expectations can be approximated through prototype alignment. Counterintuitive results indicate that validity and consensus cues have a limited impact on propriety beliefs because only negative cues exhibit significant effects.

OMT: **Constructing a Spatial Theory of Legitimacy**

Author: **Claudio Biscaro**, *Johannes Kepler U. Linz*
Author: **Elena Bruni**, *Luiss Guido Carli U.*
Author: **Katharina Musil**, *Johannes Kepler U. Linz*

This paper theorizes three rhetorical mechanisms to establish legitimacy that alter the topological structure of meaning. Empirically, we analyzed the figures of speech used in the highly contested debate around cruise ships in Venice, Italy. Drawing on the cognitive linguistic concept of image schema, we propose that figures of speech establish legitimacy by (1) exploiting core or peripheral features of the context in which legitimacy is needed, (2) creating conceptual hierarchies, and (3) constructing containment. We propose that these mechanisms affect legitimacy by altering concepts' desirability and appropriateness. We contribute to the literature on legitimacy construction by embedding these rhetorical mechanisms in a theoretical model that explains how figures of speech can be used for establishing or eroding legitimacy.

OMT: **Certification Emergence and Legitimation: An Institutional Agent and Institutional Work Perspective**

Author: **Scott Taylor**, *U. of Washington*
Author: **David G. Sirmon**, *U. of Washington*

While institutional theory has explained what certifications are and their major effects, the benefits and outcomes of certification are based on the assumption that certifications are already available and legitimate. However, in order for certifications to have salient market outcomes, certifications need to be created and legitimized. As such our theoretical focus is on an earlier stage of certification prior to their emergence and legitimation which we term proto-certification. Using institutional theory as a base and specifically applying the literature on institutional work and its agent-driven logic, we theorize that certification emergence and legitimation require the concurrent presence of 1) market ambiguity and 2) stakeholder pressure and the intentional actions of institutional agents. That is prominent stakeholders requiring resolution of salient market ambiguity trigger institutional agents to create proto-certifications and work to gain legitimacy. We develop a theoretical model to illustrate this institutional agent-driven process of certification emergence and legitimation and describe when we would expect certifications to emerge, how the certifications obtain legitimacy, and whether the process will repeat itself.

OMT: **Complementarity Mechanisms of Authenticity and Legitimacy in Value Development**

Author: **Mohammadamin Yousefi**, *Rotterdam School of Management, Erasmus U.*
Author: **Frank Wijen**, *Erasmus U. Rotterdam*

Legitimacy and authenticity-seeking demands have been treated as conflicting forces: compliance with others rejects being true to oneself. Yet at the organizational level we observe instances where both concur, acquiring one without losing the other. In the absence of a processual understanding of their concurrence, we integrate diverse streams of research and develop a theoretical framework to explain how an organization can accomplish both legitimacy and authenticity. By taking a value-focused perspective, we identify four mechanisms (imagination, evangelism, shame, and conversion) that an organization goes through to merge legitimacy and authenticity. The concurrence of these mechanisms significantly enhances the convergence of legitimacy and authenticity. These processes function under the conditions of field opacity, moderate value dissonance, and value salience. Elaborating on the complementarity mechanisms of legitimacy and authenticity adds to the literature on institutional substreams of values and identity.

OMT: **Collective Authoring: Constructing the Legitimacy of Action in Post-bureaucratic Settings**

Author: **Lauri Pietinalho**, *NYU Stern School of Business*
Author: **Frank Martela**, *Aalto U.*

As organizations grow more post-bureaucratic and self-managing, stable sources of authority partly lose their significance, leading to the legitimacy of action becoming increasingly interpreted and constructed in collective dialogue. However, we know relatively little about how such construction occurs. In a qualitative study into three hierarchically flat mid-sized Nordic software consultancies where we utilize interviews and internal discussion forum records, we draw from notable emergent communicative episodes where the legitimacy of actions was debated. We find that in such episodes, actions became deliberated in reference to a number of inconclusive and dissonant organizational guiding values. The discussions often did not change the specific action, but transcended into meta-conversations in which the guiding values themselves became re-contextualized and re-interpreted. We conceptualize such dialogues as 'collective authoring' and identify their modalities of construction—exposing contradictions, elaborating premises, and expanding balancing of values—through which both the interpretations of the legitimacy of the specific action and the related values guiding future action were concurrently constructed. We conclude by discussing how the study extends research on organizational authority, communicative constitution of organization, and post-bureaucratic, self-managing organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1311** | Submission: **20152** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

The Dynamics of Categories in Feature Films and TV Series

Session Moderator: **Anton Andersson**, *McGill U. - Desautels Faculty of Management*

OMT: **From the Silver Screen to the Streaming Site: Blurring of Category Boundaries in Hollywood**

Author: **Anton Andersson**, *McGill U. - Desautels Faculty of Management*

Most existing market category studies either focus on the process of category emergence or the repercussions organizations face when spanning between stable categories. In this paper, I investigate the process of category change. More specifically, I focus on the blurring of category boundaries. The few studies that have explored category change have mostly emphasized the role of purposeful producers acting as change agents. However, I argue that also non-producers, such as market intermediaries, act strategically in established category systems and can play the role of category change catalysts. I examine these claims empirically in the screenplay market. I find that purposeful on-demand streaming sites leveraged the growing popularity of their platforms to willfully blur the boundaries between the feature film and television series categories. I theorize that market intermediaries in mediated distributor markets can blur category boundaries by delaying the moment when audiences must choose between categories, by stripping categories of their distinct category associations, and by introducing new cross-category associations. Moreover, I show the effect that blurring boundaries have on category status and in which categories high-status screenplay actors chose to claim membership. I close by discussing implications for future research on category change.

OMT: **What Determines the Category-Spanning Activities of Organizations? A Content-Based Approach**

Author: **Jie Yang**, *U. of Manitoba*

Category spanning is widely observed in modern society despite the robust evidence that category spanners tend to be ignored or devalued. Driven by a value logic, extant literature argues that producers may actively engage in category spanning either to capture the hidden value that is not observed by peers or to lessen the value loss of being confined to a special category. We argue that category spanning should not be viewed only as a market move activated by strategic producers. Instead, category spanning may embody the heterogeneous perception of audiences when they are exposed to an offer with a wide range of features. We summarize the new reasoning as a content-based approach and propose that the volume, diversity, and presentation of product contents positively affect the level of category spanning perceived by individual customers. We maintain that the relationship between rich content features and multi-category membership is valid no matter what evaluation modes (prototype-, goal-, or exemplar-based) audiences use to categorize the offer. Our hypotheses are tested in the North American feature film industry. This research advances category research by linking product contents with audiences' heterogeneous category perception.

OMT: **Evaluation of Categorical Atypicality: The Role of Contextual Emotional Factors**

Author: **Arnaud Cudennec**, *Hong Kong Polytechnic U.*
Author: **Chang Wa Huynh**, *HEC Paris*

Existing research documents how cognitive mechanisms affect audiences' taste for atypicality but fails to account for more contextual factors, including emotional factors. Answering calls on the joint study of cognitive and emotional factors, we investigate the role of emotional mechanisms in the appraisal of cultural atypicality. We study the context of movies' atypicality in terms of their genre. We contend that the anxiety leads individuals to evaluate movie atypicality less positively. We test our hypothesis using a mixed-methods design in the context of movie evaluations (difference-in-difference using COVID-19 lockdown and preregistered controlled experiment). We find that anxiety triggered by the lockdown negatively moderated the impact of movie atypicality on movie evaluation. Our findings have implications for research on social evaluations, categorization in cultural markets and the consequences of policies aimed at containing the COVID-19 pandemic.

OMT: **Categorical Distinctiveness, Category Spanning, & Attention Endurance: A Configurational Perspective**

Author: **Yau Chau**, *City U. of Hong Kong*
Author: **Stan X. Li**, *City U. of Hong Kong*
Author: **Bryan Spencer**, *City U. of Hong Kong*

The categories literature generally assumed that categories are quick decision toolkits to simplify evaluation when audiences utilize cognitive resources sparingly. However, from both theoretical and practical perspectives, categories are present to inform decision-making even when audiences engage in effortful evaluation. Under such evaluation, categories would undergo systematic processing rather than serving as mental shortcuts. As effortful evaluations are likely to occur when audiences make important decisions, not knowing how categories play a role in such a situation limits our understanding of how categories and their associating properties affect attention. We propose that audiences are likely to engage in effortful evaluation when they examine older products for a critical decision. Products that continuously attract audiences' attention are termed as having high "attention endurance." Drawing from the category-spanning literature, we identified three conceptual fragments that could determine attention endurance: categorical distinctiveness, capability signals, and ambiguity signals. We differentiate between within-category distinctiveness (i.e., contrast) and between-category-combination distinctive (i.e., category-combination uniqueness) and theorize their effects, respectively. By adopting a configurational approach, we study the context of online US feature film reviews using fuzzy-set qualitative analysis (fsQCA). We propose multiple context-dependent paths that link categorical distinctiveness to attention endurance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1312** | Submission: **20166** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Learnings from Universities and Colleges

Session Moderator: **Kunyuan Qiao**, *Georgetown U.*

OMT: **Founding Zeitgeist and Competitive Advantage: A Longitudinal Study of American Universities**

Author: **Kunyuan Qiao**, *Georgetown U.*

American universities were imprinted with their founding zeitgeists, which have persistently influenced their competitive advantages—namely, strengths in certain academic disciplines. I argue that colonial colleges (founded before 1776) are strong in most academic disciplines, although they excel at classical liberal arts. Competitive advantages of antebellum colleges (founded between 1776 and the 1862 Morrill Land Grant Act) and postbellum universities (founded between the Morrill Act and World War I) include the science and practical disciplines, respectively. At the same time, federal research grants sponsor science disciplines and thus strengthen such disciplines at sponsored universities. Drawing on a hand-collected data set of American universities and combining longitudinal analysis and natural language-processing techniques, I find support for all hypotheses with one exception: postbellum universities do not excel at practical disciplines than colonial colleges and antebellum universities. My study sheds new light on the imprinting perspective, institutional theory, and competitive advantage of organizations.

OMT: **Enduring Ambiguity in Rule Proliferation**

Author: **Julie Ricard**, *École des sciences de la gestion (ESG UQAM)*

Recent years have made world populations resilient to the addition and change of rules and regulations. The recent pandemic has required governments at different levels to adjust practices and implement stricter regulations. Some rules were changed, some were added, and some were complexified. Ambiguity in applying some of these rules was sometimes caused by their modification, removal, or the addition of new ones. This phenomenon of rule content complexification, rule changes, and rule additions, is defined as rule proliferation. In the context of an embedded longitudinal case study following the life of one rule conducted in a pluralistic organization; we observed the emergence of four areas of ambiguities generating further rule proliferation. The case study selected is the life of one bureaucratic rule in a university, namely, the clause-reserve rule indicating how teaching load reserves are to be distributed between visiting professors and graduate students before they are allocated to lecturers. It presents findings and contributions about the role of emergent and enduring areas of ambiguities in the process of rule proliferation. The enduring nature of these areas of ambiguity cultivates the process of proliferation. We conclude that organizational rule proliferation is a process in which the autonomous and control regulations interplay by fostering enduring areas of ambiguities that require resolving. These results contribute to the literature on the sociology of organizations, bureaucracy theory, and organizational learning. Because this study takes place in a pluralistic setting, it further contributes to research on pluralistic organizations.

OMT: **Transnationalism and Social Cultural Exchange: New Theoretical Insights on Sources of Organizational Change**

Author: **Daniel Auguste**, *Florida Atlantic U. College of Business*

A core motivation of organization research is understanding why organizations constantly evolve despite organizational affinity for familiarity and stability. Some suggest the extent to which organizational actors are exposed to alternative cultural schemas as a source of cultural contradictions motivating the creation of organizational alternatives. This literature, however, focuses mainly on sources of organizational alternatives emerging from immediate organizational environment, overlooking potential sources of organizational alternatives deriving from organizational embeddedness in the global cultural environment. I propose a dialectical process of organizational change emphasizing transnationalism as a viable source of organizational alternatives, and organizational culture and evolutionary history as organizational absorptive capacity, shaping organizational change process. Thus, I advance the cultural evolutionary approach, while departing from the creative destruction perspective, by demonstrating that organizational change is a continuity of organizational culture and identity. Finally, I illustrate my argument by describing the process of a recent organizational change at Brooklyn College.

OMT: **How Many Rankings Are Enough? The Joint Assessment of Plural Evaluations**

Author: **Chris Moos**, *U. of Oxford*

How does the same group of stakeholders assess organizations in the context of plural evaluations? We address this question using a Fuzzy Set Qualitative Comparative Analysis to develop a configurational approach to assessing plural evaluations. Our approach advances our understanding of plural evaluations in three ways. First, our concept of the equifinality of plural evaluations shows how multiple configurations of plural evaluations can coexist in a field, yet produce the same stakeholder assessments. Accordingly, there is more than 'one best way' of dealing with plural evaluations. Second, our concept of the differential interactions of plural evaluations shows that prospective students assess MBA programs using multiple configurations of plural evaluations. The coexistence of multiple configurations means that plural evaluations interact differently across configurations - they may be both consistent and inconsistent. Third, our concept of the asymmetric effects of plural evaluations shows that in the eyes of stakeholders, being evaluated highly is not sufficient for high assessments, whereas being evaluated lowly can indeed be sufficient for high evaluations. These contributions are significant, as configurations of plural evaluations are of increasing empirical relevance in many contexts, such as corporate firms, hospitals, or business schools.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1313** | Submission: **20157** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Organizational and Institutional Responses to Stigma

Session Moderator: **Ludovica Castiglia**, *IESE Business School*

OMT: **Escaping from Stigma: Strategic Responses of Foreign Companies in a Recently Stigmatized Market**

Author: **Anastasiia Prokopenko**, *U. Carlos III de Madrid*
Author: **Samira Reis**, *U. Carlos III de Madrid*
Author: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*

A previously approved market may become stigmatized because of events external to organizations that operate in it. Unfolding market stigmatization may threaten performance of these companies and they will need to decide whether to stay or leave such a market. We develop a theory explaining how companies make such a choice. We propose that organizations decide to exit the market when the perceived risk from stigmatization overweigh the benefits from staying. We further argue that the perception of stigma risk is shaped not only by characteristics of organizations at risk for stigmatization, but also by characteristics of audiences that do stigmatizing. To test our theory, we rely on the current context of the Russia-Ukraine military conflict that has stigmatized the Russian market as a place for foreign direct investment and resulted in the mass exodus of foreign companies. The event history analysis of 1,334 foreign companies' decisions to exit Russia provides support to our theory. Ultimately, our paper suggests that to understand organizations' exit decisions from stigmatized markets, it is necessary to look not only at variation among the affected companies, but also at differences within stigmatizing audiences.

OMT: **Stigma as a Driver of Support: The Success of Polarizing Crowdfunding Campaigns**

Author: **Ludovica Castiglia**, *IESE Business School*

How and when do new ventures operating in highly contested and stigmatized domains manage to survive and even thrive? Studies suggest that stigmatized organizations are penalized: they have lower chances of survival and perform worse than non-stigmatized organizations. I argue that these effects are contingent on the extent to which tolerant audiences, those that are not part of the critical mass of stigmatizers, mobilize to support the focal organization. Specifically, I propose that the consequences of a stigma may even be positive for an organization (1) when it is the target of a particularly severe stigmatization process, i.e., when a greater number of stakeholders are involved in its stigmatization, and (2) when its stigma is polarizing, i.e., when the specific elements of the organization that are stigmatized are associated with values and beliefs that are central to but conflicting for different political ideologies. Under these conditions, tolerant audiences will more likely mobilize in support of the organization because perceiving central values to their identity under threat, overall increasing the organization's chances of survival. I test my theory using data from the entire universe of projects launched in the U.S. on the largest reward-based crowdfunding platform from its inception in 2009 until 2020 (331,305 campaigns). I find support for my predictions and evidence of the underlying mechanism. This study enriches our understanding of how stigmatized organizations manage to survive and thrive shedding light on the central role of polarizing stigmas and tolerant audiences.

OMT: **Time Will Tell: Category Reinvention as Incumbent Stigma Management Strategy in Contested Industries**

Author: **Hannah Schupfer**, *U. of Oslo*
Author: **Birthe Soppe**, *U. of Innsbruck School of Management*

Research on core stigma that affects an entire organizational category has often focused on category members' individual coping tactics. Only little work has shed light on how category members join forces to cope with category stigma. Through a qualitative study of the increasingly stigmatized oil and gas industry in Europe because of climate change concerns, we find that category incumbents conjointly engage in seemingly contradicting strategies to confront the stigmatic threat. We identify two stigma compliance strategies targeted at reinventing the devalued category in a favorable light. Yet, employing these strategies, a temporal void is created between category relabeling in the present and categorical promises that pertain the future. Filling this void, the incumbents deploy two stigma defense strategies in support of the stigmatized category as is. We derive a theoretical model of how seemingly contradicting stigma management strategies foster category reinvention as a subtle form of category maintenance when facing stigmatization.

OMT: **Tarred with the Same Brush? New Category Regulation and Growth in Stigmatized Industries**

Author: **Kevin Curran**, *U. of Amsterdam*
Author: **Jonathan Sitruk**, *Amsterdam Business School, U. of Amsterdam*
Author: **Balazs Szatmari**, *U. of Amsterdam*

New categories often emerge by offering a reduction of negative externalities associated with an established category and frame themselves as oppositional to the established category to legitimize themselves. However, when a new category emerges oppositional to an established category which is stigmatized it may struggle to avoid being treated harshly by regulators already regulating the established category. In this paper, we theorize that regulators will likely transfer punitive regulations to new categories oppositional to established stigmatized categories except in cases where the regulators have a history of proactivity, and that this proactive regulation also predicts the growth of the new category. We further predict that industry concentration in the new category will moderate the effects on regulation. We test our hypotheses on a novel dataset of cigarette and e-cigarette regulation and growth in the European Union (2016-2021). Our findings make several contributions to research on stigma reduction and stigma transfer in stigmatized categories.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1314** | Submission: **10768** | Sponsor(s): **(OMT, DEI, CAR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Drivers of Racial and Gender Workplace Inequalities

Organizer: **Manuela Collis**, *U. of Toronto, Rotman School of Management*
Organizer: **Xuege (Cathy) Lu**, *U. of Minnesota Carlson School of Management*
Organizer: **Daphné Baldassari**, *U. of Toronto, Rotman School of Management*
Discussant: **Adina D. Sterling**, *Columbia Business School*
Presenter: **Xuege (Cathy) Lu**, *U. of Minnesota Carlson School of Management*
Participant: **Halil Sabanci**, *Frankfurt School of Finance & Management*
Participant: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Presenter: **Santiago Campero Molina**, *U. of Toronto*
Presenter: **Kira Choi**, *EMLYON Business School*
Presenter: **Jason Chan**, -
Participant: **Christina Yong Jeong**, *U. of Minnesota*
Participant: **Yue Guo**, *southern U. of science and technology*
Presenter: **Daphné Baldassari**, *U. of Toronto, Rotman School of Management*

This symposium focuses on the drivers of workplace inequality. Racial and gender inequalities are highly persistent in hiring and participation in the workplace. Past research shows that workplace inequalities are driven by two types of mechanisms: demand-side and supply-side mechanisms. In this symposium, we put together five papers that provide insights into how organizations and external stakeholders (e.g., labor market intermediaries) can mitigate or exacerbate these inequality drivers. Each paper investigates inequality mechanisms through either a supply- or a demand-side lens, examining multiple stages in the organization: applying, hiring, and contributing. Considered together, these papers shed light on how organizations can jointly think of supply- and demand-side factors when designing their hiring and knowledge contribution processes.

Exploring the Differences in Gender-based Evaluations by Intermediaries versus Hiring Firms

Author: **Xuege (Cathy) Lu**, *U. of Minnesota Carlson School of Management*
Author: **Halil Sabanci**, *Frankfurt School of Finance & Management*
Author: **Elizabeth McClean**, *Cornell SC Johnson College of Business*

Race Composition of the Applicant Pool and Employers' Decision Not To Hire

Author: **Santiago Campero Molina**, *U. of Toronto*

Gender Differences in the Use of Recommendation letters in the Job Search Process

Author: **Kira Choi**, *EMLYON Business School*

The Role of Online Socialization at the Workplace: Impact on Reducing Gender Disparity

Author: **Jason Chan**, -
Author: **Christina Yong Jeong**, *U. of Minnesota*
Author: **Yue Guo**, *southern U. of science and technology*

How Social Movements Influence Hiring via Networks: Evidence from the Film Industry

Author: **Daphné Baldassari**, *U. of Toronto, Rotman School of Management*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1315** | Submission: **11908** | Sponsor(s): **(OMT, DEI, ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Social Inequality in Entrepreneurship: Insights into the Evaluations of Underrepresented Founders

Organizer: **Jean Joohyun Oh**, *Columbia Business School*
Organizer: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*
Discussant: **Sarah Kaplan**, *U. of Toronto*
Presenter: **Tiantian Yang**, *U. of Pennsylvania*
Presenter: **Aleksandra Joanna Kacperczyk**, *London Business School*
Participant: **Salem Alsanousi**, *London Business School*

Access to entrepreneurship and subsequent success are not equitable for all. Questions about disparities in entrepreneurship have garnered major attention in the literature, with many researchers particularly focusing on gender and race gaps in entrepreneurial entry. In recent years, scholarly investigation in this area has started to broaden, to include post-entry stages of entrepreneurship while also paying attention to other underrepresented groups of founders. This symposium aims to further this recent development by bringing together four presentations that provide insights into how various groups of underrepresented founders are disadvantaged in their evaluation by important decision makers across various stages of entrepreneurship. Each of our presenters highlight a different group of underrepresented founders (women, racial minorities, previously incarcerated individuals, and individuals from lower social class backgrounds) and evaluators (investors, potential hiring firms, current employers of intrapreneurs, as well as startup employees). Overall, our audience will leave the symposium with 1) new insights into the evaluations of underrepresented founders and 2) directions for future research at the intersection of entrepreneurship and social inequality.

Under Fire: The Scrutiny of Female-Founded Startups

Author: **Salem Alsanousi**, *London Business School*
Author: **Aleksandra Joanna Kacperczyk**, *London Business School*

The Consequences of Entrepreneurship on Employment

Author: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

Whose Problems Are Worth Solving? The Effects of Founder Socioeconomic Background on Startup Funding

Author: **Jean Joohyun Oh**, *Columbia Business School*

Minority Entrepreneurship and Alternative Opportunities inside Established Organizations

Author: **Tiantian Yang**, *U. of Pennsylvania*
Author: **Aleksandra Joanna Kacperczyk**, *London Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1316** | Submission: **12899** | Sponsor(s): **(OMT, OB)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

Identification and Disruptors of the Digital Era

Organizer: **Bianca Crivellini Eger**, *HEC Paris*
Organizer: **Amr Kebbi**, *American U. of Beirut*
Panelist: **Gianpiero Petriglieri**, *INSEAD*
Panelist: **Michael G. Pratt**, *Boston College*
Panelist: **Julianna Pillemer**, *New York U.*
Panelist: **Micah Rajunov**, *Boston U. Questrom School of Business*

Identity and identification are being impacted by disruptors of the digital era. Disruptors such as working from home, online platforms, choosing and using avatars, operating in the metaverse… all of this is reshaping our social and professional identities and facilitating the emergence of new identities. The purpose of this panel symposium is to engage a group of panelists in a formal, moderated, interactive discussion of (1) the disruptions technologies of digital era are causing to professional identities; (2) the panelists' understanding of them; (3) the newly emerging professional identities; (4) the implications of work environment on workers; and (5) research opportunities.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1317** | Submission: **11003** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

Social Pressures, Movements and Change: Determinants of CEO and Corporate Sociopolitical Activism

Organizer: **Samantha Darnell**, *The Wharton School, U. of Pennsylvania*
Organizer: **Alessandra Rizzi**, *Texas Christian U.*
Discussant: **M. K. Chin**, *Indiana U., Bloomington*
Presenter: **Adam Wowak**, *U. of Notre Dame*
Participant: **John R. Busenbark**, *U. of Notre Dame*
Presenter: **Jung-Hoon Han**, *U. of Missouri*
Presenter: **Muhan Zhang**, *Penn State Smeal College of Business*
Participant: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*
Participant: **Forrest Briscoe**, *Pennsylvania State U.*
Presenter: **Genevive Gregorich**, *Columbia Business School*
Participant: **Vanessa Burbano**, *Columbia Business School*
Participant: **Dan Jun Wang**, *Columbia Business School*

This symposium seeks to explore the role of top executives and corporations in society, focusing on the factors that enable CEOs and firms to weigh in on controversial sociopolitical issues and respond to social protests. Structured around the same overarching theme –the determinants of CEO and corporate sociopolitical activism—the five presentations included in this symposium tackle the theme of CEO and corporate activism from multiple levels of analyses. The first three papers investigate what prompts CEOs to speak out on sociopolitical issues unrelated to their companies' core businesses, and what are the associated risks of entering the political debate. The last two papers broaden the level of analyses to the firm and community levels, respectively; using rich data from the Black Lives Matter protests, these two papers explore in what circumstances firms are more likely to respond to social movements. The discussant, Professor Chin, will integrate the five presentations, provide his feedback on each of them, and engage in a discussion related to the future research avenues that scholars broadly interested in the phenomenon of sociopolitical activism could fruitfully pursue. The multidisciplinary nature of the presentations included in this symposium suits equally well the OMT, SIM, and STR divisions.

Why Do Some Conservative CEOs Publicly Support Liberal Causes?

Author: **Adam Wowak**, *U. of Notre Dame*
Author: **John R. Busenbark**, *U. of Notre Dame*

Decision to Speak: How Social Pressures Shape CEO Political Activism

Author: **Jung-Hoon Han**, *U. of Missouri*

A Celebrity According to Whom?

Author: **Samantha Darnell**, *The Wharton School, U. of Pennsylvania*
Author: **Alessandra Rizzi**, *Texas Christian U.*

Why Firms Speak Up: Evidence from Fortune 500 responses to Black Lives Matter

Author: **Vanessa Burbano**, *Columbia Business School*
Author: **Genevive Gregorich**, *Columbia Business School*
Author: **Dan Jun Wang**, *Columbia Business School*

Community Protest, Violence, and Business Support for a Social Activist Cause

Author: **Muhan Zhang**, *Penn State Smeal College of Business*
Author: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*
Author: **Forrest Briscoe**, *Pennsylvania State U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1318** | Submission: **11544** | Sponsor(s): **(OMT, STR, SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Navigating Uncertainty and Ambiguity in Sustainability Disclosures

Organizer: **Sukanya Roy**, *Ross School of Business, U. of Michigan*
Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Discussant: **Thomas Peyton Lyon**, *U. of Michigan*
Presenter: **Magali Delmas**, *U. of California, Los Angeles*
Participant: **Bell Piyasinchai**, *Cambridge Judge Business School*
Participant: **Shon R. Hiatt**, *U. of Southern California*
Presenter: **W Chad Carlos**, *BYU Marriott School of Business*
Participant: **Steven Kofford**, *Mississippi State U.*
Presenter: **Ben William Lewis**, *Brigham Young U.*
Presenter: **Jean-Pascal Gond**, *City U. London*
Presenter: **Rieneke Slager**, *U. of Groningen*

The landscape for sustainability disclosures continues to evolve in response to increased societal demands for accountability and transparency from firms. This presenter symposium seeks to advance organizational scholarship around how firms navigate sustainability disclosures under conditions of uncertainty and ambiguity. The five featured papers propose a theoretical framework for distinct sources of uncertainty in corporate sustainability metrics, examine the predictive power of sustainability ratings in markets with multiple intermediaries, consider how firms' sustainability disclosures differ across venues, analyze when firms choose to voice support for socially contentious issues, and reflect on the circumstances under which shareholder engagement can drive firms to adopt emissions reduction practices.

The Uncertainty of Corporate Sustainability Metrics

Author: **Magali Delmas**, *U. of California, Los Angeles*

Do ESG Ratings Predict Firms' Ability To Manage Risk? An Analysis of Five Market Intermediaries

Author: **Bell Piyasinchai**, *Cambridge Judge Business School*
Author: **Shon R. Hiatt**, *U. of Southern California*
Author: **W Chad Carlos**, *BYU Marriott School of Business*

Going Above and Beyond? Examining Firms' Sustainability Disclosures

Author: **Sukanya Roy**, *Ross School of Business, U. of Michigan*
Author: **Sara B. Soderstrom**, *U. of Michigan*

When Do Firms Voice Support for Socially and Politically Contentious Issues?

Author: **Steven Kofford**, *Mississippi State U.*
Author: **Ben William Lewis**, *Brigham Young U.*
Author: **W Chad Carlos**, *BYU Marriott School of Business*

How Shareholder Engagement Influences Corporate Disclosure of Climate Change Information

Author: **Jean-Pascal Gond**, *City U. London*
Author: **Rieneke Slager**, *U. of Groningen*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1319** | Submission: **20903** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Workers and Green HR Management Systems

Session Moderator: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*

ONE: **Why and When Green Human Resource Management Fuels Employee Green Intrapreneurial Behavior**

Author: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*
Author: **Shahzad Aziz Choudhary**, *U. of Okara*
Author: **Mayowa Babalola**, *Royal Melbourne Institute of Technology U.*
Author: **Nhat Tan Pham**, *International U., Vietnam National U.-HCM*
Author: **Chidiebere Ogbonnaya**, *Kent Business School, U. of Kent*

Drawing on attribution theory, the present research explores the direct and indirect (via employee perceived ecological impact) relationships between GHRM and GIB. We also explore the contingent effect of employee conscientiousness to delve into when and for whom the influence of GHRM practices is more effective. The results based on time-lagged and multi-source survey data supported our hypotheses. We spotlight a crucial yet largely unnoticed role of GHRM in carving employee perceived ecological impacts and GIB. Our results also underscore the role of a vital individual trait in making a significant difference in these interrelations between GHRM, perceived ecological impact, and GIB. Our findings can guide organizations' pursuit to safeguard nature.

ONE: **Pro-environmental Behavior and GHRM: Effects of Organizational and Coworker Support for Environment**

Author: **HINA ZAFAR**, *U. of Newcastle, Australia*
Author: **Yuliani Suseno**, *Royal Melbourne Institute of Technology U.*
Author: **Jo Ann Ho**, *U. PUTRA MALAYSIA*

The expansion of the textile industry has a significant impact on Asia's rising pollution levels and the deterioration of the global environment. The study investigates the effects of green human resource management practices on employees' organizational citizenship behavior for the environment, using data collected from textile industry employees in Pakistan, one of the major exporters of textile products in the world. Our findings indicate that green human resource management practices influence employees' organizational citizenship behavior for the environment through the mediating effects of both perceived organizational and coworker support for the environment. The implications for theory and practice as well as the limitations and directions of future research are then discussed.

ONE: **Employees' Role in the Sensemaking of Green Human Resource Management: A Moderated Mediation Model**

Author: **Huanxin Liu**, *Binghamton U.-State U. of New York*
Author: **Biying Yang**, *Binghamton U.-State U. of New York*
Author: **FUHE JIN**, *The College of New Jersey (TCNJ)*
Author: **Guiyao Tang**, *Shandong U.*

Green human resource management (GHRM) is essential in organizations' sustainable development. Extant research has focused on the top-down effects of GHRM on employees' green behaviors, with less research on the critical role of individuals in the sensemaking process of GHRM. Our study aims to highlight the role of employees' characteristics in fostering GHRM perceptions and subsequent green behaviors in the workplace. Based on signaling theory, we propose that employees' environmental self-assets are an important antecedent for enhancing their positive perceptions of GHRM and that such perception positively promotes voluntary green behavior. Meanwhile, we investigated the role of age to see its moderating effect on the relationship between positive GHRM perceptions and voluntary green behavior. To accomplish this goal, we conducted a moderated mediation model using the data collected from 303 employees in the medical and chemical industries. We found that employees' environmental self-assets were positively associated with their positive GHRM perceptions, whereas positive GHRM perceptions were unrelated to voluntary green behavior. Furthermore, the indirect effect of environmental self-assets on voluntary green behavior via positive GHRM perception was more pronounced among older employees. Overall, our study contributes positively to the existing GHRM literature by shifting research attention from individual reactions to GHRM implementations to proactive perceptions of GHRM.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1320** | Submission: **20361** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Reducing Carbon Emissions: Challenges and Implications

Session Moderator: **Frederik Dahlmann**, *U. of Warwick*

ONE: **What Gets Measured Gets Managed? The Challenges of Reducing Scope 3 GHG Emissions**

Author: **Frederik Dahlmann**, *U. of Warwick*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Stephen Brammer**, *U. of Bath*

Drawing on paradox theory, here we investigate the trade-offs and tensions firms experience in the context of sustainable OSCM when they attempt to reduce scope 3 supply chain GHG emissions. We develop hypotheses to explain why the processes underpinning measurement and management, and their interactions lead to poorer performance from a climate change perspective. We test these hypotheses using rich data from both CDP and Asset4 from 2013 to 2018. Our findings strongly support our conceptualization of the existence of a supply chain emissions paradox (SCEP) in that firms with both greater measurement experience, and broader supply chain engagement practices, display higher emissions levels. Filling a gap in prior OSCM studies by providing large-scale quantitative insights into these paradoxical relationships, we demonstrate that as firms embark on the journey of measuring and managing emissions through partner engagement, they are paradoxically put at a potentially commercial and societal disadvantage by showing performance that worsens over time. Given competing demands on firms when managing supply chain complexities as well as the urgency for significant emissions reductions, firms are likely to respond by either delaying or withholding transparency to avoid facing potentially further stakeholder scrutiny, and unfavorable comparison with competitors. Our findings suggest such responses are unwarranted provided there is understanding and acknowledgement of the underlying mechanisms driving SCEP.

ONE: **Artificial Intelligence and Corporate Carbon Neutrality: A Qualitative Insight**

Author: **Adeel Luqman**, *Shenzhen U.*
Author: **Qingyu Zhang**, *College of Management, Shenzhen U.*
Author: **Ayesha Masood**, *Shenzhen U.*

In this study, we conducted a qualitative study to examine the issues experienced by firms in various sectors endeavoring to use AI to achieve CN. We used the technology, organization, and environment (TOE) framework as the guiding theory to analyze data collected from 66 respondents working in firms that had implemented AI for CN. Analysis revealed seven dimensions energy management, resource conservation, fault-tolerant and predictive maintenance, security and privacy concerns, technical expertise, financial resources and government incentives, and normative, mimetic, and coercive pressures. These served as the basis for proposing seven propositions to guide future research. The study also offered valuable practical insights based on the experience of managers working in firms that had adopted AI for CN.

ONE: **Evolving Practices of Corporate Carbon Target Management: Outcomes and Implications**

Author: **Patrick J. Callery**, *U. of Vermont, Grossman School of Business, US*
Author: **Eun-Hee Kim**, *Fordham U.*

Strategy researchers are increasingly paying attention to corporate climate change management with growing expectations from shareholders and other stakeholders. We examine carbon targets, a critical element in climate change management and note three key findings. First, roughly half of active carbon targets change before reaching the target year. On average, changed targets lead to higher subsequent emissions, especially if the change involves a lower per annum reduction, or target relaxation. In sharp contrast, target changes to a higher per annum reduction, or more aggressive targets, do not lower emissions. Second, our mechanism analysis reveals that the non-findings are closely associated with adoption of net zero and scienced based targets, two rapidly growing types of enhanced carbon targets. Firms that adopt these practices use carbon offsets to a greater extent than those do not, and their emissions tend to increase in the following years. Third, we find that adoption of these practices has significantly accelerated in the past three years, with this recent adoption associated with greater emissions increases, particularly in carbon emissions-intensive industries. We discuss implications of these for the emerging field of climate change and corporate sustainability strategy, and highlight opportunities for future research.

ONE: **The Impact of Family Ownership - Does it Pay for Family Firms to Mitigate Carbon Emissions?**

Author: **Johanna Cecilia Schulze-Berge**, *TUM School of Management, Technische U. München*

This study examines the relationship between corporate environmental performance (CEP) and corporate financial performance (CFP) in private German family firms via econometric techniques. I add to the question “when does it pay to be green?“ by investigating the condition of being a family firm. Existing research on the linkage between CEP and CFP for family firms is scarce, yields inconclusive findings, and lacks studies that express CEP via corporate carbon performance. Yet, corporate carbon performance is an unambiguous metric based on international standards, directly linked to climate change and regulation, and the predominant metric used for environmental performance in the extant literature. Based on firm panel data from 2013 to 2021 from 74 German family firms, I demonstrate a positive relationship between CEP expressed as carbon intensity and CFP expressed as Return on Assets (ROA) and Return on Equity (ROE). Further on, I provide evidence for a moderating effect within the family firm dataset: the public disclosure of a firm’s CEP. My findings inform practitioners and regulators that decarbonization is financially incentivized in the absence of regulation, while the positive effect of disclosure should be acted upon.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1321** | Submission: **20358** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Environmental, Hybrid and Community Enterprises and Business Ecosystems

Session Moderator: **Rosalie Luo**, *Ivey Business School*

ONE: **How Individual and Social Mechanisms Foster and Hinder Environmental Entrepreneurship**

Author: **Yasmin Olivia Schwegler**, *HEIG-VD // HES-SO // U. of Applied Sciences & Arts W. Switzerland*

Environmental entrepreneurship has considerable potential for generating positive environmental impact. Extant research about the factors driving its attractiveness and success has mainly been focused on economic factors, while the crucial role of individual and social factors has often been obscured by the multitude of interrelated factors that are at work simultaneously. In this paper, we disentangle the individual and social mechanisms driving and hindering the attractiveness and the success of environmental entrepreneurship and summarize them in a conceptual model. We complement the extant knowledge about environmental entrepreneurs and their stakeholders with literature about environmental attitudes, behavior, social norms, and legitimacy. We find that especially the individual and social valuation of environmental value play a crucial, yet unarticulated role for environmental entrepreneurship. Our insights contribute a clearer picture of the individual and social mechanisms that facilitate and hinder environmental entrepreneurship, which can guide future research on how to achieve the ecological transition, through and beyond environmental entrepreneurship.

ONE: **Battling Magic: Negotiating Crisis in a Regenerative Community Enterprise**

Author: **Rosalie Luo**, *Ivey Business School*

This study investigates how a community enterprise and its membership negotiated enchanting modes of production and consumption during a period of significant turmoil and organizational change. Using an ethnographic methodology, we qualitatively follow the growing season of one of the longest standing agricultural community-based entrepreneurial organizations in the United States located in the Midwest over six months during a period of intense crisis. At the organizational-level, we elaborate upon how it engaged in institutional work to legitimate itself with internal and external actors. At the micro-level, we closely examined different groups within the membership that had heterogeneous motivations and ways of participating. We inductively find four diverse groups that differ in their attachment to rational decision-making or pragmatism (disenchantment) on one hand and mysticism or idealism on another (enchantment). We include insights related to how different coalitions in the organization negotiated the meaning associated with the purpose of the organization, the role of the farmer, and the responsibilities of the membership as the crisis became more salient to community members. This study also provides timely implications for related contexts, particularly the revival of craft, sustainable modes of production, and collective organizing.

ONE: **Hybrid Ventures and Healthy Cities: Community Logics and Mission Variation**

Author: **Michael V. Russo**, *U. of Oregon*
Author: **Brooke A. Lahneman**, *Montana State U.*
Author: **Andrew Earle**, *U. of New Hampshire*
Author: **Suzanne Gladys Tilleman**, *U. of Montana*
Author: **Hyeonjin Cha**, *U. of Oregon*

Hybrid entrepreneurship offers cities a way to navigate the fundamental tension between generating economic vitality and improving conditions for residents, in particular marginalized groups. To unpack how to support this, we explore how community logics in a city shape the differing mission-related goals of hybrid ventures, examining logics in terms of municipal policies and job markets. In our study, we spotlight hybrids whose missions focus on either social welfare or environmental stewardship, and develop theory describing why these different mechanisms shape hybrids with socially- versus environmentally-focused missions in distinctly different ways. More than mere nuances, our study demonstrates that differences in the foci of hybrid ventures are meaningful and locally relevant, and that initiatives by cities to attract hybrid ventures should be tailored for greater effect. This study offers insights at the nexus of hybrid entrepreneurship and public policy for cities trying to encourage positive and inclusive economic development.

ONE: **The Role of the Corporation in Business Ecosystem from the R&D Performance Viewpoint (WITHDRAWN)**

Author: **Shiu-Wan Hung**, *National Central U.*
Author: **Che-Wei Chang**, *Minghsin U. of Science and Technology*
Author: **Jyun-Hao Jian**, *National Central U.*
Author: **An-Pang Wang**, *National Central U.*
Author: **Chien-Hui Hsu**, *National Central U.*

The changing roles of enterprises mean that the relationships between businesses have become increasingly complicated. Therefore, the previous chain relationship cannot now be utilized to analyze business interaction models. Based on the business ecosystem, this study takes into account the characteristics of a high-tech industry, research and development (R&D) orientation, and identifies the roles in the business ecosystem with the results of R&D performance. This study finds out that a multi-stage performance evaluation method can define the role of LED manufacturers in a business ecosystem. It also suggests that, in the technological development stage, most manufacturers were found to belong to niche players and develop technological niches with their own specialized capabilities. In the technology diffusion stage, traditional, leading LED companies are the keystone manufacturers who are able to construct a technological platform that influences the technological development of others. In the profit creation stage, however, a great number of manufacturers are found to be hub landlords and just extract profits from other companies, which means that numerous companies have the capacity to develop technologies but ignore how much profit technologies can bring them.

ONE: **Framing Contests During Collaborative Experimentation in Ecosystem Emergence**

Author: **Neva Bojovic**, *Kedge Business School*
Author: **Fanny Salignac**, *U. of Technology, Sydney*
Author: **Hugo Guyader**, *Linköping U.*
Author: **Frederic Ponsignon**, *Kedge Business School*

This study investigates how ecosystem actors collaborate in the early stages of ecosystem emergence to create and test the ecosystem value proposition. It analyses multi-actor data from a two-year-long experimentation process around the circularization of human waste in France. In doing so, the findings of this study open a black box of collaborative experimentation and uncover important struggles based on the different framings of value and power that become pertinent during the experimentation process. This study contributes to ecosystem literature, by shedding light on the importance of internal legitimacy between ecosystem actors in ecosystem emergence, and to the strategic experimentation literature by showing how multiple theories of value in collaborative experiments lead to negative, yet generative experimentation outcomes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1322** | Submission: **20513** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Student Best Paper Competition

Session Moderator: **Dominic Loske**, *U. of Goettingen*

OSCM: **There is no I in "Team": Learning from Team Success and Failure for Retail Performance Improvement**

Author: **Dominic Loske**, *U. of Goettingen*
Author: **Maik Hammerschmidt**, *U. of Goettingen*
Author: **Klumpp Matthias**, *Politecnico di Milano School of Management*

Learning from individual experiences has been described as an important predictor of organizational performance. In contrast, little is known about how prior success and failure experiences at the team-level impact performance and whether goal accomplishment moderates the learning process. In this study, we investigate 573 dispatcher-driver teams that work together in delivering groceries to retail stores. We analyse daily-level data for 13,246 deliveries during a period of four months. We find support for the argument that prior team success increases current delivery performance while performance declines with increasing number of failures. We also show that teams learn from failures when service-level goals in the prior period have been accomplished. In contrast, success-based learning is reinforced when goals in the most recent period are accomplished . These findings illuminate the conditions under which teams can be enabled to learn from prior successes and failures. For supply chain managers, the study informs how feedback about goal accomplishment for different time periods can boost learning rates.

OSCM: **How Performance Measurement Systems Enable or Constrain Organizational Ambidexterity**

Author: **Daniella Abena Badu**, -
Author: **Pietro G. Micheli**, *U. of Warwick*

This study examines how different uses of performance measurement systems affect organizations' capacity to become ambidextrous. Data were gathered through semi-structured interviews, observations, and reviews of documents at four departments of an automotive firm; an abductive approach was employed to analyze the data. Drawing on Simons' levers of control framework, the combined diagnostic and interactive uses of performance measurement systems are found to facilitate organizational ambidexterity in four main ways: (1) performance information is used to identify areas that could benefit from exploitation or exploration, (2) through the collaborative development of objectives and targets, (3) via performance review sessions, and (4) by leveraging lessons learnt from previous projects. Also, the diagnostic use is found to have positive effects on exploration by stimulating creativity. However, measurement systems can be detrimental to organizational ambidexterity if they reinforce old practices and processes, and if they are strongly linked to individual rewards or sanctions.

OSCM: **Impact of Blockchain-driven Sustainable Supply Chain Transparency on Buyer's Supplier Selection**

Author: **Sukrit Vinayavekhin**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Aneesh Banerjee**, *City U. London*
Author: **Feng Li**, *Bayes Business School (formerly Cass), City, U. of London*

When selecting new suppliers, buyers often look beyond purely financial criteria to include suppliers' sustainability records as well. This paper aims to investigate how a buyer assesses the importance of various attributes of supply chain sustainability disclosed by suppliers. These include product, process, and sourcing network disclosure as well as the attributes associated with information disclosure using blockchain technology such as the immutability and update frequency of the information. Building on concepts in inter-organisational trust and information economics, we use a choice-based conjoint experimental design to collect both quantitative and qualitative responses from procurement managers. The results reveal that buyers are concerned with sustainability signals from suppliers and are willing to pay a price premium. Buyers expect blockchains to increase supply chain transparency, but we do not find a significantly higher willingness to pay for information from blockchain platforms. Overall, buyers prioritise information on products over processes and sourcing networks, while the immutability of information and update frequency of information received less attention. The paper contributes to our understanding of the role of blockchain in supply chain transparency and presents new lines of inquiry on the value of blockchain-enabled platforms in supply chain sustainability reporting.

OSCM: **Circular Supply Chain Stakeholder Mapping for Blockchain Governance of Lithium-ion Battery Safety**

Author: **Zhuowen Chen**, *Worcester Polytechnic Institute*
Author: **Abdullah Yildizbasi**, *Worcester Polytechnic Institute*
Author: **Yan Wang**, *Worcester Polytechnic Institute*
Author: **Joseph Sarkis**, *Worcester Polytechnic Institute*

The application of blockchain (BC) technology in the lithium-ion battery (LIB) circular supply chain can provide significant support to help in this practice. Yet BC application is limited due to various complexities—accurate information and data from stakeholders is plays a significant role in that complexity. This study aims to identify stakeholder roles in BC application to address safety issues during the circular supply chain—a critical issue for the adoption of CE for LIB to help mitigate LIB materials scarcity. We survey and gather input from 40 experts in CE, lithium-ion batteries (LIBs), BC, and safety-related issues from academia and practice. The Responsible, Accountable, Consulted, and Informed (RACI) matrix project management tool is used to categorize and map stakeholders by their level of power and involvement. The results provide insights into five theory-based hypotheses and practical implications for BC application in this environment. The study provides a methodology to identify stakeholder roles for BC development in mitigating CE LIB safety issues using the RACI matrix. Part of the study also considers the heterogeneity in stakeholder involvement in this process. This process and methodology also provide a way to evaluate and support long-term transdisciplinary research and innovation. The application of BC technology in the supply chain has been touted as inevitable, but a significant barrier is understanding stakeholder roles ranging from development to application and improvement. This study examines a methodology to identify and map stakeholders and further provides research and practice insights to the application of BC technology to solve safety issues in the LIB circular supply chain.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1323** | Submission: **20503** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Women in Supply Chains

Session Moderator: **Bengu Nur Ozdemir**, *IE Business School*

OSCM: **Beyond Organizational Sustainability: Do Female Directors Ensure Suppliers' Sustainability?**

Author: **Ammar Ali Gull**, *ESSCA School of Management*
Author: **Sunil Tiwari**, *ESSCA School of Management*
Author: **Muhammad Nadeem**, *U. of Queensland*
Author: **Pankaj Sharma**, *National U. of Singapore, Singapore*

This study examines whether board gender diversity is associated with firms' tendency to adopt sustainable supply chain practices worldwide. Utilising the data of listed firms from 42 countries during the period 2002-2019, we find that firms with gender-diverse boards are more likely to implement sustainability criteria in supplier selection and termination process. However, the relationship of gender diversity with sustainable supply chain practices is significant when boards have two or more women and mainly driven because of independent women directors. We further substantiate our main finding by using alternate measures of board gender diversity and incorporating several subsample analyses, based on the effect of global financial crisis, Paris agreement on climate, firm-level governance quality and CSR orientation, industry nature and geographical location of firms. We also address the potential endogeneity concerns in several ways and our results always hold. Finally, we show that the adoption of sustainable supply chain practices also results in higher financial performance for firms with gender-diverse boards. Our study provides interesting insights with important managerial and policy implications in the backdrop of increasing stakeholder demands for sustainable business practices worldwide.

OSCM: **How Do Environmental Impact and Gender Inequality Characterise Fast Fashion Supply Chains?**

Author: **Amy Olivia Boote**, *Cardiff Business School, Cardiff U.*
Author: **Maryam Lotfi**, *Cardiff Business School*

This paper investigates how environmental impact and gender inequality characterise the fast fashion supply chain, from an ecofeminist perspective. The 21st century has entered into a period of significant anthropogenic environmental challenge, powered by capitalist consumer society; in which, its impacts are inextricably burdensome for women, namely women in the global South. Fast fashion has played a contributory role; becoming renowned for its unsustainable, unethical practices that jeopardise environmental stability and threaten women's hope for gender parity. In effect, the need for this research is paramount in understanding how fast fashion can break with its ecological and feminist problems. To do so a qualitative method was used. Thematic analysis was conducted on company reports of 75 fast fashion companies for the years 2019-2022. The companies were chosen based on the Fashion Transparency Index 2021. Further, all the companies were defined as fast fashion companies, operating in Europe's fast fashion industry. The analysis showed that fast fashion companies' supply chains, contributed to environmental impact through air pollution, water pollution and land pollution. And contributed to gender inequality through ameliorating economic discrimination and gender-based harassment. We concluded that environmental impact and gender inequality reinforce one another both ideologically and materially, in the fast fashion supply chain. Additionally, the study contributes an original and unique literary account regarding its use of the ecofeminism perspective. It filled a literary gap by effectively pointing out that, impacts were felt acutely in the global South by women garment workers. And, therefore, brings to academic attention that, women garment workers are subjected to fast fashion's patriarchal governing structure and placed on the front line of the environmental crisis, which has emanated from fast fashion's supply chain practices.

OSCM: **Inclusion of Women and Older Employees in Telecom Sales Teams and Sales Performance**

Author: **Bengu Nur Ozdemir**, *IE Business School*
Author: **Antti Tenhiälä**, *IE Business School*
Author: **Antoaneta Momcheva**, *Stockholm School of Economics*
Author: **Fabrizio Salvador**, *IE U.*

Diversity and inclusion (D&I) are of vital importance for organizations that wish to nurture a culture of equality. Despite a growing research interest, especially in the firm-level performance effect of diversity in top management teams, there is scant research on how bio-demographic D&I measures impact team-level operational outcomes of work teams. This study examines how the inclusion of women and older employees affects the performance of sales teams of telecommunication technology. We focus on these two aspects of D&I, as gender discrimination and ageism are prevalent in the technology sector. To test our hypotheses, we use a panel dataset of 260 sales teams. We account for the endogeneity of assigning members to the teams and the dynamic panel bias by estimating our model with the system generalized methods of moments (S-GMM) approach. The results suggest that greater inclusion of women and older employees is associated with increased sales performance, even for teams in the technology sector that inhabit a fast-paced environment. These findings are robust to alternative model specifications, as well as alternative operationalizations of the inclusion of women and older employees. Taken together, this study corroborates the business case of promoting the greater inclusion of women and older employees in the technology sector.

OSCM: **Procurement of Reproductive Health Commodities in LMICs: The Impact of Female Decision-Makers**

Author: **Dwaipayan Roy**, *U. of Virginia Darden School of Business*
Author: **Amir Karimi**, *U. of Texas At San Antonio*

Access to contraceptives, an essential reproductive health commodity, can substantively improve women's mental and physical health by helping to prevent unintended pregnancies and their consequent adverse repercussions. However, in low-, and middle-income countries (LMICs), where resources are limited and women are under-represented as decision-makers in national governments, issues related to reproductive health have not traditionally been prioritized. Drawing on past research demonstrating that female decisionmakers tend to prioritize issues that better reflect women's needs and preferences, we examine the relationship between female decision-makers in national governments and contraceptive procurement. Specifically, we focus on female decision-makers at two levels, as health ministers and parliamentarians, and examine their impact on the procurement quantity of contraceptives by LMICs. Using a combination of field interviews and empirical analyses of a large dataset on contraceptive procurement by LMICs, we find that a female (vs. male) health minister is associated with an increase in the procurement quantity of contraceptives. Notably, this relationship is strengthened with an increase in the proportion of female representatives in national parliaments. Additional empirical analyses highlight that this synergistic effect of female health minister and female parliamentarians is stronger in countries with higher unmet need for contraceptives. Together, these findings provide empirical evidence that female (vs. male) decision-makers are likely to bring greater attention to contraceptive procurement, an issue that has a disproportionate impact on women's health and well-being. As ensuring good health and well-being for all and increasing gender parity in leadership positions are two of the key United Nations Sustainable Development Goals (UN SDGs), our study on examining the relationship between female decision-makers and contraceptive procurement represents a timely and consequential line of inquiry. In conducting this inquiry, our study also responds to recent calls for research at the intersection of operations management and diversity and inclusion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1324** | Submission: **20910** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

The Role of Representation

Session Moderator: **Eiko Strader**, *George Washington U.*

PNP: **Race in Representative Bureaucracy Theory: A Problematizing Review**

Author: **Eiko Strader**, *George Washington U.*
Author: **Vernicia Griffie**, *George Washington U.*
Author: **Patrick Irelan**, *George Washington U.*
Author: **Leslie Kwan**, *George Washington U.*
Author: **Emma Northcott**, *George Washington U.*
Author: **Sanjay K Pandey**, *George Washington U.*

This study is an epistemic reflexive examination of race in representative bureaucracy theory, responding to the criticism that its conceptualization has been narrow. To counter socially reinforced ways of thinking, we use a problematizing review method to read broadly and selectively. Reviewing a sample of articles published in public administration (immediate research domain); political science (neighboring domain); sociology and Asian/cultural/ethnic studies (indirectly relevant domains) between 2017 and 2021 and paying attention to social constructionism, we examined how race and ethnicity are conceptualized. While the articles in public administration focused on a binary conception of race, treating differential outcomes as natural, articles sampled from other domains explained how ethnoracial categories were constructed, highlighted the contextual nature of differential outcomes, and engaged with the issue of racialization. To expand the conception of race in public administration, we must explore the process in which racial constructs became associated with unequal outcomes.

PNP: **Empowering Female Managers: A Cross-Sector Comparison of Perceived Inclusion and Internal Networks**

Author: **Jihoon Jeong**, *Texas A&M International U.*
Author: **Eun-sil Yoo**, *U. of Mississippi*
Author: **Jiwon Suh**, *U. of Texas At Arlington*

Organizational inclusion is particularly essential for an underrepresented group of employees who consistently encounter challenges while climbing up the hierarchies. This study examines the effects of internal networks on perceived inclusion and tests how these networks impact self-competency through perceived inclusion by focusing on female employees. Employing social network theory and subjective uncertainty reduction theory and comparing the public and for-profit sectors, we find that vertical interpersonal relationships (relationships with superiors and mentoring) have positive impacts on the female employees' sense of leadership competency while horizontal and group network relationships have no such impact in public organizations. Results also show that internal networks influence female managers' perceived inclusion and their feeling of leadership competency through perceived inclusion, while such networks do not impact work competency. Findings suggest that internal networks are paramount for female employees' career advancement through perceived inclusion.

PNP: **Giving Voice: Examining the Strategic Repertoires of Nonprofit Advocacy for Marginalized Populations**

Author: **Heather MacIndoe**, *U. of Massachusetts, Boston*
Author: **Maria Manuella Pache De Athayde**, *U. of Massachusetts, Boston*
Author: **Olanike Ojelabi**, *U. of Massachusetts, Boston*

How do nonprofit organizations serving disadvantaged populations represent their constituencies in the policy process? What are the formal and informal routines—what sociological studies of social movements call strategic repertoires (Taylor & Van Dyke, 2004)—that nonprofits use to pursue change for marginalized people and communities? Preliminary analyses of a survey of New England nonprofits (N=656, 55% response rate) indicate that nonprofits serving disadvantaged populations use similar tactics to organizations advocating for other constituencies but employ them at higher rates. These nonprofits are also more likely to involve constituents in advocacy and to perceive their advocacy as having effective outcomes.

PNP: **The Effect of the Board and Staff Racial Representation on Grantmaking in Community Foundations**

Author: **Yue Ming**, *Indiana U.- Lilly Family School of Philanthropy*

Philanthropic efforts to increase philanthropic staff and leadership from diverse minorities groups and benefit the interests of diverse groups is an avenue to improve equity. The efforts in philanthropy are consistent with the representative bureaucracy framework in the public administration literature. This study applied the theory of representative bureaucracy into the context of community foundations to examine the effect of racial representation in board members and staff on grant allocation. The findings suggest a positive relationship between racial representation in nonprofit leadership and grant allocation outcome, which mirrors the linkage between passive and active representation from the representative bureaucracy.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1325** | Submission: **20904** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Nonprofit Financial Management

Session Moderator: **Jeongyoon Lee**, *U. of Kentucky*

PNP: **What Kills Nonprofits? A Study on U.S. Human Service Nonprofits Dissolution (2007-2018)**

Author: **Jeongyoon Lee**, *U. of Kentucky*
Author: **Andrew Sullivan**, *U. of Central Florida*

This study explores why human service nonprofit organizations cease to exist from two theoretical viewpoints: organizational ecology and resource-based view. Our county-level fixed effects survival analysis identifies three mechanisms explaining human service nonprofits' dissolution, using 2007-2018 data from multiple sources - National Center for Charitable Statistics, Census, American Community Survey, MIT Election Lab, and Small Area Income and Poverty Estimates. We clarify how ecological selection processes relate to nonprofit dissolution occur within communities over time. Specifically, first, at the macro-level, an improving political environment and worsening economic and social environments within communities associate with a greater likelihood of nonprofit dissolution. Second, at the meso-level, as the environment becomes increasingly competitive, nonprofits are more likely to dissolve. Third, at the micro-level, nonprofits' resource management competencies still relate to a lower likelihood of dissolution. These findings extend research on nonprofit organizations' life and death by showing turbulent and multi-level relationships of ecological and organizational factors constituting the human service delivery system with human service nonprofit dissolution in the United States.

PNP: **Do Charities Clarify or Conceal? Text Complexity and the Financial Performance of Large Nonprofits**

Author: **Philip T. Roundy**, *U. of Tennessee, Chattanooga*
Author: **John Trussel**, *U. of Tennessee, Chattanooga*

Communication can improve or hinder organizational transparency. The "obfuscation hypothesis" contends that if stakeholders are likely to perceive an organization's financial performance as poor, managers have an incentive to obscure organizational information by communicating it in ways that are difficult for stakeholders to understand. Information obfuscation has primarily been examined in the context of for-profit organizations. We test the obfuscation hypothesis in the nonprofit sector by examining how annual report text complexity relates to the financial performance of large charities. Assessing text complexity using measures from computational linguistics, we anticipated that the annual reports of charities with lower financial efficiency are shorter and more difficult to read. We find a negative effect of a charity's financial performance on the readability of its annual report, but no effect of performance on annual report length. Overall, our findings demonstrate that the performance of a charity is reflected in the text complexity of its external reports, and that text complexity may clarify or conceal information depending on a nonprofit's organizational performance.

PNP: **How Do Nonprofits Manage Profits? Evidence from Nonprofit Hospitals**

Author: **Jiahuan Lu**, *Rutgers U., Newark*
Author: **Young Joo Park**, *U. of New Mexico*

Despite the nondistribution constraint, nonprofits can legally seek profits or surpluses. However, previous literature pays little attention to how nonprofits deal with their profits. This study tests and extends Chang and Tuckman's theory of profit accumulation by nonprofits. Through a longitudinal analysis of U.S. nonprofit hospitals, we find that nonprofit hospitals seek profit accumulation over time. Further analysis suggests that nonprofit hospitals are more likely to expend profits to pursue organizational growth and financial stability. In addition, nonprofit hospitals do not seem to allocate profits to subsidize services to disadvantaged groups and reduce health disparities. In other words, nonprofit hospitals tend to use profits to serve organizational benefits rather than community benefits. The findings flesh out the literature on profit accumulation by nonprofits and have implications for theory and practice.

PNP: **Characteristics and Expenditure in the UK Not-for-Profit Sector**

Author: **Karolis Matikonis**, *U. College Dublin*

Not-for-profit organisations (NPOs) are provided with support through tax reliefs and further funding in exchange for creating social benefit. They are, however, often accused of abusing and misallocating resources. Employing a visual, non-parametric, machine learning methodology to some of the largest UK annual financial micro-level datasets, the study uncovers how UK not-for-profit organisations (NPOs) differ from other organisations with regard to their characteristics and expenditure. The author found that NPOs are more stable and more likely to become high growth firms. They have higher average employment than other organisations and most of them spend significantly more on employment-related costs and acquisitions than comparable organisations. The author also identified the interrelationships between lower tax paid and higher employment costs. The findings help us question the targeting and oversight of tax reductions, which are likely to be at least partly distributed through the inflated expenditure for larger organisations.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1326** | Submission: **20919** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

Collaborations and Pluralism

Session Moderator: **Humberto Falcao Martins**, *FDC - Fundacao Dom Cabral*

PNP: **Visualising and Measuring Public Values in Smart Cities. A Collaborative Governance Perspective**

Author: **Giuseppe Grossi**, *Kristianstad U. College*
Author: **Dorota Dobija**, *Kozminski U.*
Author: **Zuzanna Staniszewska**, *Kozminski U.*
Author: **Dominika Kaczmarek-Ciesielska**, *Kozminski U.*

The purpose of this paper is to explore the perceptions of creators and users regarding the visualization and measurement of public values created by smart cities. We build an analytical framework using the collaborative governance and public value theories to show how smart city creators and users perceive the visualization and measurement of multiple values. We applied photo-elicitation interviews with 40 city creators and city users, and used visual sources created by the researchers. The photographs were used to expand the ideas about capturing value from various smart city projects. We analyzed public value from an economic, societal, and environmental perspective and found that public value perceived by city creators is not always aligned with city users. While we found general agreement in relation to environmental values, in the case of social and economic value, the perceptions of smart city users diverge from the those of smart city creators. We also found that the multi-actor reality and in-group pressures may influence the lack of a coherent vision of smart cities among the creators, which results in relatively lower fulfillment of users' expectations. This paper explores how the combination of different interests, actors and values affect performance measurement in a certain reality of smart city initiatives in Poland.

PNP: **Updating Emerson's Collaborative Governance Model**

Author: **Humberto Falcao Martins**, *FDC - Fundacao Dom Cabral*
Author: **Ettore Oriol**, *FDC / EAESP - FGV*
Author: **Douglas Wegner**, *FDC - Fundação Dom Cabral*
Author: **Patrícia Becker**, *FDC - Fundacao Dom Cabral*

Collaborative governance has been attracting increasing interest from academics and practitioners due to its ability to minimize wicked problems that require the articulation of multiple stakeholders. One of the widely cited models of collaborative governance was published by Emerson et al. (2012). The model has been applied in hundreds of empirical studies and theoretical essays since its publication. However, no studies have incorporated the results of these studies into the aforementioned Collaborative Governance (CG) model. This paper aims to provide an expanded update of Emerson et al.'s (2012) model in order to incorporate elements derived from recent literature, and to propose adjustments designed to address gaps/limitations of the original model. It contributes to the literature by extending Emerson et al.'s (2012) model of CG by incorporating and gaining a better understanding of the elements necessary for the creation of public value. Furthermore, we present an expanded model of collaborative governance that facilitates the organization of such collaboration and, consequently, the creation of public value, which will guide policymakers and practitioners.

PNP: **Relational Pluralism within the Hybrid Organization**

Author: **AANCHAL GUPTA**, *Ph.D. scholar, IIM Raipur*
Author: **Samar Singh**, *Associate Professor of Practice, IIM Raipur*

The network of relations with and amongst stakeholders plays an important role in an organization. A hybrid organization deals with diverse stakeholders, some including individuals from weaker sections of society. However, the importance of relational pluralism within a hybrid organizational network for achieving organization goals has not yet been explored by researchers. So, building on social network theory, we explored how a hybrid organization creates good for society by leveraging relational pluralism. We adopted a qualitative case study method, the case of an Indian hybrid organization operating successfully for the past 21 years and involving stakeholders from a resource-deprived community was chosen. Our study highlights that relational pluralism emerges among stakeholders, who are from resource-deprived communities, based on social impact, cohesive social environment, and pro-social motive of the organization. This relational pluralism helps the firm to create socio-economic welfare for society by utilising social and human capital from stakeholders' communities. Furthermore, we suggest that an organization can leverage multiplex relations of weaker communities for their benefit and societal development.

PNP: **Linking Organizational Collaborative Motivations with Purpose-oriented Network Characteristics**

Author: **Huishan Yang**, *Virginia Tech*
Author: **Robin Hargroder Lemaire**, *Louisiana State U.*

With the significant growth of purpose-oriented networks in the realm of public affairs, the challenges for public and nonprofit organizations in deciding which networks to engage with have also increased. This work is an exploration of whether organizations with different collaborative motivations prefer networks with different sets of characteristics. By bridging organizational theory and social network literatures, this study proposes a conceptual framework regarding the connections between organizational collaborative motivations and network characteristics. The framework was then examined using survey data collected from two statewide networks in Virginia. A crisp-set qualitative comparative analysis (cs-QCA) was employed to identify different sets of network characteristics associated with four organizational collaborative motivations. The QCA results indicate that organizations with different collaborative motivations indeed prefer different kinds of networks. We also identified multiple pathways for each motivation and which network characteristics need to be combined together for each motivation, as well as offered some universal combinations that work for different motivations. The findings of this work are valuable for both network managers' efforts in recruiting members and public and nonprofit organization managers' attempts at seeking beneficial collaborations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1327** | Submission: **20088** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 2**

Conversations With The Editors: AMR

Presenter: **Kris Byron**, *Georgia State U.*

Meet the editor of AMR and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1328** | Submission: **20233** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

Myths and Neglected Issues in “Standard” Methods

Session Moderator: **Gwowen Shieh**, *National Yang Ming Chiao Tung U.*

RM: **Unified Test Procedures for Probing Negligible Interaction Effects in Factorial Designs (WITHDRAWN)**

Author: **Gwowen Shieh**, *National Yang Ming Chiao Tung U.*

A vital problem in factorial analysis of variance is testing for interactions. Traditional procedures mainly aim to establish the existence of substantial effects. However, the interaction effects may be so small that they should be considered clinically or practically unimportant. Note that the current method is only applicable to the two-way interaction of balanced designs. This paper presents test procedures to ascertain the negligibility of interactions in multifactor studies. A unified approach is conducted for appraising the lack of interaction that applies not only to higher order factorial designs, but also to unbalanced schemes. In addition, viable procedures are also described when the homogeneous variances assumption is untenable. To facilitate planning factorial design, the corresponding sample size procedures and accompany computer algorithms are also developed. Numerical example and simulation study are utilized to explicate the usefulness and accuracy of the proposed procedures for assessing interactions in factorial studies.

RM: **Testing Interaction Effects: Overcoming the Limitations of the Product Term**

Author: **Torsten Biemann**, *U. of Mannheim*
Author: **Jeremy F. Dawson**, *U. of Sheffield*

The standard approach of testing interaction effects uses the product of a predictor variable and a moderator that is entered in a regression. This method of testing interactions has become so ubiquitous that researchers seldom stop to consider whether the assumptions implicit in this method are justified, although any other theoretically meaningful computation of the interaction term is possible. We discuss the product term’s limitations, in particular its non-linear increase with increasing values for predictor and moderator. To overcome this limitation, we introduce an alternative interaction term, the joint linear effect, and compare it to the product term in a set of Monte Carlo simulations. Finally, we make recommendations for how and when researchers might analyze their data with the product term or the joint linear effect.

RM: **The Myths of the VIF: Why Variance Inflation Factors are Deceptive as Multicollinearity Diagnostics**

Author: **Arturs T. Kalnins**, *U. of Iowa*
Author: **Kendall Praitis Hill**, *Swarthmore College*

Variance Inflation Factors (VIF scores) are widely used as diagnostics to detect deleterious multicollinearity among independent variables in regression analyses. Despite their popularity, substantial inconsistencies exist among perspectives found in organizational research regarding what examining VIF scores actually accomplishes. We conduct original analyses to compare and contrast three incompatible perspectives. First, a commonly applied practitioner perspective is that VIF scores below a numerical ``rule of thumb" threshold allow researchers to dismiss multicollinearity concerns. A second perspective is that t-statistics sufficiently assess statistical significance, implying that VIF scores are superfluous. A third perspective considers regressions where multicollinearity arises from common forms of mis-specification. In such cases, VIF scores may fall below any threshold yet be associated with type 1 errors. Our analysis casts doubt on the first perspective, and provides strong boundary conditions regarding the second. Low VIF scores may be deceptive; they do not necessarily indicate that multicollinearity concerns can be dismissed, as literally thousands of published articles claim every year. Further, high VIF scores may in fact be unproblematic, but only when the Gauss-Markov assumptions are fully met.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1329** | Submission: **14403** | Sponsor(s): **(RM, OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Why We All Should Be Bayesians: An Introduction to Bayesian Studies

Presenter: **Andreas Schwab**, *Iowa State U.*
Presenter: **William H. Starbuck**, *U. of Oregon*
Presenter: **David Krackhardt**, *Carnegie Mellon U.*

The purpose of this symposium is to introduce management researchers to the opportunities of Bayesian statistics for empirical research in the management sciences. We will outline the fundamental features of the Bayesian method without delving into the mathematical details. Instead, we will outline the conceptual differences and potential advantages of a Bayesian approach compared to traditional statistical analyses involving null-hypothesis statistical significance tests. We will then introduce an illustrative example from empirical management research that illustrates opportunities for the useful application of Bayesian data analysis and introduces participants on how to interpret the outcomes of Bayesian analyses for causal inference. Finally, we will discuss why in spite of strong arguments supporting the use of Bayesian statistics, the field of management research has been very reluctant considering Bayesian analysis as an alternative and how management scholars can support related methodological change efforts. The purpose of this symposium is to convince participants of the potential opportunities Bayesian methods can provide and to motivate organizational researchers to consider Bayesian statistics as an alternative in future research.

Advantages of Bayesian Statistics

Author: **David Krackhardt**, *Carnegie Mellon U.*

Illustrative Applications of Bayesian Statistics in Management Research

Author: **Andreas Schwab**, *Iowa State U.*

Why has Bayesian Analysis been used so little?

Author: **William H. Starbuck**, *U. of Oregon*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1330** | Submission: **19977** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Materializations in Practice: Studying Work in the Digital Era

Presenter: **Wanda J Orlikowski**, *MIT*
Session Chair: **Leonhard Dobusch**, *U. of Innsbruck*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1331** | Submission: **20354** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Strategizing for Societal Impact

Session Moderator: **Paula Jarzabkowski**, *U. of Queensland*

SAP: **Impact as an Iterative Process: Building Continuity through Teamwork**

Author: **Paula Jarzabkowski**, *U. of Queensland*
Author: **Rebecca Bednarek**, *Victoria Management School*
Author: **Eugenia Cacciatori**, *Cass Business School, City U. London*
Author: **Konstantinos Chalkias**, *Birkbeck, U. of London*
Author: **Rhianna Gallagher Rodgers**, *U. of Queensland Business School*
Author: **Mustafa Kavas**, *Sheffield U. Management School*

Much literature and research has focused on the tensions and problems of doing impact-driven research, even as the need for greater impact upon the grand challenges facing society has become an imperative for strategy and organization scholars. In this paper, we draw upon a case study of a 14-year team-based program of research that was intended from the outset to have impact. We explain the evolving nature of our impact, which we attributed to two features of our research process. First, the process of doing impact through iteration between co-creating, translating, and performing activities, from which new research questions emerge, new collaborators become engaged, and new impacts arise. Second, our ability to remain in the field over sufficient time, and with sufficient scope, due to our teamwork approach to research and impact. Based on our case study, we develop a framework for teamwork and its implications for practical and academic impact over the long-term. Our case contributes to a more dynamic understanding of the process of doing impact, and to the means of attaining continuity to have impact within a field.

SAP: **"Journey Making": Co-creating and Opening Strategy While Addressing Grand Challenges**

Author: **Igor Pyrko**, *U. of Bath*
Author: **Fran Ackermann**, *Curtin Business School*

As societies recover from the shock of the Covid-19 pandemic and its ramifications, it becomes evident that academic research cannot wait but must engage with today's complex and large-scale challenges. As a result, interdisciplinary, participatory architectures must be deployed, including opportunities for the co-creation and testing new tools, ideas, and solutions to address grand challenges. However, past research shows that working across silos and organizational boundaries is not easy, and the grand challenges agenda can become diluted over time as part of the unfolding strategy implementation. In this paper, we present the "Journey Making" qualitative methodology by Ackermann and Eden, which has been applied fruitfully in other related fields, namely strategy and project management. We adopt "Journey Making" to grand challenges research, reflecting on the theoretical implications for understanding grand challenges and co-creating impact by attending to process, context, and content of the multi-stakeholder conversation. Building on a qualitative empirical study with Mental Health Networks in Australia, we show how "Journey Making" can contribute to grand challenges research by mapping grand challenges as complex systems of interdisciplinary mutual relations and allowing for an inclusive and transparent strategy between different organizations and occupational communities in the pursuit of a shared purpose. The underlying 'Journey' captures the ongoing pathway for impact as researchers and participants support one another in understanding what grand challenges are in practice and how they can be addressed effectively.

SAP: **Employee Voice And Corporate Governance: Power And Engagement For The Environment**

Author: **Gregory Jackson**, *Freie U. Berlin*
Author: **Julia Bartosch**, *Radboud U. Nijmegen*
Author: **Manuel Nicklich**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Drawing on configurational perspectives from organization and management studies, this paper develops a theoretical framework for understanding the specific role of labor for corporate environmental impact. The paper draws on both Using Qualitative Comparative Analysis (fsQCA) and extensive interviews to show how a comparatively lower environmental impact comes together with a) specific configurations of the governance of corporations in which labor plays a central role and b) diverse set of practices by which labor representatives engage in the strategizing process, thereby mobilizing their formal guaranteed power resources. For the question of environmental impact, our result supports that the governance of corporations does not operate through specific elements in isolation but through a complex interplay of multiple structures and actors' everyday practices. For tackling climate change, this underlines the need for a complex understanding of corporations in the light of urgent transformation. Moreover, it contributes environmental labor studies by focusing the role of labor representatives on the organizational level.

SAP: **Process and Practice Perspectives: A Morphological Analysis and Reassessment of Impact**

Author: **Elena P. Antonacopoulou**, *Ivey Business School*
Author: **Chloe R. Cameron**, *Ivey Business School*
Author: **Sabrina Goestl**, *Ivey Business School*
Author: **Chang H. Kim**, *James Cook U.*
Author: **Adrian T. H. Kuah**, *James Cook U.*
Author: **Renate Kratochvil**, *BI Norwegian Business School*
Author: **Marilyn Poon**, *U. of Innsbruck*
Author: **Arti Sharma**, *Fellow, Indian Institute of Management Indore*

To advance Management and Organization Studies and respond to the grand challenges of our time calls for unifying perspectives to enrich our understanding of collective action. At the core of collective action are essential processes and practices integral to managing and organizing. Whilst the process and practice-based views mark the most significant advancement in the field for the last 20 years, we propose an integrative perspective of these views to shed new light on collective action itself which is integral to the much called for system change. Our analysis considers the application of Process and Practice Perspective (PPP) across streams of research in strategy, leadership and entrepreneurship which are currently treated in silo in management and organization studies. We introduce a novel methodology—the morphological analysis—as an alternative to traditional systematic literature review. In conducting our morphological analysis, we examine PPP research conducted across the three management research streams and conceptualize the PPP elements evoked. Our findings offer concrete pathways for PPP researchers across the three themes to generate new insights, while our work advances PPP's ability to promote connectedness across research streams which invites fresh ways of addressing grand challenges and co-creating desirable futures.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1332** | Submission: **20961** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Politics, Polarization, and Ideology

Session Moderator: **Steve Michael Loren**, *U. of Massachusetts, Boston*

SIM: **The Return of the Oppressed: Market Sanctification and the Rise of the Anti-ESG Movement**

Author: **Steve Michael Loren**, *U. of Massachusetts, Boston*

Utilizing the insights of moral foundations theory (MFT), this study investigates the recent and rapid rise of anti-environmental, social, and governance(ESG) legislative proposals brought at the state level in the United States beginning in 2021 and which continued to gain momentum throughout 2022. This study uses a mixed method design that incorporates hierarchical logistic regression to reveal aggregate differences in moral foundations at the state level in the U.S. as they are associated with anti-ESG and pro-ESG legislative proposals. The study then scopes down to analyze the conversations of influential conservatives using qualitative hermeneutical methods to discern salient moral intuitions motivating the anti-ESG sentiment underlying the movement. The findings reveal that anti-ESG legislative proposals at the U.S. state level are primarily motivated by the sanctity/degradation foundations and, more generally, by the 'binding' moral foundations. In contrast, pro-ESG legislative proposals at the state level are primarily motivated by the fairness/cheating foundation and, more generally, by the 'individualizing' moral foundations. Significantly, through the hermeneutical exegesis, this study expands on MFT by emphasizing the importance of the proposed sixth moral foundation of liberty/oppression that is revealed to underly and motivate the anti-ESG sentiment of prominent conservatives. While evidence supports that all six moral foundations are used to give voice to anti-ESG sentiment, the liberty/oppression foundation and the sanctity/degradation moral foundations were the most prevalent amongst influential conservatives.

SIM: **Robust CEO Activism and Moral Legitimatino in a Polarized News Media Landscape**

Author: **Dorothee Maria Winkler**, *U. of Zurich*
Author: **Florian Ueberbacher**, *Montpellier Business School*
Author: **Andreas Georg Scherer**, *U. of Zurich*

CEO sociopolitical activism is a double-edged sword when navigating heterogeneous stake-holder demands. In a case study of Elon Musk, Tesla's CEO, we examine the conditions under which CEO activism conducted via Twitter is evaluated favorably, leading to moral legitimacy for CEOs and their companies in ideologically polarized media landscapes. Our study suggests that in their sociopolitical activism, CEOs may use political ideologies much more flexibly and skillfully than previous research suggests. Utilizing inductive theory building, research on or-ganizational impression management, cultural agency, and robust action, we suggest that Musk engaged in robust CEO activism involving three ideologically flexible sociopolitical claim-making strategies. We explain why robust CEO activism induces ideologically polarized audi-ences to evaluate a CEO's and his/her company's image coherently and morally favorably. Ro-bust CEO activism enabled Musk to maintain Tesla's and his moral legitimacy among left-wing media while reducing illegitimacy among right-wing outlets leading to depolarization among both audiences.

SIM: **Toward an Integration of Corporate Disobedience in CSR**

Author: **Marian Eabrasu**, *EM Normandie Business School, Métis Lab, France*

This paper follows the political turn that corporate social responsibility (CSR) took recently in studying the political roles of private firms as a complement to public authority, and it proposes a new stream of conversations on the additional political function of corporations: being a counterweight to public authority. In doing so, it takes issue with the legalist assumption that companies ought to comply with the law that was part of the first attempts to conceptualize CSR and that continuously and discretely influences theory and practice. This paper adopts a meta-normative perspective and draws on theories of political obligation to discuss the conditions under which it becomes morally acceptable for corporations to disobey the law, as they assume the role of counterweight to political authorities spanning from authoritarian to liberal democratic regimes. The paper also maps the key issues at stake and indicates directions for further research.

SIM: **Risk-Averse Revolutionaries: Engine No. 1 and the Limits of Purpose-Driven Investing**

Author: **Andrew Paul Lynn**, *U. of Virginia*

While managerial studies has conventionally located the locus of moral leadership at the level of the corporate manager or executive, the rise of concentrated institutional investors has allocated far more power to shareholders and owners to dictate the moral behaviors of firms. Unfortunately, both normative and strategic management writings have often neglected to address the degree to which shareholders now exert not just financial but ethical and political pressures on firms. This paper assesses the practice of ethical shareholder activism or "activist ownership" by critically examining the ethical frameworks invoked by hedge funds and indexed investors seeking to achieve certain social goods. The shareholder activism of Engine No. 1 is reviewed and assessed as an exemplary case, examining their proxy battle and subsequent introduction of financial instruments that ground sustainable practices within financial interests and mitigating risk. I label the ethical framework promoted by Engine No. 1 "instrumental utilitarianism," an ethical framework that cites not normative values but economic or long-term risk for pursuing particular lines of action. Drawing on the discourse and justifications provided by the firm itself, I parse out the manner in which this utilitarianism ultimately narrows all ethical action to that which proves advantageous to shareholders. I then offer an immanent critique of such approaches, bringing to the surface three central blindspots or shortcomings that substantively constrain or incapacitate those actors subscribing to such an approach. The paper concludes with tentative proposals for grounding activist investment and firm leadership in less constrained ethical and social purposes and commitments.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1333** | Submission: **20998** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Sustainability and Environmental Performance

Session Moderator: **Ye He**, *Warwick Business School*

SIM: **Environmental Performance Feedback and Corporate Social Orientation**

Author: **Ye He**, *Warwick Business School*
Author: **Raveendra Chittoor**, *U. of Victoria*

Research on corporate social responsibility calls for the need to distinguish between corporate environmental and social practices, as firms' investments in environmental issues rely more on technological innovation and scientific pursuit than in social issues. Yet, we know little about the relationship between firms' engagement in environmental and social practices in response to different stakeholder demands. To understand how environmental performance feedback (below or above aspirations) may impact firms' subsequent social orientation, we offer a behavioral theory explanation for the heterogeneity in organizations' interpretation and responsiveness to failed and achieved environmental performance goals. Based on panel data analyses on a global sample of 6,659 listed firms from 72 countries from 2004 to 2019, we find a U-shaped relationship between negative environmental performance feedback and corporate social performance. Our findings also show an inverted U-shape between positive environmental performance feedback and social orientation. Namely, when firms have extremely poor environmental performance far below aspirations, they are more motivated to perform better in addressing social issues, mainly due to legitimacy concerns. Conversely, as firms' environmental performance is well above aspirations, their motivation to improve social performance will be decreased significantly, partly because their legitimacy is already secured by the satisfactory environmental performance.

SIM: **Space Debris and Sustainability**

Author: **Yeolan Lee**, *U. of Alabama, Huntsville*
Author: **Eric Fong**, *U. of Alabama, Huntsville*

The entry of private companies (e.g., SpaceX) into space has led to the space sector's rapid growth; however, the governance of space activities has not been able to keep pace with this growth. One primary area for which stakeholders must address is space sustainability, particularly regarding space debris given space debris impacts all human space activity. In this paper, we propose an ecosystem framework in which there are five components including activities, stakeholders, formal governance, informal governance, and common pool resources. We discuss issues surrounding space sustainability in the space ecosystem and analyze space debris using our ecosystem framework. This paper concludes that the ecosystem approach (i.e., addressing all five elements in the ecosystem) is required to resolve space debris.

SIM: **Value Co-creation Pathways in Social Innovation: A Sustainability Business Model View**

Author: **Li-Hsiang Yi**, *National Tsing Hua U.*
Author: **Jingjing Weng**, *National Taiwan U. of Science and Technology*
Author: **Ying-Che Ali Hsieh**, *National Tsing Hua U.*
Author: **Hui-Ching Hsieh**, *National Cheng Kung U.*

A sustainability business model (SBM) is an innovative approach to delivering social and commercial value with the interests of the stakeholders in alignment. Sustainable business model innovation entails developing value propositions that create value for multiple actors simultaneously, and thereby facilitate a sustainable environment. To extend the discussion of sustainable business models in the literature, this study investigates how sustainable value is co-created through social innovation. Using empirical evidence from 30 social enterprises fostering the construction of social innovation, this study takes a qualitative multiple-case-study approach, and identifies three factors (social construction, products/services, and multi-stakeholder collaborative relationships) as the foundation of an SBM. Five types of SBM (interaction, integration, co-production, bridging, and self-branding) are proposed. Based on this, we show the pathways of how value is proposed, captured, and co-created in social innovations in practice. This study makes an important contribution in bridging the research on SBMs with the literature on social innovation, as well as the construction of sustainable value for institutional change.

SIM: **Entrepreneur's Socioeconomic Status and Corporate Environmental Actions in China**

Author: **Yuling Shi**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Wanming Chen**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Yapu Zhao**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Qian Xu**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Beilei Dang**, *Nanjing Vocational College of Information Technology*

There is controversy on the role of a leader's socioeconomic status in corporate environmental actions since high socioeconomic status can both promote resource acquisition and help avoid penalties. We aim to reconcile the theoretical puzzle by examining the influence of an entrepreneur's socioeconomic status on positive environmental actions (green innovation) and environmental misconduct (environmental pollution) as well as the moderation effects of family ownership in emerging economies of China. The analysis of 3,664 private firms from a national survey in China shows that an entrepreneur's socioeconomic status not only can promote green innovation but also can stimulate more environmental misconduct. Furthermore, both effects become more salient in firms with a higher level of family ownership. Our study adds novel insights to green management literature by uncovering the complicated effects of an entrepreneur's socioeconomic status on corporate environmental actions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1334** | Submission: **20945** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

CSR in Context: Small Firms and Developing Countries

Session Moderator: **James J. Cordeiro**, *SUNY*

SIM: **CSR Transparency Among Small Firms**

Author: **Aynur Nabiyeva**, *U. of Massachusetts, Boston*
Author: **Edward Carberry**, *U. of Massachusetts, Boston*
Author: **Nardia Haigh**, *U. of Massachusetts*
Author: **Theodore DeWitt**, *U. of Massachusetts, Boston*

Existing research has largely assumed homogeneity in small firm CSR communication; nevertheless, mission-driven SMEs are increasingly engaging in CSR communication with various degrees of transparency in this effort. To better understand this phenomenon, we theorize the transparency of small firm CSR communication, drawing on stakeholder salience and organizational cost perspectives. We hypothesize that broader representation of stakeholders in governance will positively affect CSR transparency through the greater salience of stakeholder demand for information. Additionally, we suggest that CSR training, defined as the practice of integrating social-environmental performance principles into employee training, will positively affect CSR transparency by absorbing organizational costs associated with CSR communication. Results from multilevel analyses of an unbalanced panel of 990 benefit corporations offer support for our hypotheses. We find that firms with a broader representation of stakeholders in their governing body and higher levels of CSR training demonstrate higher transparency in their CSR communication. Our study provides an empirically grounded understanding of the firm-level drivers of small firm CSR communication and contributes to the literature on corporate social responsibility by highlighting how organizational practices, such as stakeholder representation in the governing body and incorporation of social-environmental principles into employee training, can facilitate transparency of CSR communication among small firms.

SIM: **The Micro-foundations of CSR and Intra-organizational Power Dynamics**

Author: **Mai Chi Vu**, *Newcastle Business School, Northumbria U.*
Author: **Hyemi Shin**, *School of Management, Royal Holloway, U. of London, UK*

A micro-turn in Corporate Social Responsibility (CSR) research has been growing scholarly attention on what happens internally when CSR is developed and implemented in firms. However, the concept of power remains relatively neglected in micro-CSR studies. Therefore, in this study we ask, how individuals in CSR teams experience internal organizational power dynamics influenced by informal institutions in CSR implementation? Based on interviews with 56 team members in 16 CSR project teams from small-and medium-sized enterprises in Vietnam, we explore the power dynamics of CSR implementation within organizations. Our findings identify three dimensions of power (relational, discursive, and performative) influencing different mechanisms of internal power dynamics (refraining, accumulating and coercing) in CSR implementation, leading to different perceived outcomes (integrated, fragmented, and symbolic) across CSR teams.

SIM: **Assessing and Explaining CSR Investment Efficiency in a Developing Country Context**

Author: **James J. Cordeiro**, *SUNY*
Author: **Tara Shaw**, *Indian Institute of Technology, Bombay*
Author: **Swetketu Patnaik**, *Anglia Ruskin U.*
Author: **Chunguang Bai**, *U. of Electronic Science and Technology of China*

We study the efficiency of CSR investment in terms of generating CSR outcomes in Indian firms using a sample of 1295 firm-years over the 2015-2019 period post-2013 Companies Act. Our construct "CSR spending efficiency" is a novel one that is intended to address the concern that past research on CSR has tended to implicitly assume that CSR spending proxies for (or is strongly tied to) CSR performance. Our first research focus is on quantifying the CSR spending efficiencies for Indian firms using data envelopment analysis (DEA). Our second research focus is on studying the impact of two key firm-level variables: managerial ability and family owned and managed ownership status on CSR spending efficiency. We document a significant positive impact of both variables in panel data regressions incorporating relevant controls and Heckman sample correction.

SIM: **Embedded Nature of CSR: An Inquiry into Macro-Contextual Dynamics from a Social Capital Perspective**

Author: **Shahnaz Ibrahim**, *Principle Teaching Fellow in Strategy and Entrepreneurship*
Author: **Mine Karatas-Ozkan**, *U. of Southampton*

In this paper, we demonstrate the embeddedness of CSR and the nature of macro-contextual influences (economic, socio-political and cultural) on SME-CSR expressions and orientations, mediated through the cognitive, relational and structural elements of social capital. Drawing on 54 qualitative interviews, our findings reveal that social capital acts as a resource as well as a constraint, shaping CSR understandings and practices of SMEs in the Egyptian context. We argue that there exists a tension and conflicting signals and 'pull and push' between different facets of social capital, thus shaping peculiar expressions of CSR among SMEs. We make multiple contributions to the field by illuminating the salience and interdependency of the three forms of social capital, and how these invariably mediate the relationship between macro-context and CSR engagement. Key words: Corporate Social Responsibility (CSR), Small and Medium–Sized Enterprises (SME), Social Capital Theory, Developing Countries, Egypt.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1335** | Submission: **20966** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Social Movements: Stigma, Cancellation and Social Change

Session Moderator: **Kristen Raney**, *Arizona State U.*

SIM: **Social Movements and Corporate Foreign Board Directorships: A Stigma Perspective**

Author: **Guang Zhou**, *Changshu Institute of Technology*
Author: **Longwei Tian**, *Tongji U., Shanghai, PR. China*
Author: **Xincheng Wang**, *Tongji U.*

Studies show that when social movements target a firm, the firm will often yield to the demands of the movements. When social movements target the peers of the firm, the firm will also yield. In this study, we examine social movements that do not target specific firms or industries. Drawing upon the stigma literature, we posit that social movements that are built upon a broad societal consensus can influence corporations to make changes in line with the movements. We test our hypotheses using the 2012 anti-Japanese social movement in China. We found that Chinese firms were less likely to retain Japanese directors after this movement. We found that this effect was more salient for firms with a higher media exposure, but less salient for firms with ownership by the state or ownership by the Japanese stakeholders. This study contributes to a better understanding of social movements on corporate behavior.

SIM: **No Room for Redemption: Toward an Understanding of Cancellation as an Organizational Phenomenon**

Author: **Kristen Raney**, *Arizona State U.*
Author: **Lindsey Yonish**, *Texas A&M U.*
Author: **Cynthia E. Devers**, *Virginia Tech*
Author: **Jonathan Nicholas Bundy**, *Arizona State U.*

In recent years, there has been an increase in public attention toward what has become colloquially known as "cancellation." Despite this, there is a lack of scholarly consensus around what cancellation is, the conditions under which it occurs, and the implications of cancellation for organizations and their members. We propose a formal definition of cancellation and draw from theory and research on cultural and media studies, social movements, and social evaluations to develop a theory of how cancellation occurs. We also differentiate cancellation from related concepts and describe how cancellation may pose both challenges and opportunities for organizations.

SIM: **How Social Movements Contest Business and Corporate Social Responsibility: Drawing on Gabriel Tarde**

Author: **Diego Alfonso Vazquez**, *Portsmouth Business School*
Author: **Lutz Preuss**, *Kedge Business School*
Author: **Natalia Yakovleva**, *Kedge Business School*
Author: **Hamid Foroughi**, *U. of Essex*

Existing research is still struggling to fully understand how social movements contest business practices and increase public awareness of social issues until business or public policy decision-makers are forced to act on them. We draw on Gabriel Tarde's Laws of Imitation as well as on the literature on issue salience to examine how social movements elevate the significance or salience of a social issue from local to national level and establish new framings that resonates with communities. Using data from a case study of an anti-mining social movement in Argentina, we identify conditions and processes required to successfully contest mining companies' practices and grow local contestation into a national anti-mining movement with public policy consequences. Our analysis reveals that social movements can achieve large-scale issue salience through micro-processes of opposition, imitation and invention and that these processes are underpinned by desire, belief, prestige, proximity and resemblance. We further demonstrate that elevated issue salience can be maintained over time when polarizing frames are successfully introduced, and note that contestation of corporate social responsibility plays a key role in the articulation of these frames

SIM: **The Role of Materials in Issue Framing in Social Movements: A Case Study of Women's Movement**

Author: **Ozgu Karakulak**, *U. of Sussex Business School*
Author: **Esra Paca**, *Ozyegin U.*
Author: **Çagla Güven**, *Ozyegin U.*

The process of collective issue framing is one of the main tasks of social movement actors to mobilize support, sustain their movement and deliver social change. In this study, we investigated how materials mutually shape the evolution of collective issue frames used by social movement actors. Even though materials are one of the most important strategic tools social movement actors use, the role of materials has been mostly overlooked. To address this issue, we study the Turkish Women's Movement from 1980 to 2022. We found that social movement actors benefited from three main functions of materials: functional, cognitive and emotional. Our findings also highlight that the relationship between materials used and collective issue frames has evolved mutually. This relationship became more salient towards the end of the period when social movement actors started recognizing the role of human bodies and engaged in active bodywork. Our work contributes to filling in an important research gap by studying the role of materials in the evolution of a social movement and reveals the significant role of materials in this process.

Session Type: **Symposium**
Program Session: **1336** | Submission: **10111** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Theoretical and Empirical Advancements in Purpose-Driven Workplaces and Employee Outcomes

Panelist: **Christiane Bode**, *Imperial College Business School*
Panelist: **Magda M. Donia**, *U. of Ottawa*
Panelist: **Magali Fia**, *U. of Bologna-Yunus Social Business Centre*
Panelist: **Kelsy Hejjas**, *Edinburgh Napier U.*
Moderator: **Maureen A. Scully**, *U. of Massachusetts, Boston*
Organizer: **Aynur Nabiyeva**, *U. of Massachusetts, Boston*

To assess the current state of the debate on purpose-driven workplaces and their impact on employees, this panel symposium brings together a group of distinguished scholars who conduct research at the intersection of CSR and employees from a variety of perspectives and levels of analysis. In particular, this panel aims to provide insights into (1) the outcomes of engaging in CSR for employees, organizations, and corporate governance, (2) the underlying employee attributions and internal organizational factors explaining such outcomes, and (3) strategies that can help organizations more effectively leverage CSR initiatives for the benefit of organizations, employees, and society at large. The panel will provide directions for future research to better understand the relationship between CSR and employee outcomes and identify ways to bridge the gap between academic research and practice in this field.

Session Type: **Paper Session**
Program Session: **1337** | Submission: **20956** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Stakeholders: Value, Innovation, and Performance

Session Moderator: **Vipin Sreekumar**, *Masters' Union School of Business*

SIM: **Corporate Information Environment and CSP: Transparency, Stakeholder Value, and Shareholder Value**

Author: **Vipin Sreekumar**, *Masters' Union School of Business*
Author: **Parthiban David**, *American U.*
Author: **Augustine Duru**, *American U.*
Author: **Palash Deb**, *Indian Institute of Management, Calcutta*

Why do some firms have higher Corporate Social Performance (CSP)? Why does CSP yield higher Corporate Financial Performance (CFP) in some firms? We propose that transparency in a firm's corporate information environment plays a governance role in shaping these relationships. By providing valuable information about hidden managerial actions, transparency makes it easier for stakeholders to distinguish among actions on the basis of fairness, and reciprocate accordingly, thereby tying value creation and managerial career outcomes more closely to managerial actions and making managers more accountable to stakeholders. Our study contrasts with prior work that emphasizes formal mechanisms such as incentives or direct control and monitoring of managers for aligning managers with stakeholders. We find that transparency enhances CSP and strengthens the association between CSP and CFP.

SIM: **Stakeholder Governance: Interdisciplinary Review, Theoretical Synthesis, and Future Research**

Author: **Sarah Ku**, *Loyola U. Chicago*

Stakeholder governance receives attention across many disciplines, resulting in fragmented knowledge. The inherent complexity of stakeholder governance requires the integration of this knowledge to develop comprehensive and inclusive theories to better conceptualize this phenomenon. We develop integrated theory for stakeholder governance through interdisciplinary review and synthesis to identify similarities, reduce redundancies, contrast differences, and reconcile conflicts of patterns across disparate knowledge streams. This research identifies definitions and terminologies, reviews the evolution of theories and orientations, organizes mechanisms and conceptualizations, synthesizes key theoretical tensions, and offers suggestions for future research. We contribute pluralist conceptual frameworks that reviews, synthesizes, and integrates knowledge across disciplines to provide a comprehensive overview and recommendations to advance theory development for stakeholder governance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1338** | Submission: **20951** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Politics and Society in Philanthropy Research

Session Moderator: **Arthur Gautier**, *ESSEC Business School*

SIM: **Taking Society Seriously in Corporate Philanthropy Research**

Author: **Arthur Gautier**, *ESSEC Business School*
Author: **Marian Eabrasu**, *EM Normandie Business School, Métis Lab, France*

Building upon a systematic, integrative review of corporate philanthropy (CP) research (354 articles), our analysis reveals the ubiquity of the "business case" for CP in the literature: understanding the antecedents of corporate executives' decisions to practice CP and measuring its outcomes on firms' financial performance and stakeholder relations. In contrast, we identify an emerging perspective, the "society case," which focuses on how CP affects recipients—nonprofit organizations (NPOs) in particular and society more broadly. We underline the limitations of the "business case" and argue that it matters to study the "society case." To uphold this argument, we distinguish different types of CP outcomes and explain how they can be assessed. We also show how focusing on outcomes should add more ethical and political conversations to CP research agendas.

SIM: **Political Ties and Philanthropic Donations of Chinese Entrepreneurial Firms**

Author: **Naveen Kumar Jain**, *U. of Groningen*
Author: **Nitin Pangarkar**, *National U. of Singapore*
Author: **Lin Yuan**, *U. of Macau*

In this paper, we examine the relationship between political ties of Chinese entrepreneurial firms and their philanthropic donations. We argue that the type of political ties by Chinese entrepreneurial firms will influence the information available to not only them about government policies and priorities but also the government about their resources and performance. Coupled with the heterogeneity in legitimacy accrued to these firms because of their political ties, this bidirectional information availability will influence their philanthropic donations, we posit. Our study assumes salience because of three key trends: greater emphasis placed on CSR and philanthropy by the Chinese government, the consequent higher expectations it holds of private sector enterprises for philanthropic contributions, and the increasing importance of entrepreneurial firms to the Chinese economy. We test our model by analyzing a dataset of 9262 observations and find support for most of our key predictions.

SIM: **Grassroots-oriented Corporate Philanthropy as Extension of Core Business Activities** ✈ 💻

Author: **Yuhao Zhuang**, *HEC Paris*

Prior nonmarket strategy research has established that corporate philanthropic donations in emerging markets and authoritarian states are predominantly received by the government and its affiliates. Drawing on 69 interviews and 20 months of participant observation in China, I develop a theory of firms' donations to grassroots nonprofits, which are politically marginalized organizations unaffiliated with the state. Precisely due to lack of access to coercive means and failure to legitimize work as a political necessity, grassroots nonprofits are prone to corporate donors' requests to secure control of donation allocation and leverage such control to buffer against market volatility. In addition, grassroots nonprofits also become politically expedient targets of firms seeking to turn philanthropic events into opportunities of business networking and product marketing. Consequently, for collaborations between firms and grassroots nonprofits, the distinction between social initiatives and core business activities is blurred. These findings connect political status of nonprofit organizations with commerciality of corporate philanthropy, contributing more broadly to work on political embeddedness, hybridity, and corporate social responsibility.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1339** | Submission: **13396** | Sponsor(s): **(SIM, STR, OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Redefining the Purpose of Corporations - A Ray of Hope or Illusory Promise

Organizer: **Prem Sagar Menghwar**, *Luiss Guido Carli U.*
Organizer: **Eppa Rixey**, *Massachusetts Institute of Technology*
Panelist: **Robert Edward Freeman**, *U. of Virginia*
Panelist: **Ranjay Gulati**, *Harvard U.*
Panelist: **A. Wren Montgomery**, *Ivey Business School*
Panelist: **Luigi Marengo**, *Luiss Guido Carli U.*
Panelist: **Colin Mayer**, *Said Business School*

Scholars and practitioners are focusing on redefining the purpose of corporations from shareholder value maximization to creating value for all stakeholders. One school of thought considers this an important step toward corporations' willingness to solve critical social problems and responsibly conduct business. However, another school of thought argues that this voluntary move of redefining the purpose will be harmful to society and illusory. As a result, the literature is fragmented and inconclusive. In this symposium, we have invited panelists from both schools of thought to discuss this issue, highlight the strengths and weaknesses of both schools, and direct useful areas of research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1340** | Submission: **20679** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Behavioral Theory of the Firm

Session Moderator: **Stephen Smulowitz**, *International Institute for Management Development - IMD*

STR: **Ethnic Diversity and R&D Search Intensity: The Moderating Effects of Aspirations**

Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*
Author: **Corinne A. Post**, *Villanova U.*
Author: **Didier Cossin**, *International Institute for Management Development - IMD*

Combining research that examines the effect of performance feedback and available slack on firms' innovation efforts with research on board ethnic diversity, we theorize that board ethnic diversity alters how firms adjust their innovation efforts in response to the information that search provides. Specifically, we theorize that more ethnic diversity in boards amplifies the intensification of firm research and development (R&D) search efforts caused by lower than anticipated performance and available slack, and exacerbates the drop in R&D search intensity that occurs when performance is above anticipated levels. Testing these predictions with a panel dataset of 11,036 observations from 1,527 S&P 1500 firms for the period 2006–2016, we find robust empirical support for most of our predictions.

STR: **MNC Subsidiary-Level Performance Comparisons and Termination Decisions**

Author: **Jung-Hyun Suh**, *Chinese U. of Hong Kong*
Author: **Shige Makino**, *Kyoto U.*
Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

In this study, we examine how subsidiary-level social performance comparisons affect multinational corporations' (MNCs) subsidiary termination decisions. A foreign subsidiary's performance can be benchmarked against external and internal peer subsidiaries whose performance levels constitute external social aspirations (ESA) and internal social aspirations (ISA), respectively. Using unpublished survey data on Japanese MNCs that offer subsidiary-level performance data, we find that a subsidiary's below-ESA performance is a stronger predictor of subsidiary termination than below-ISA performance. However, as a subsidiary's host country experience increases, the effect of below-ISA performance is amplified and even surpasses the effect of below-ESA performance, which does not vary with host country experience. We discuss how our theory and findings enrich performance feedback and MNC research.

STR: **The Relationship Between Firm Performance and Strategic Change: A Meta-analysis**

Author: **Christian Kaiser**, *Justus Liebig U. Giessen*
Author: **Andreas Bausch**, *Justus-Liebig U. Giessen*

A core concern in strategy research centers on the relationship between firm performance and strategic change. Despite decades of research, the empirical evidence for this relationship is still inconclusive. Our analysis of the extensive research suggests that the inconclusive empirical findings are related to the complex nature of the concepts of firm performance and strategic change, which has implications for strategic change as a form of risk-taking. Thus, the purpose of this paper is to advance a more nuanced understanding by asking: How does risk influence the relationship between poor firm performance and strategic change? Our baseline hypothesis is drawing on arguments from the behavioral theory of the firm (BTOF) that poor performance triggers a "problemistic search" which leads to an increase of strategic change. Furthermore, we incorporate arguments of prospect theory regarding risk-taking that strategic change is also influenced by the risk-driven behavior of managers. We tested our predictions using meta-analytical techniques for a sample of 76 empirical studies and we found substantial empirical support for our predictions. Our study helps advance our theoretical and empirical knowledge about the relationship between poor firm performance and strategic change.

STR: **Product Market Overlap with Peers and the Effect of Social Aspirations on Product Market Entry**

Author: **Jung-Hyun Suh**, *Chinese U. of Hong Kong*
Author: **Kyeonggook Park**, *City U. of Hong Kong*

Although there has been ample work studying the effect of performance feedback relative to social aspirations, empirical evidence has not been conclusive. In this study, we adopt a finer-grained approach by exploiting the product market data and examine the boundary conditions under which the social aspiration level becomes a stronger reference point for firms' product market entry decisions. In particular, we posit that the relationship between firm performance falling below social aspirations and the likelihood of entering a new product market depends on the degree of product market overlap with industry peers that shapes the ability and motivation to anchor market entry decisions on social aspirations. We further argue that this amplifying effect of product market overlap depends on the growth of the firm's existing product markets, such that the more firms' existing product markets are growing, the less strong the amplifying effect of product market overlap is. Empirical analyses on product-level data of the US software industry from 2015 to 2019 provide support for our arguments.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1341** | Submission: **20682** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Strategic Human Capital

Session Moderator: **George Ward**, *U. of Oxford*

STR: **Workplace Happiness and Employee Recruitment**

Author: **George Ward**, *U. of Oxford*

For over a century, organizational researchers and practitioners alike have been interested in the role played by employee happiness in shaping workplace performance. Whereas prior work has focused on the potential effects of happiness on productivity and retention, in this paper, I study the effects of workplace happiness on a firm's ability to compete in the labor market and attract workers. I provide evidence from a field experiment on a large online jobs platform in the USA, in which treated job seekers were shown aggregated information about the happiness of incumbent workers at the companies to which they were considering applying. I provide evidence that showing information about happiness has an impact on job search behavior, with treated job seekers increasing their application selectivity and redirecting applications from low- to high-happiness companies. These labor supply effects are driven largely by job seekers ``screening out" low happiness firms from their job search, a finding that is replicated in subsequent field experiments on the platform in Canada and the UK. The findings suggest that workplace happiness affects labor supply decisions and, ultimately, that employers face incentives to invest in organizational and management practices that are conducive to worker happiness.

STR: **Human Capital and Strategic Foresight: Evidence from Insider Trading**

Author: **Nauman Asghar**, *NEOMA Business School*
Author: **Russell Coff**, *Wisconsin School of Business*
Author: **John Mawdsley**, *HEC Paris*

We explore how the nature of human capital (generalist vs specialist) shapes the strategic foresight of corporate leaders. Examining insider trading—an important manifestation of strategic foresight—associated with product introduction announcements, we find that, on average, the insider trading of specialists is associated with greater strategic foresight compared with that of generalists. Yet, generalists can narrow this difference if they hold firm-contextual knowledge. Such knowledge enhances generalists' understanding of the specificities of the focal firm and in turn offers them greater accuracy when they apply their broad knowledge to the firm. Yet, despite the apparent advantages of specialist knowledge for strategic foresight, we find that it is generalists who engage in more insider trading before product introduction announcements than specialists, and this effect is stronger when generalists hold firm-contextual knowledge. Our study offers fresh contributions to the strategic human capital and strategic foresight literatures.

STR: **Why and How Organizations Manage Workers' "Whole Selves": Exploring the Case of Kin**

Author: **Sarah Wittman**, *George Mason U.*

Taking a strategic behavioral theory lens, I bring the organization's interests to the work-life bargaining table. Arguing that workers negotiating their personal-professional boundaries exposes organizations to individuals' "whole selves," I delineate how organizations' diverse needs and preferences, status quo, and neighborhood search coupled with decision-makers' threat and opportunity frames drive organizational management of workers' nonwork lives, including their kin (nuclear and extended family). I theorize that threat mindsets that beget resource protection efforts lead firms to segment workers' professional resources into, and—sometimes unintentionally—their personal lives out of, the firm. Such approaches, where workers seek personal-professional integration, lead to identity threat, disenfranchisement and, paradoxically, organizational resource loss. Under opportunity mindsets, organizations will attempt to gain resources by aligning workers' whole selves—personal and professional—with organizational interests; this may propel psychological and structural kin-firm integration. Organizations will offer idiosyncratic deals (I-Deals) where workers or their kin are considered strategically important to firm resources; integration will increase worker dependence and family embeddedness, keeping workers at work. I discuss how viewing workers' boundary negotiation as a firm-level strategic issue changes research at individual and organizational levels of analysis, and propose an open, interest-based relationship that fosters both worker and organizational thriving.

STR: **Individual Choices and Firm Specific Human Capital**

Author: **Sreevathsan Sridhar**, *London Business School*

Prior literature presents the view that workers build firm specific skills through experience. However, recent empirical works suggest that the relationship between organizational tenure and firm specific human capital could be ambiguous. Further, other types of skills (e.g. task specific, industry specific and occupation specific skills) also accrue through experience. How these skills evolve over an employee's tenure remains an untested assumption in literature. In this paper, I argue that workers develop firm specific skills and general skills at different points of their tenure in a firm. At the early stages, they have a stronger incentive to develop firm specific skills because of the immediate value they gain in terms of performance and legitimacy within the firm. At later stages, they develop general skills to secure their value outside the firm. I provide evidence for my theory in the mutual fund context and discuss some implications to the human capital literature.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1342** | Submission: **20767** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Divestitures

Session Moderator: **Deirdre Coveney**, *Warwick Business School*

STR: **Selling to a Friend or a Stranger: Successive Ownership and Exit Routes in Private Equity Contexts**

Author: **Deirdre Coveney**, *Warwick Business School*
Author: **Sotirios Paroutis**, *Warwick Business School*

Research on acquisitions and divestments notes the importance of timing in creating and capturing value. A timing competence encapsulates the ability to time ownership well, choosing when to cease ownership and how to exit ownership effectively. Beyond "timing it right" through there is little understanding of the decision-making and outcomes of ownership succession, with the impact of temporal investments and the decision-making around entry and exit strategies remaining largely unexplored. Using the Private Equity (PE) industry, our study uses a matched dataset of 3,008 PE targets tracked from acquisition to divestment to demonstrate the negative impact of successive ownership. Our findings showcase the importance of the ownership cycle and more specifically the relationship of the succession of ownership or temporal investments to the value for successive owners. Further, by examining the importance of coherence between entry and exit strategies, this research disentangles the facets of timing competence. Overall, our study contributes insights into how ownership creates value, how the investment of time acts as a cue for this value and delineates the ways in which modern forms of ownership can create value through succession.

STR: **All Tied Up? How Shareholders' Financial and Non-Financial Interests Affect Strategic Divestitures**

Author: **Josua Oll**, *U. of Oldenburg*
Author: **Swantje Freund**, *U. of Oldenburg*
Author: **Joern Hoppmann**, *U. of Oldenburg*

Recent research stresses the strategic importance of corporate divestitures and suggests that firms' divestiture approaches may be decisively shaped by its shareholders. However, so far, our understanding of how shareholders shape divestitures is still limited as prior literature tends to neglect shareholders' non-financial interests and does not provide detailed insights into the mechanisms through which shareholders affect a firm's mode of divestiture. To address these shortcomings, we draw on a comparative case study of the four largest electric utility companies in Germany to investigate whether, how, and how fast they divested their coal business. We show that differences in firms' divestiture strategies can be explained through differences in shareholders' financial and non-financial interests, which, in turn, were closely related to the geographic distance between shareholders and firms' operations. Specifically, we find that firms with geographically proximate shareholders had formed close supply, economic, philanthropic, and cultural ties with their shareholders that prevented radical divestitures. By developing a framework that explicates the detailed mechanisms through which shareholder ties hinder firm divestitures, we contribute to the growing body of literature dealing with non-financial motives in divestitures, research on strategic change and inertia, as well as the literature on grand challenges.

STR: **No Light without Shadow? Implications of Divestitures from the Employee Perspective**

Author: **Jan Christoph Hennig**, *Groningen U. (RuG)*
Author: **Natascha Loth**, *U. of Goettingen*
Author: **Michael Wolff**, *U. of Goettingen*

Extant research on divestiture outcomes highlights various financial and strategic bene-fits at the firm level resulting in a predominantly positive image of divestitures. Challenging this view, we provide evidence for adverse outcomes of divestitures by focusing on the employ-ee level. We argue that the divesting firm's remaining employees subjectively perceive divesti-tures as a violation of their psychological contract with the firm, resulting in lower commit-ment. We further suggest that this effect intensifies for employees with longer relationships with the firm and higher preferences for reciprocity. Using 1.85 Mio. employee-year observa-tions of proprietary, internal firm data, we find support for our hypotheses. Our results highlight the importance of the employee-perspective on divestiture outcomes, unveiling the previously neglected dark side of divestitures.

STR: **Build, Borrow, Buy... or Bail?**

Author: **Ralph Anthony Gibbs**, *Purdue U., West Lafayette*
Author: **Heejung Byun**, *Purdue U.*
Author: **Koungjin Lim**, *Purdue U.*

The relationship between divestitures and acquisitions is generally presented in three ways: the focal firm makes divestitures to free up resources for future acquisitions; the focal firm divests redundant parts of a target firm they have acquired; or the focal firm may divest an acquired business entirely if the performance of the combined firm does not meet expectations. We theorize an additional relationship—if a bidding firm attempts to acquire a target firm but the transaction fails to close, we predict conditions in which the firm may pivot to divest resources related to the target firm rather than return to status quo or attempt another mode of growth. To test this relationship, we augment previous methodological approaches with a novel method: matching successful and unsuccessful acquisition bids using the perceived risk of deal failure by using arbitrage spreads between the announced and spot price of the target. Consistent with this argument, we find that bidding firms make more divestitures in sectors proximal to the target after a failed bid.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1343** | Submission: **20693** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Distinctiveness in CSR Responses

Session Moderator: **Stan X. Li**, *City U. of Hong Kong*

STR: **Bridging Optimal Distinctiveness and Strategic Group: A Cross-level Approach**

Author: **Stan X. Li**, *City U. of Hong Kong*
Author: **Huajie Shen**, *School of management, Zhejiang U.*

The optimal distinctiveness (OD) literature proposes a focal firm is able to differentiate away from the industry prototype to obtain competitive advantage, whereas the strategic group (SG) literature suggests a focal firm conforms to the group prototype. The study proposes a cross-level perspective to integrate the two bodies of literature. We theorize that a focal firm's performance is mutually determined by the interplay of between-group distinctiveness (BGD, defined as the extent of differentiation between the strategic groups with which the focal firm affiliates) and within-group distinctiveness (WGD, defined as the extent of differentiation between the focal firm and other firms of the strategic group with which the focal firm affiliates) , because the drivers of legitimacy and competition vary across the two levels. In other words, firms must tradeoff its strategic positions at the between-group and within-group levels. In our empirical analyses, we developed a novel method based on the algorithm of fuzzy clustering to construct BGD and WGD. In addition, we employed an efficient GMM model with three instrumental variables to address the endogenous concern. In further support of the cross-level perspective, analysis results show that the classic argument of "optimal distinctiveness" only applies to the firms which affiliate with more than one strategic group, and a focal firm's perception on the "optimal position" within an industry is determinant by the number of strategic group memberships.

STR: **It Costs to be Different: The Moderating Role of CSR Fit and Media Severity in Time of Crisis**

Author: **Nontuthuzelo Mashaba**, *NEOMA Business School*
Author: **Fabio Fonti**, *NEOMA Business School*

As the relevance of environmental challenges continues to grow globally, business environments are becoming highly scrutinized, with a higher intolerance for firms' corporate social irresponsible (CSI) behavior. Firms, through CSR, need to continuously build strong reputations and maintain a positive image, as well as avoid irresponsible behaviors (i.e., CSI). Yet, many firms continue to disregard this call. We take a risk management perspective to investigate what scholars have called the "insurance-like effect of CSR", in times of firm misconduct. We investigate whether firms whose CSR activities – i.e., differentiated CSR – stand out will attract harsher stock market reaction in the event of CSI behavior, thus nullifying CSR's insurance-like effect. In addition, we explore to what extent the magnitude of the media reaction to firm misconduct – i.e., media severity – will result in a harsher stock market reaction, thus weakening the insurance-like effect of CSR activities. Using data from the RepRisk database, we conduct an event study of 28 oil and gas companies between 2009 and 2017. We look at cumulative abnormal returns and find that differentiated CSR and media severity negatively moderate stock market reaction, thus weakening the insurance-like effect of CSR. We contribute to the understanding of moral capital by providing evidence that not all CSR is created equally, which might help guide managers when responding to the call to be good corporate citizens.

STR: **Deviating from Corruption Norms in China: A Perspective of Institutional Complexity**

Author: **Ziyi Chen**, *HKUST*
Author: **Zhenzhen Xie**, *School of Economics and Management Tsinghua U.*
Author: **Rui Wu**, *Tsinghua U.*

Despite the extensive controversy over to what extent corruption greases or throws sand into the gears of economic activity, there has been little scholarly work examining how bribery influences a firm's performance when a norm of corruption and an anti-corruption regime co-exist. Drawing on institutional theory, this study explored the idea that paying bigger bribes does not always predict above-average financial performance. The level of bribery accepted by social norms in a particular market is also influential. Deviation from corruption norms is subject to punishment by both informal institution and formal anticorruption enforcement agencies. Strengthening either sort of institution enhances the negative effect. Our empirical findings based on private industrial firms operating in China from 2003 to 2007 support these arguments.

STR: **Moving Beyond Environmental, Social, and Governance Ratings**

Author: **Jin-Su Kang**, *NYCU*
Author: **Stephen Thomas Downing**, *U. of Missouri*
Author: **Ying-Fang Chien**, *National Yang Ming Chiao Tung U.*

While environmental, social, and governance (ESG) has become the epic center of investment in recent years, a common practice of an aggregate ESG rating offers little guidance to investors and firms by lumping different natures of E, S, G moves together. Drawing on competitive dynamics literature and signaling theory, we contend that firms may employ ESG with strategic intent and underlying structure of each E, S, and G repertoire is crucial to earn inverstors' valuation, rather than overall ESG rating. Based on 7,606 ESG moves of rival dyads of 8 industries during 2015-2019, we show that while investors positively respond to highly visible and easy-to-understand ESG repertoires (i.e., high intensity and low complexity), their valuation differs by the type of signal each ESG type carries. As a pointing signal, investors value highly when a firm's environmental competitive repertoire is seemingly genuine and less manipulative signal (low predictability, and low motif). On the other hand, they appreciate predictable and well-organized social and governance competitive repertoires (i.e., high predictability and high motif), which serve as activating signals. Lastly, challengers are more aggressive in implementing ESG actions as they keep looking for opportunities to overthrow market leaders.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1344** | Submission: **20735** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

CEO Gender

Session Moderator: **Marko Reimer**, *WHU Otto Beisheim School of Management*

STR: **How Do Masculine CEOs Influence Radical Innovation: A Goal-Orientation Perspective**

Author: **Marko Reimer**, *WHU Otto Beisheim School of Management*
Author: **Michael Möller**, *WHU Otto Beisheim School of Management*
Author: **Dimitrios Georgakakis**, *U. of York*
Author: **Sebastiaan Van Doorn**, *U. of Western Australia, UWA Business School*

How does CEO masculinity – captured by the CEO's facial Width-to-Height Ratio (fWHR) – influence radical innovation? CEOs with high fWHR have higher levels of the steroid hormone testosterone, an aspect that influences behavior and leads to stronger achievement-drive for radical innovation. Yet, radical innovation is a trial-and-error learning process, requiring leaders to motivate learning and adaptation through empathy and relational leadership – an attribute of CEOs at low masculinity levels. Building on goal-orientation theory, we reconcile these opposing views, by positing that the effect of CEO masculinity on radical innovation is neither positive nor negative, but rather U-shaped. CEOs at relatively higher and lower levels of the masculinity continuum are more likely to boost radical innovation compared to their counterparts at moderate levels – as they identify more readily with: (a) a learning goal-orientation (at low masculinity levels), or (b) a performance prove goal-orientation (at high masculinity levels). We also maintain that this U-shape relationship becomes more pronounced with higher levels of TMT female-minority representation. Data from 140 CEOs, 82 pharmaceutical and bio-medical products firms between 2004 to 2020 support our predictions.

STR: **Exploring the Risk Taking Willingness of Women and Men Strategic Leaders: A Longitudinal Analysis**

Author: **Iuliia Vitte**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Jost Sieweke**, *Vrije U. Amsterdam*

Risk taking is an important construct in management research and the topic of differences in risk taking willingness between women and men strategic leaders has received much attention in the literature. Most studies indicate that women and men strategic leaders differ regarding their risk taking willingness. However, these studies focus on firm risk taking and provide very little insights into the individual risk taking attitudes of strategic leaders. The few existing studies on individual-level risk taking attitudes are limited by the cross-sectional nature of their data, which leaves a gap in our understanding of potential differences in the risk taking willingness of women and men strategic leaders and the dynamics over time. Our study addresses this gap and aims to provide new insights into strategic leaders' risk taking willingness with a special focus on women strategic leaders. We use of longitudinal data from the German Socio-Economic Panel (SOEP) to address limitations of prior cross-sectional studies. We find that women with high levels of risk taking willingness (self-)select into strategic leadership positions but that men in strategic leadership positions have a very high risk taking willingness, so that the difference we observe between women and men in the general population can be observed in strategic leadership positions, too. We also find that this difference in risk taking willingness between women and men strategic leaders already exists before their promotion to strategic leadership positions and that women's risk taking willingness increases more than men's at event of promotion to strategic leadership positions. Our study contributes to research on managerial risk taking and strategic leadership.

STR: **The Effect of CEO Gender on CEO Activism**

Author: **Scarlet Lausen**, *Leeds U. Business School*
Author: **Jatinder Singh Sidhu**, *Leeds U. Business School*

Recent years have witnessed a growing number of CEOs taking public stances on contested socio-political issues such as climate change, LGBTQ+ rights, or immigration. This phenomenon, termed 'CEO activism', may have far-reaching effects for firms and their stakeholders. Because of this, there is an urgent need to shed light on what drives CEOs to engage in activism. To address this gap in the research, this study examines the effect of CEO gender on their activism. Drawing on the literature on gender differences in terms of values, experiences, and leadership style, we argue that female CEOs are more activist than male CEOs. We also identify theoretical reasons for why CEO celebrity and firm headquarter state conservatism moderate this main relationship. Analysis of data on US Fortune 500 CEOs from 2015 to 2021 provides empirical support for most of our theory. We discuss contributions and implications of this study.

STR: **Financial Analysts Penalize Female CEOs for Female-Type Speech**

Author: **Aharon Cohen Mohliver**, *London Business School*
Author: **Anantha Krishna Divakaruni**, *U. of Bergen*
Author: **Laura Fritsch**, *U. of Oxford*

Female representation in top management remains stubbornly low. Of CEOs in public companies in the US for example, only 6.6% are women. One piece of the puzzle relates to audience reaction – analysts, who are sophisticated and informed actors reduce their recommendations following the first earnings call with an incoming female CEO (on average, from "hold" to "sell"). We use a novel dataset of containing the voice recordings of 60,038 earnings calls, and a novel computational approach that extracts to examine these earnings calls and ask why do analyst reduce (increase) their recommendation when a new Female (Male) CEO is appointed. The scale of our data (3,465 publicly listed firms, 203,159 executives and 266,340 analysts sampled at 15-second intervals – yielding 11.5 million observations of individual participant speech, and intonation), and it's panel structure (from 2011 to 2019) allows us exceptional granularity. We find that although it seems that analysts penalize female CEOs, they only do so when female CEOs use a distinctly female type speech (uptalk). Non-uptalk using incoming female CEOs, or uptalk using male CEOs are not penalized. To our knowledge, this is the first paper to use large-scale voice data of earnings calls, and we, therefore, end by reporting how voice data compares to text data in established measures (e.g. positive, negative, financial, uncertainty etc) that demonstrate the usefulness of voice data over transcribed text.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1345** | Submission: **20748** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Firm External Control

Session Moderator: **Canquan Li**, *Hong Kong Polytechnic U.*

STR: **Common Ownership and Interorganizational Diffusion of Corporate Misconduct**

Author: **Canquan Li**, *Hong Kong Polytechnic U.*
Author: **Shuping Li**, *Hong Kong Polytechnic U.*
Author: **Jane Lu**, *City U. of Hong Kong*

Research on common ownership has largely relied on the assumption that common owners actively coordinate the behaviors of investee firms. However, in weak institutions characterized by high shareholder coordination costs, common owners may be less active, making common ownership an information channel for illegal practice diffusion. Drawing on the reputation-based perspective, we predict that when a common-ownership peer's misconduct is not detected in a timely manner, a firm will tend to imitate the misconduct. We further predict that firms will be more likely to imitate peers' misconduct when the misconduct is not detected in a developed legal environment, when state common owners are absent, and when firms experience performance that falls short of social aspirations. Evidence from commonly owned Chinese listed firms supports our predictions.

STR: **Strengthened or Weakened Monitoring? Multiple Blockholders and CEO Dismissals**

Author: **Jingyuan Li**, *Hong Kong U. of Science and Technology*

How does having multiple blockholders affect shareholder monitoring? Extant wisdom from agency theory and inter-organizational relationship research tend to give different predictions. We propose that whether the multiple blockholder structure would strengthen or weaken shareholder monitoring is contingent on whether the blockholders' interests are likely to align. We test this idea by investigating the CEO dismissals following two kinds of negative corporate events, where the blockholders are likely to concur on the dismissals to different degrees. We propose that the multiple blockholder structure will make firms less effective in replacing an under-performing CEO when firm performance is below industry peers but more effective in replacing a culpable CEO when firms are involved in financial misconduct. Our analyses using data on Chinese listed firms, where the multiple blockholder structure is prevalent, provide support for our hypotheses.

STR: **Dissecting Organizational Stigma: Does the Market Punish the Innocent?**

Author: **Enrico Onali**, *U. of Exeter*
Author: **Justin Tumlinson**, *U. of Exeter*
Author: **Anna Grosman**, *Loughborough U.*

Does organizational stigma due to firm failure affect individuals regardless of their ability to influence firm strategies? We exploit a quasi-natural experiment in the financial industry to address this question. In September 2008, Lehman Brothers and Merrill Lynch had similar business strategies and exposure to toxic assets, and both faced insolvency. However, while Lehman was allowed to collapse, Merrill was rescued. For Lehman employees without board positions, bankruptcy was thus random and unrelated to their actions, allowing us to disentangle the effect of organizational stigma from their ability and role in the firm's distress. We show that former Lehman employees are subsequently (1) paid less, (2) less likely to hold top positions, (3) and have lower-powered incentives in future compensation packages relative to former Merrill employees. However, firms hiring former Lehman employees as directors do not have worse performance or higher risk than firms hiring former Merrill employees. We conclude that the labor market irrationally stigmatizes organizations according to random negative outcomes rather than causes of negative performance. Our study contributes to the literature on organizational stigma, as it demonstrates that the stigma of organizations transfers to employees who had little to no influence on firm actions, even when there is no future negative effect on performance and risk.

STR: **HF Activist Gender Diversity, Managerial Resistance, "Wolfpack" Shareholder Support, and Performance**

Author: **Ankita Agarwal**, *California State U., Bakersfield*
Author: **Parthiban David**, *American U.*
Author: **Augustine Duru**, *American U.*
Author: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Author: **Anna Obedkova**, *Independent*
Author: **Yasar Mahmut**, *U. of Texas At Arlington*

We propose that the efficacy of hedge fund activism in overcoming managerial resistance, gaining support from wolf packs, and enhancing shareholder value is contingent on social evaluations of hedge fund legitimacy. Given the uncertainty and high costs of supporting or opposing activist campaigns, managers of target firms and other investors rely on attributes that can convey credible information about the activist in determining how to respond to the campaign. We theorize that managers and shareholders make social evaluations and judge gender-diverse HF teams as less legitimate because the presence of females in leadership roles that are considered to be masculine, especially in traditionally male-dominated sectors such as hedge funds, leads to role incongruity, thereby undermining legitimacy. Accordingly, in comparison with all male HF teams, gender-diverse HF teams face more backlash, criticism, and resistance from managers of target firms and other stakeholders. Our empirical analysis of 908 hedge fund activism campaigns involving 712 U.S. firms targeted by 295 hedge fund activists from 2010-2017 demonstrates that gender-diverse HFs face greater resistance from managers of target firms, get less wolf pack support from other shareholders, and achieve lower activism returns relative to all-male HFs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1346** | Submission: **20755** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Firm-specific and General Human Capital

Session Moderator: **Agnes Guenther**, *U. of Utah, David Eccles School of Business*

STR: **Does Firm-Specific Human Capital Decrease or Increase Employee Mobility?**

Author: **Agnes Guenther**, *U. of Utah, David Eccles School of Business*
Author: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*

An ongoing debate in the field of strategic human capital is whether high levels of firm-specific human capital decrease or increase employee mobility. Some argue that firm-specific human capital limits employment options, thus reducing mobility, while others argue that it should increase mobility because a signal of employees' willingness to make such investments is broadly valuable. Empirical findings using tenure as a measure provided mixed results. Addressing the puzzle, this paper suggests that whether firm-specific human capital decreases or increases employee mobility depends on the extent to which an employee's current firm relies on team production to generate economic value. Analysis of linked employer-employee data on 1,024 R&D workers in acquired firms provides support for this idea. Implications for human capital theory are discussed.

STR: **Post-M&A Retention of Top Managers: The Role of Structural Knowledge**

Author: **Tingyu Du**, *UCLA Anderson School of Management*
Author: **Ulya Tsolmon**, *Washington U. in St. Louis*

This study examines how the combination of acquirer firm resource base and target managers' human capital shape managerial allocations post-acquisitions. Using mobility data of 1,339 managers in 616 deals, we find that in related acquisitions, the retention rate of target managers post- M&A is higher when the organizational structure between the acquiring and target firms is similar. We propose that structural knowledge of managers—experience in specific organizational structures—matters. We find that the individual managers with structural knowledge more similar to the acquirer are more likely to be retained. Consistent with the notion that managers are critical to post-acquisition integration and success, deals between firms with greater structural similarity, and hence greater retention of target managers, exhibit greater post-acquisition performance, especially in the long run.

STR: **Voluntary Moves and Firm Reallocation: Scientists and Engineers during Japan's Industrialization**

Author: **Shotaro Yamaguchi**, *U. of Maryland, College Park*

This paper studies the economy-wide allocation of university-educated scientists and engineers (S&E) during Japan's industrialization period and highlights the role of two reallocation mechanisms: voluntary moves and firm restructuring. Using nearly the census data of university S&E graduates on employers and addresses in 1890-1940, combined with education, patent, and company histories, I show that better-educated graduates were less likely to move voluntarily and more likely to experience firm restructuring, while invention experience likely leads to both cross-industry voluntary moves and experiencing firm restructuring. The selection of higher-level human capital, both in terms of educational attainment and invention experience, is particularly stronger for cross-industry moves to high-tech industries through firm reallocation. Using a staggered-DID approach, I also find that cross-industry firm-directed reallocation increases the invention productivity of reallocated S&E graduates.

STR: **Developing Firm-Specificity: Enhancing the Value of Stars by the Hollywood Studios**

Author: **Jamal Shamsie**, *Michigan State U.*
Author: **Stefan Maric**, *Eli Broad School of Business, Michigan State U.*

Although firm-specificity of human capital has been recognized as a valuable resource, little attention has been given to how it is developed. Most research has focused on incentives that a firm can give to its employees to develop firm-specificity, given that it constrains their mobility. Few studies have investigated how it is developed among employees or the firm's role in its development. In this paper, we show that firms develop firm-specificity in its employees by assigning them as much as possible to task or projects on which it can provide them with considerable support. Furthermore, firms assign them to work with managers with whom they may have the best chance of learning about the firm's practices.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1347** | Submission: **20760** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Aspirations and Corporate Change

Session Moderator: **Daniel Levinthal**, *U. of Pennsylvania*

STR: **How Adaptive are Adaptive Aspirations: Exploring the Ecology of Organizational Learning**

Author: **Daniel Levinthal**, *U. of Pennsylvania*
Author: **Daniel Schliesmann**, *The Wharton School, U. of Pennsylvania*

The examination of aspiration levels has proven to be one of most fruitful and actively studied elements of the behavioral theory of the firm. However, learning with respect to aspirations is just one facet of a broader learning process. Organizations both encode their interpretation about outcomes and change their beliefs about preferred actions. We explore this fuller ecology of organizational learning and, in particular, consider the contrast between the learning dynamics generated by a setting in which aspirations are adaptive to experience and one in which aspirations are not adaptive. Aspiration-based learning is a form of adaptive intelligence; however, it is also subject to potential pathologies. First, akin to a competence trap, we identify a satisfaction trap. Further, rapidly adaptive aspirations in a world with noisy feedback can lead to a pattern of unending search and continued goal dissatisfaction. Organizations face a problem of not only identifying attractive alternatives, they also face a challenge of persisting in favorable alternatives in the face of ambiguous feedback. Ironically, we find that an apparently less adaptive system, in which the organization's goal increases in a mechanistic manner over time, leads to a more adaptive organization.

STR: **Self- vs. Peer-Directed Search Responses to Organizational Performance Feedback**

Author: **Thomas Lechler**, *Stevens Institute of Technology*
Author: **Serhan Kotiloglu**, *California State U., San Marcos*
Author: **Daniela Blettner**, *Beedie School of Business Simon Fraser U.*

Organizational performance feedback theory (PFT) explains when and how organizations search, proposing that performing below an aspiration level is problematic and organizations increase search to solve this problem. Thus, organizational search is problemistic in nature which takes place in the vicinity of an organization's own prior strategic actions that neighbor the problem. In this study, we expand organizational search within PFT with a competitive perspective by relaxing the assumption that search is only self-directed. We argue that search can also be peer-directed, i.e., firms search in the competitive space of their peers. Integrating competition to organizational search also raises another related and important question: do organizations move towards or away from the competition? Using a dataset of 9191 high-growth firms and a novel topic-modeling methodology, we find a match between an organization's performance feedback input and search location: performance below self-based (historical) aspirations influences self-directed search and performance below peer-based (social) aspirations influences peer-directed search. Moreover, we find that when performance is above aspirations, both self- and peer-based aspirations influence self-directed search. We also identify which performance feedback inputs motivate organizations to move towards or away from peers. Our findings contribute to the BTOF, PFT and competitive strategy discourses.

STR: **More Risk-averse or More Innovative? The Effect of Women Board Membership and Aspirations on Patents**

Author: **Malgorzata Smulowitz**, *IMD Business School*
Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*
Author: **Didier Cossin**, *International Institute for Management Development - IMD*

Do women directors make firms more risk-averse or more innovative? We resolve this paradox by predicting and showing that the effect of increasing women directors on the board on innovation output depends on the firm's performance relative to aspirations (PRA). Research based on the Behavioral Theory of the Firm (BTOF) has shown that the behavioral motives of executives to innovate depend on the firm's PRA, both positive and negative. However, who is interpreting the information that performance feedback provides could make a difference in PRA's effect. We theorize that, when performance is poor relative to aspirations and when the firm is close to failure, boards with more women directors will lead to firms focusing more on survival, reducing innovation output. In contrast, when performance is high relative to aspirations and when the firm has increasing available slack, boards with more women will lead to the firm taking advantage of the excess leeway that this provides, increasing innovation output. Using a panel dataset of patent data with 6118 observations for 524 firms from 1999-2016, we find strong empirical support for most of our predictions. Also, post hoc analyses show that for radical innovation (i.e., patents with citations in the top decile) risk-aversion is more prominent than innovativeness.

STR: **Relative versus Absolute Aspirations**

Author: **Jerker C. Denrell**, *U. of Warwick*
Author: **Luigi Marengo**, *Luiss Guido Carli U.*
Author: **Manuel Romagnoli**, *Friedrich Schiller U. Jena*
Author: **Axel Zeijen**, *ETH Zürich*

Because aspirations impact when managers search for new alternatives, the level of aspirations, and how they change with environmental conditions, has important performance consequences. While having a high aspiration is often useful, past research has shown that prolonged search for a superior alternative may not make sense in turbulent conditions when the profitability of an adopted alternative may quickly change. Using a simple and analytically tractable model of problemistic search, we show that when aspirations are defined in relative terms, i.e, being better than a certain fraction of others, the opposite conclusion holds: a higher aspiration leads to higher performance in settings with more turbulence. These contradictory findings result from the relationship between absolute and relative outcomes generated by social comparison, which is moderated by environmental turbulence: depending on environmental conditions, poor individual outcomes can be good in relative terms, and vice versa. Our study enriches the debate on the aspiration-performance relationship by drawing attention to the relevance of the specification of aspirations. Moreover, our analyses have important managerial implications and inform how targets should be set at both the population and individual level.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1348** | Submission: **20704** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Alliance Performance and Innovation

Session Moderator: **Wookyung Lee**, *Arizona State U.*

STR: **Resource Complementarity, Market Overlap and Market Performance in the Italian Network Contracts**

Author: **Anna Cabigiosu**, *Cà Foscari U.*

This study examines how resource complementarity and market overlap, alone and jointly, affect the extent to which an alliance generates positive economic returns in the case of Italian network contracts. We draw on RBV theory and we disentangle the correlation between the network market performance and resource complementarity, which captures partners' synergistic diversity in terms of resources allocated to the network, and market overlap, which captures similar knowledge and understanding of the external environment. We also examine how market overlap, as a moderator, amplifies the positive correlation between resource complementarity and network market performance. We address our research questions by relying on an original dataset of 183 Italian network contracts that mainly involve SMEs and argue that market overlap reinforces the network firms' ability to exploit complementary resources.

STR: **Do Contracts Condition Innovation? Evidence from Biopharmaceutical Alliances**

Author: **Shantala Samant**, *Western Washington U.*
Author: **Jongwook Kim**, *Western Washington U.*

We examine the impact of alliance partners' ex-ante contractual commitments to transfer knowledge on ex-post innovation. Building on insights from the alliance governance and organizational learning literatures, we argue that partners' ex-ante commitments to transfer knowledge reflect their strategic intent towards collaboration that will in turn influence partners' ability to generate innovation. We hypothesize that a contractual commitment to transfer tacit knowledge is critical for innovative outcomes from the alliance, while the commitment to transfer explicit knowledge plays a supporting role. Moreover, administrative mechanisms such as joint committees are also critical for innovative outcomes, especially when the cospecialization of R&D activities is extensive and when technological uncertainty is high. We empirically examine our hypotheses using patenting activity from biopharmaceutical alliances in the United States.

STR: **Contract Design and Collaborative Innovative Performance: Evidence from Biopharmaceutical Alliances**

Author: **Punit Sharma**, *U. of California, Irvine*

R&D partnerships represent one of the most common forms of interfirm collaboration and are especially prevalent in technology-intensive industries such as pharma and biotechnology. Despite the best intentions, R&D partnerships do not always succeed and do not always lead to innovative performance. The design of the contract is a significant factor in explaining these outcomes. But the link between contract design and collaborative innovative performance has remained somewhat unexplored because studies do not focus on how specific contract design elements impact innovative performance directly. Furthermore, it is important to recognize that the level of contractual control and coordination necessary to foster innovation is likely to be different depending on the type of R&D. This study examines whether specific contract design elements, based on their control and coordination distinction, impact collaborative innovative performance in exploratory and exploitative collaborations. I test predictions on a sample of 305 biopharmaceutical alliances at various stages of R&D and find some evidence that elements of the design of the contract may impact the innovative performance of R&D partnerships. Specifically, I find support for the link between the contractual specification of direct oversight and innovative performance in exploitative R&D partnerships, the link between bilateral monitoring and innovative performance in exploratory R&D partnerships, and the link between the contractual specification of management roles and innovative performance in R&D partnerships, in general. This study contributes to the literature on R&D partnerships by improving our understanding of the factors that may lead to innovative performance, and posits a role for the specification of contract design elements that provide a control or coordinating role between partners that enhances or inhibits collaborative innovative performance in exploratory and exploitative R&D partnerships.

STR: **Competition of Digital Networks: Explaining Performance Heterogeneity of Blockchain Consortia**

Author: **Wenqian Wang**, *Purdue U., West Lafayette*
Author: **Marvin Hanisch**, *U. of Groningen*

This research explores the role of competition in digital networks, specifically in the context of blockchain-enabled multiparty collaborations. We find that the composition of a consortium's founding group has a significant impact on its performance, both in the short term and the long term. In the short term, the size of the founding group has a negative effect on the speed of pilot completion. However, in the long term, a diverse and competitively-tied founding group can positively impact the consortium's survival, growth, and public sentiment. Our results suggest that strategic considerations related to the composition of a consortium's founding group are important for understanding and improving its performance. Theoretically, this study contributes to the strategic management literature by extending the focus on competition from the traditional firm level to the level of digital networks.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1349** | Submission: **20580** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

Adapting to Disruption and Shocks

Session Moderator: **Arzi Adbi**, *National U. of Singapore (NUS)*

STR: **Small But Resilient: New Product Development and SME Survival During the COVID-19 Pandemic**

Author: **Arzi Adbi**, *National U. of Singapore (NUS)*
Author: **Anant Mishra**, *U. of Minnesota*

Does pre-crisis new product development (NPD) help the survival of small and medium-sized enterprises (SMEs) during an unanticipated crisis? If so, how? Analyzing SMEs' exits during the COVID-19 pandemic across 15 countries, we find that SMEs with pre-crisis NPD experienced lower exit rates during the crisis than did comparable SMEs without pre-crisis NPD. Our contribution is to explore the potential channels that drive the NPD–survival relationship among SMEs. First, leveraging the exogenous variation across countries in the changes in community mobility to workplaces, we find that the effect of pre-crisis NPD increases when SMEs face a greater decrease in community mobility to workplaces, while this effect disappears for smaller community mobility decreases. Second, leveraging the variation in the structural features of various industries, we find that the effect of pre-crisis NPD increases substantially for SMEs operating in industries with greater reliance on in-person interactions and foot traffic pre-pandemic. We do not find an effect of NPD for SMEs operating in industries that did not rely heavily on in-person interactions and foot traffic pre-pandemic. Finally, leveraging the variation in industries' structural dependence on external financing, we find that the effect of pre-crisis NPD increases for SMEs operating in industries with greater dependence on external financing pre-pandemic. Overall, this study sheds light on the channels through which NPD can influence the survival of SMEs during unanticipated crises such as the one induced by the COVID-19 pandemic.

STR: **Strategic Responses to Innovation Shocks: Evidence from the Video Game Industry**

Author: **Nicholas Argyres**, *Washington U. in St. Louis*
Author: **Lyda S. Bigelow**, *U. of Utah*
Author: **Jack A. Nickerson**, *Washington U.*
Author: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*
Author: **Erdem Yilmaz**, *Rotterdam School of Management, Erasmus U.*

The strategy and innovation literatures emphasize that incumbent firms often fail to respond to shocks, yet also point out that some firms can survive by repositioning. The Comparative Adjustment, Transaction and Opportunity Cost (CATO) framework addresses this critical issue by predicting which firms will and will not reposition in response to a shock, when, and to which positions. This paper applies the CATO framework to predict which complementors in the videogame industry repositioned in response to the introduction of the Sony PS2 console, a major innovation shock, and with which strategy. We find that proxies for comparative adjustment and opportunity costs successfully predict complementors' homing strategies in response to the shock: i.e., the choice of whether to develop games for a single console, multiple consoles sequentially, or multiple consoles simultaneously.

STR: **Incumbents' Strategic Responses to Gig Disruptors in the Hotel Industry**

Author: **Yiyang Zeng**, *UCLA Anderson School of Management*
Author: **Mariko Sakakibara**, *U. of California, Los Angeles*

Disruptive technologies afforded by the gig and sharing economy have placed existential threats on the incumbent firms. We use property-level hotel data to examine the impact of short-term rental disruptors on incumbent hotels and how incumbents respond. We argue that the innovations brought by these disruptors differ from past disruptive technologies because they possess architectural advantages over the smaller incumbent hotels while growing from a niche to compete with the larger incumbent hotels. As a result, incumbents need to dynamically adjust their positioning based on their resources and capabilities to respond effectively. To address endogeneity concerns, we explore regulatory events limiting the operation of short-term rental hosts. We find suggestive evidence that performance impacts and responses are heterogeneous across incumbent hotels with different organizational characteristics.

STR: **Of Academics and Creative Destruction: Startup Advantage in the Process of Innovation**

Author: **Julian Kolev**, *United States Patent and Trademark Office*
Author: **Alexis Haughey**, *MIT Sloan School of Management*
Author: **Fiona Murray**, *Massachusetts Institute of Technology*
Author: **Scott Stern**, *Massachusetts Institute of Technology*

What is the role of startups within the innovation ecosystem? Since 2000, startups have grown in their share of commercializing research from top U.S. universities; however, prior work has little to say on the particular advantages of startup ventures in the innovation process relative to more traditional alternatives such as academia and established private-sector incumbents. We develop a simple model of startup advantage based on private information held by the initial inventor, and generate predictions related to the value and impact of startup innovation. We then explore these predictions using patents granted within the regional ecosystems of top-25 research universities from 2000 to 2015. Our results show a significant startup advantage in terms of forward citations and outlier-patent rates. Further, startup innovation is both more original and more general than innovation by incumbent firms. Moreover, startups that survive to become "scale-ups" quickly grow to dominate their regional innovation ecosystems. Our findings have important implications for innovation policy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1350** | Submission: **20688** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Politics and Strategy

Session Moderator: **Michael Seth Nalick**, *U. of Denver*

STR: **Market vs Hierarchy? Conservative CEO Preference for Vertical Integration**

Author: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*
Author: **Holly Loncarich**, *Kansas State U.*

A wealth of research has considered firm 'make' or 'buy' decisions from the rational firm-level perspective, such as transaction cost economics, firm capabilities, and resource dependence. However, scant research has considered irrational executive values and beliefs as the underlying impetus of such decisions. Drawing from upper echelons theory, we suggest that conservatives' lower levels of risk tolerance, aversion to uncertainty, and ambiguity compared to liberal leads to conservative CEOs being more likely to build vertically integrated firms compared to their liberal counterparts. Further, we argue this relationship is strengthened when the CEO has higher levels of individual- and firm-level risk exposure through stock options compensation and firm underperformance, respectively. However, the effect of CEO conservatism on vertical integration is likely to weaken if government approval to vertical integration is low. Using a comprehensive sample of all publicly traded firms in the U.S. between 2001 to 2020, we find broad support for most of our arguments and advance research on firm 'make' or 'buy' decisions, risk-taking, and upper echelons research.

STR: **Refining the Measurement of CEO Political Ideology: Unmasking Moderate Groups**

Author: **John Merli**, *U. of Denver*
Author: **Scott Kuban**, *Tulane U.*
Author: **David Lacek**, *U. of Colorado, Boulder*
Author: **Burak Malkoc**, *PhD*
Author: **Michael Seth Nalick**, *U. of Denver*

This paper offers a refined measurement of political ideology that better reflects CEOs' values and perceptions along the entire political ideological continuum for both moderates and extreme ends of the political spectrum. This measure captures ideological nuance and shows greater refinement over the traditional measure of political ideology which is based solely on political party association. By replicating Chin, Hambrick, and Treviño (2013) using this new measure and developing extension hypotheses that focus on the role of political moderate CEOs, we demonstrate that more than eighty percent of CEOs are ideologically moderate and reflect the norm, whereas the ideological extremes are the outliers. We also find moderate CEOs are a greater driver of CSR than their ideological extreme counterparts. Thus, in general, we provide a more accurate indication of how CEO political ideology affects firm strategy.

STR: **Determinants of Political Responses to A Competitive Attack**

Author: **Xiaoyan Sun**, *National School of Development at Peking U.*
Author: **Hao Ma**, *National School of Development at Peking U.*

This article examines the joint deployment of competitive strategy and corporate political strategy in global competition. We advance a theory of cross-domain competition between MNEs in the context where an MNE engages in responses in the political domain to an attack in the competitive domain. We posit that such cross-domain responses are determined by the relative competitiveness of the defender and the attacker. The less the differential in competitiveness between the defender and the attacker in the competitive domain, the greater the differential in the political domain and their intra-firm cross-domain coordination and integration, the greater the probability of the defender's response in the political domain, which is also affected by the concerns and expectations of third-party players.

STR: **Political Contributions Made by Individual Shareholders: Imitation of Corporate Contributions?**

Author: **Eleandra Maria Prigol Meneghini**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Ana Paula Pereira Dos Passos**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Jeferson Lana**, *U. do Vale do Itajaí (UNIVALI)*
Author: **Marina Gama**, *Fundação Getulio Vargas - EAESP*

We focus on individual political campaign donations. Media coverage shows that many individual shareholders donated during the 2018 election campaign in Brazil. We tested our hypotheses with a sample of 348 companies listed on the Brazilian stock exchange. Our results demonstrate that, after the regulation of corporate contributions, there was an increase in donations from individual shareholders to candidates. On the other hand, donations to political parties did not follow the same logic. Our article contributes to the literature on corporate political activity, presenting results of contributions from individual shareholders. We show that companies may be replacing corporate contributions with donations from their individual shareholders and that this, at least for the company's market value, is positive.

Session Type: **Symposium**
Program Session: **1351** | Submission: **15525** | Sponsor(s): **(STR, OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Words Matter! How Biases, Stereotypes, and Social Dynamics Shape Executive Communications' Impact

Organizer: **John Eklund**, *U. of Southern California*
Organizer: **Michael J. Mannor**, *U. of Notre Dame*
Presenter: **Richard Whittington**, *U. of Oxford*
Presenter: **Andreas Sebastian Konig**, *U. of Passau*
Presenter: **Lingling Pan**, *U. of Pittsburgh*
Presenter: **Gerry M. McNamara**, *Michigan State U.*
Presenter: **Prithwiraj Choudhury**, *Harvard U.*

Senior managers' words matter and both how they communicate and what they communicate can have significant consequences for their firms. Further, in a world of instant communication, where individuals can transmit their thoughts instantaneously to a wide range of audiences through many channels, such words can have an immediate impact. While managerial scholars have sought to understand how attributes such as organizational resources, managerial cognition, and firms' degree of diversification can shape an organization's behaviors and subsequent performances, less attention has been paid to how senior managers' communications can influence such outcomes. In this symposium, we present four recent studies that have started to unpack how managerial communication can be shaped by managerial and organizational attributes as well as the consequences of managerial communication. We will start to unpack the factors and mechanisms that shape senior managerial communication and how communications can shape organizational behavior and performance outcomes, thereby helping to deepen our understanding of a particular pathway that can help explain heterogeneity in performances between firms. The ultimate goal of this symposium is to spark interest in the domain of managerial communications and how such communications can have important consequences for firms.

Challenging Expectations: Analyst Response to Executive Attention to Different Growth Strategies

Author: **John Eklund**, *U. of Southern California*
Author: **Michael J. Mannor**, *U. of Notre Dame*

All the World's on Stage: Social Dynamics in Q&A Situations and Evaluations of Organizations

Author: **Richard Whittington**, *U. of Oxford*
Author: **Andreas Sebastian Konig**, *U. of Passau*

Communicating to Overcome Model Minority Stereotypes: East Asian CEOs in Investor Communications

Author: **Lingling Pan**, *U. of Pittsburgh*
Author: **Gerry M. McNamara**, *Michigan State U.*

Immigrant CEOs and Leading During a Crisis

Author: **Prithwiraj Choudhury**, *Harvard U.*

KEY TO SYMBOLS
Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1352** | Submission: **13622** | Sponsor(s): **(STR, RM, OMT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Publishing Mixed-Methods Studies: Challenges and Opportunities

Organizer: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Organizer: **Liyue Yan**, *BI Norwegian Business School*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Brent Goldfarb**, *U. of Maryland*
Panelist: **Heather Haveman**, *U. of California, Berkeley*
Panelist: **Aruna Ranganathan**, *Haas School of Business, UC Berkeley*
Panelist: **Maria Roche**, *Harvard Business School*
Panelist: **Daniel Wadhwani**, *U. of Southern California*

At this symposium, experts in the field of management who employ mixed-methods in their research will discuss the importance of mixed- methods and how scholars can effectively utilize them to contribute to the field. The panelists will share their experiences with various mixed-methods approaches, including field experiments, surveys, ethnography, and the iteration between inductive and deductive processes. Topics covered during the symposium will include the challenges and opportunities associated with mixed-methods, best practices, distinctions between the roles played by different methods, narratives and testimonies, possible evaluative criteria for assessing mixed-methods studies, and editorial and reviewer perspectives.

The goal of the symposium is to provide participants with a better understanding of mixed-methods and the factors that can enhance the chances of publishing such studies in top-tier journals.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1353** | Submission: **10504** | Sponsor(s): **(STR, SAP)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Strategic Leadership in the Fourth Industrial Revolution: Prospects, Promises, and Pitfalls

Organizer: **Ciaran Heavey**, *U. College Dublin, Smurfit*
Organizer: **Zeki Simsek**, *Clemson U.*
Organizer: **Brian C. Fox**, *Bentley U.*
Presenter: **Craig Crossland**, *U. of Notre Dame*
Presenter: **Joanna Tochman Campbell**, *U. of Cincinnati*
Presenter: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Presenter: **Yanqiu Ren**, *U. of Barcelona*
Presenter: **Marti Sagarra**, *U. of Barcelona*
Presenter: **SARTHAK SINGH**, *U. of Wisconsin, Milwaukee*
Presenter: **Cynthia E. Clark**, *Bentley U.*
Presenter: **Andreas Sebastian Konig**, *U. of Passau*
Presenter: **Anastasiya Wiesmueller**, *U. of Passau*
Presenter: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Presenter: **Markus Menz**, *U. of Geneva*
Presenter: **Sven Kunisch**, *Aarhus U.*
Presenter: **Rob Langan**, *U. of Geneva*
Presenter: **Ann Mooney Murphy**, *Stevens Institute of Technology*
Presenter: **Sibel Ozgen**, *Stevens Institute of Technology*
Presenter: **Mariano L.M. Heyden**, *Monash Business School*
Presenter: **Zenlin Kwee**, *Delft U. of Technology*
Presenter: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*
Presenter: **Simon Wilkie**, *Monash U.*
Discussant: **Mary Tripsas**, *U. of California, Santa Barbara*
Discussant: **Matthew Semadeni**, *W. P. Carey School of Business, Arizona State U.*

The symposium is intended to stimulate scholarly conversations and build a scholarly community around the role of strategic leaders in facilitating the process of digital transformation amidst the challenges and opportunities of the 4th Industrial Revolution – a fusion of technologies and systems blurring the lines between the physical, digital, and biological spheres. Given the profound influences these interrelated developments will have on internal and organizational factors, there is a pressing need to ensure our theories and research methods on strategic leadership are appropriately reflective of these emerging influences. We envision the symposium to help us generate awareness for pressing research opportunities in this emerging area and to convene and enlarge our research community by inviting scholars from a broad array of research streams and various AOM Divisions.

Strategic Leadership: Critiques and Challenges in the 4IR

Author: **Craig Crossland**, *U. of Notre Dame*
Author: **Joanna Tochman Campbell**, *U. of Cincinnati*

The Future of Corporate Governance in the Fourth Industrial Revolution

Author: **Maria Goranova**, *U. of Wisconsin, Milwaukee*
Author: **Yanqiu Ren**, *U. of Barcelona*
Author: **Marti Sagarra**, *U. of Barcelona*
Author: **SARTHAK SINGH**, *U. of Wisconsin, Milwaukee*
Author: **Cynthia E. Clark**, *Bentley U.*

Digital Platforms, Ecosystems, and Strategic Leadership

Author: **Andreas Sebastian Konig**, *U. of Passau*
Author: **Anastasiya Wiesmueller**, *U. of Passau*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*

Chief Digital Officers: A Framework for Guiding Research on a New Strategic Leader

Author: **Markus Menz**, *U. of Geneva*
Author: **Sven Kunisch**, *Aarhus U.*
Author: **Rob Langan**, *U. of Geneva*

Executive Digital Savviness: A New Concept for Strategic Leadership Research

Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*
Author: **Sibel Ozgen**, *Stevens Institute of Technology*

Strategic Leadership and Ambient Intelligence: Reconciling Exploitation and Exploration

Author: **Mariano L.M. Heyden**, *Monash Business School*
Author: **Zenlin Kwee**, *Delft U. of Technology*
Author: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*
Author: **Simon Wilkie**, *Monash U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1354** | Submission: **10713** | Sponsor(s): **(STR, SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

New Frontiers in Corporate Political Activities, Business-Govt Relations, and Nonmarket Strategy

Coordinator: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Coordinator: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*
Discussant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Discussant: **Daniel Blake**, *IE Business School*
Presenter: **Jin Hyung Kim**, *George Washington U.*
Participant: **Jingoo Kang**, *Nanyang Technological U.*
Presenter: **Zhao Li**, *New York U.*
Presenter: **Zeren Li**, *NUS*
Presenter: **Jan Stuckatz**, *Assistant Professor, Copenhagen Business School*
Presenter: **Michael Juergen Mueller**, *Copenhagen Business School*
Presenter: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Presenter: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*

This presenter symposium explores research frontiers in the rapidly growing nonmarket strategy area, with a focus on corporate political activities and business-government relations. With five working paper presentations and feedback from two distinguished scholars, we strive to discuss 1) understudied aspects of firms' active engagements with regulators and 2) how they lead to nonmarket strategy success vs. failure. By doing so, we plan to examine several theoretical and methodological approaches that have the potential to advance the study of corporate political activities in the nonmarket strategy area. This presenter symposium should interest scholars working on corporate political activities, business-government relations, corporate social responsibilities, stakeholder governance, international management, and social issues in management in both advanced economies and emerging markets.

Lobbying for now or for the future: Evidence from post-policy lobbying after the regulatory shock

Author: **Jin Hyung Kim**, *George Washington U.*
Author: **Jingoo Kang**, *Nanyang Technological U.*

Inter-provincial Chamber of Commerce and Firm Subsidy in China

Author: **Zeren Li**, *NUS*
Author: **Shenghua Lu**, *U. of Hong Kong*

Revolvers in the Corporate Elite

Author: **Jan Stuckatz**, *Assistant Professor, Copenhagen Business School*
Author: **Benjamin Egerod**, *Copenhagen Business School*
Author: **Michael Juergen Mueller**, *Copenhagen Business School*

Economic Geography and Special Interest Entrenchment: Fracking Boom and State Campaign Finance

Author: **Richard DiSalvo**, *Princeton U.*
Author: **Zhao Li**, *New York U.*

Strategic Argumentation and Quality Amelioration for Nonmarket Strategy Effectiveness

Author: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Author: **Yilang Feng**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1355** | Submission: **16176** | Sponsor(s): **(STR, SIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Corporate Political Responsibility: Corporate Engagement in the Aftermath of the Capitol Riot

Organizer: **Bo Yang**, *U. of Southern California*
Moderator: **Michael Toffel**, *Harvard Business School*
Participant: **Nan Jia**, *U. of Southern California*
Presenter: **Zhao Li**, *New York U.*
Presenter: **Christopher Poliquin**, *UCLA Anderson School of Management*
Participant: **Young Hou**, *U. of Virginia*
Presenter: **Anna Eileen McKean**, *U. of Utah, David Eccles School of Business*
Presenter: **Elizabeth Pontikes**, *UC Davis*

The attack on the United States Capitol on January 6th, 2021 generated extensive public attention on Corporate America regarding its role in the event and responsibilities to prevent similar events from happening in the future. This proposed symposium presents frontier research on how businesses responded to the Capitol Riot. The four constitutive studies examine different forms of businesses' involvement in the insurrection with emphasis on different stakeholders including employees, customers, shareholders, and general investors.

Shareholder Activism and Transparency of Corporate Political Activity

Author: **Bo Yang**, *U. of Southern California*
Author: **Nan Jia**, *U. of Southern California*

Can Stakeholders Shape Corporate Political Responsibility in an Era of Democratic Backsliding?

Author: **Zhao Li**, *New York U.*

The Value of Corporate Political Donations: Evidence from the Capitol Riot

Author: **Christopher Poliquin**, *UCLA Anderson School of Management*
Author: **Young Hou**, *U. of Virginia*

Capitol Insurrection: Corporate Political Involvement and Stakeholder Evaluations

Author: **Anna Eileen McKean**, *U. of Utah, David Eccles School of Business*
Author: **Elizabeth Pontikes**, *UC Davis*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1356** | Submission: **13507** | Sponsor(s): **(STR, TIM, ENT)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Experimentation, Pivoting, and Performance in Early-Stage Ventures

Organizer: **Shiva Agarwal**, *U. of Texas at Austin*
Organizer: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Organizer: **Cameron Miller**, *Syracuse U.*
Presenter: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Presenter: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Presenter: **Chris Boudreaux**, *Florida Atlantic U.*
Presenter: **David Lucas**, *Syracuse U. Whitman School of Management*
Presenter: **Aticus Peterson**, *Harvard Business School*
Presenter: **Andy Wu**, *Harvard Business School*
Discussant: **Brent Goldfarb**, *U. of Maryland*

Throughout the past decade, the practice of experimentation has become central to the strategy of early-stage ventures. The strategic management literature has started to explore this phenomenon, seeking to highlight both the benefits and the costs of using this approach. While this line of research has made progress, much work remains to be done. We argue that one reason why our understanding of entrepreneurial experimentation is still limited is the difficulty of offering accurate measurement of the experimentation process. The motivation for this symposium is to combine a series of research projects that, collectively, shed new light on experimentation by leveraging a variety of novel empirical approaches. The common factor between these papers is that they all rely on novel approaches to measure experimentation and/or related constructs. Overall, we expect that the discussion will generate a variety of new insights about the role of experimentation in entrepreneurship.

Experimentation, Feedback, and Reputation: Evidence from the iOS Ecosystem

Author: **Shiva Agarwal**, *U. of Texas at Austin*
Author: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Author: **Cameron Miller**, *Syracuse U.*

When Do Startups Scale? Large-scale Evidence from Job Postings

Author: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*

Too Much To Lose? The Impact of Regulatory Complexity and Founders' Human Capital on New Ventures

Author: **Chris Boudreaux**, *Florida Atlantic U.*
Author: **David Lucas**, *Syracuse U. Whitman School of Management*

Value and Complexity in New Ventures

Author: **Aticus Peterson**, *Harvard Business School*
Author: **Andy Wu**, *Harvard Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1357** | Submission: **20330** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

People and Innovation Track: Innovation Through Collaboration

Session Moderator: **Sarah Cheah**, *National U. of Singapore*

TIM: **Effect of Daily Communication on Innovative Behavior**

Author: **Sarah Cheah**, *National U. of Singapore*
Author: **Shiyu Li**, *NUS*
Author: **Shigemi Yoneyama**, *Gakushuin U.*

Organizational behavior researchers have argued the centrality of affect in the relationship between interpersonal exchange processes and work outcome. Our study presents a multi-level perspective of research on team communication and individual innovation to address how the affective experiences may serve as contextual factors underlying the communication-innovation process link at different levels. Using experience sampling methodology, our study sampled 201 workers of firms operating in 43 coworking spaces in Singapore and Beijing who completed daily surveys twice a day over a period of ten consecutive workdays. Our results indicated that the daily communication is positively related to innovative behavior on the same day after controlling for workload stress, sleep quality and job requirements. Within-person variation in communication was found to account for part of within-person variation in individual's innovative behavior. We demonstrated that daily high-activated positive/negative affect are positively/negatively related to daily innovative behavior. In line with our expectations, our findings established that the importance of daily positive affect as a mediator in the relationship between daily communication and innovative behavior in Singapore, but not in Beijing. Our study also revealed that negative affect does not have any significant mediating role in the daily communication-innovative behavior link in both cities.

TIM: **Hidden Costs of "Star" Inventors: Inventor Knowledge Composition and Innovation Performance**

Author: **Jaeho Kim**, *The Wharton School, U. of Pennsylvania*
Author: **David Hsu**, *The Wharton School, U. of Pennsylvania*

Inventors are a crucial source of firms' innovation performance, and the role of "star" inventors has been highlighted in that vein. Prior studies show competing mechanisms and results about whether star inventors improve or undermine the innovation performance of other peer inventors in the firm. We argue that the literature overlooks the implications of organizational design choices in the composition of inventors that can reconcile the competing mechanisms and suggest new insights. At the same time, the entrepreneurial innovation literature does not address the consequences of inventor composition during the post-foundation periods although tech startups heavily rely on their inventors for their subsequent innovation success. By applying the organizational lenses to tech startups, we show the combination of high average and high concentration of inventor knowledge (i.e., top-heavy composition) undermines inventors' innovation performance. This research contributes to the entrepreneurial innovation literature by investigating how tech startups can manage their human capital pool to continue their innovation success during the scaling stage. The inventor composition effects on innovation performance at the firm-level and team-level boundaries also provide important implications for organizational design choices in tech-intensive industries.

TIM: **Integrating Ethnic Diversity: The Impact of Ethnic Divide in Collaboration on Firm Innovation**

Author: **Hyoungwon Thomas Yoon**, *Bocconi U.*

Although research on skilled migration and ethnic diversity has discussed the benefits and drawbacks of increasing human capital diversity in achieving innovation performance, prior innovation literature has largely focused on the compositional element of diversity without examining the operational element of diversity, that is, its integration. However, even equally diverse firms can have heterogeneous collective performance depending on how they can integrate and therefore incorporate the knowledge that resides in ethnically diverse individuals. In this study, I examine how firm-level innovation performance is determined by the level of ethnic (dis-)integration in collaborations. The empirical analyses of the patent data from all U.S. firms illustrate how and why ethnic integration is a critical lens to realize the potential benefits of human capital ethnic diversity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1358** | Submission: **20337** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

People and Innovation Track: The Human Side of Innovation

Session Moderator: **Shukhrat Nasirov**, *U. of Manchester*

TIM: **The Effects of Innovation Demands and Rewards on Employees' Off-the-Job Communication and Creativity**

Author: **Thomas Ng**, *U. of Hong Kong*
Author: **Haoran Xu**, *Department of Management and Strategy, The U. of Hong Kong*
Author: **Yinuo Zou**, *U. of Hong Kong*
Author: **HAOYANG CHEN**, *U. of Hong Kong*

Innovation demands and rewards are two main work design features that organizations implement to promote employee creativity. This study argues that these design features can possibly lower creativity and that off-the-job communication using technology (and the subsequent reactions like detachment difficulty and work-home conflict) is the main mechanism. Mixed-level data collected from 235 employees-coworkers over 10 workdays, with two separate surveys being sent on each workday, showed preliminary support for the study premises. The stable conditions of innovation demands and rewards were positively related to daily off-the-job communication, which in turn was negatively related to daily creativity as rated by coworkers. There was also modest evidence that daily off-the-job communication was related to daily creativity via daily detachment difficulty and daily work-home conflict. An important moderator at the between-person level, perceived organizational exchange, was identified. Thus, this study contributes to the creativity literature by unraveling why designing a workplace to encourage employees to display creativity through imposing innovation demands and linking creative outputs to rewards might ironically lower their creativity as a result of promoting daily off-the-job communication.

TIM: **Workforce Age Diversity, Innovation Performance, and the Moderating Effect of Societal Tolerance**

Author: **Shukhrat Nasirov**, *U. of Manchester*
Author: **Gary Chapman**, *U. of Nottingham*
Author: **Mathew Hughes**, *U. of Leicester*
Author: **Paul Hughes**, *U. of Leicester*

Population ageing has resulted in a "new normal" where employees from different generations increasingly interact within organisations. However, the impact of workforce age diversity on organisational outcomes is yet to be fully understood. In this study, we focus on the link between workforce age diversity and innovation performance, owing to the importance of innovation for organisations and society. We argue that the distribution type of workforce age diversity (that is, variety and polarisation) guides when and why workforce age diversity's positive and negative innovation effects materialise. More specifically, the heterogeneity of age groups in age-varying workforces leads to positive innovation effects because it augments the amount of idiosyncratic knowledge, skills, and networks available to organisations. Age differences as a basis for social categorisation and fragmentation are maximised in age-polarised workforces, thus generating negative innovation effects. We also introduce societal tolerance as a force that should switch "on" the positive effects of workforce age variety and "off" the negative effects of workforce age polarisation. Drawing on UK higher education as the empirical setting, we find full support for our theoretical framework. We use our findings in order to devise practical implications

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TIM: **Social Jetlag and Corporate Innovation: Evidence from Time Zone Discontinuities**

Author: **Gianni De Bruyn**, *Darla Moore School of Business, U. of South Carolina*
Author: **Paul Freed**, *U. of South Carolina*

This paper investigates the effects of sleep deprivation on corporate innovation, using a discontinuity in sleep behavior across the three US time zone borders. We find that a lack of sleep has a negative effect on corporate innovation in terms of innovation radicalness and impact. The results are robust to a battery of empirical tests including different model specifications, a different causal inference strategy, and alternate variable operationalizations. Our findings highlight the importance of sleep on corporate innovation and introduce time zone borders as an important novel factor for firms to keep in mind when deciding where to locate. In addition, our findings also indicate that geographical factors other than infrastructure, tangible resources, and agglomeration are critical to the firm's innovation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1359** | Submission: **20304** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Innovation and Competitive Strategy Track: Market Competition & Competitive Strategy

Session Moderator: **Dominika Kinga Randle**, *Harvard Business School*

TIM: **Diversifier's Entry as a Catalyst for Incumbent Firms' Exploratory Innovation Efforts**

Author: **Dominika Kinga Randle**, *Harvard Business School*

Volumes of research documented firms' reluctance and difficulty in pursuing exploratory innovation, but systematic empirical investigation into factors associated with firms' decisions to engage in the process has been lacking. This was the gap we seek to redress in this paper. Our findings identify a foreign firm's entry into an industry through diversification as a factor that is positively associated with the decision of incumbent firms from that industry to engage in exploratory technological knowledge search. We speculate that this could be because of two key reasons. First, entry of an established firm which in the past has demonstrated the ability to compete in a different market could be both noticeable to incumbent firms and appear as a threat to them. Second, a diversifying firm's past technological knowledge might serve as a map of foreign spaces in the theoretical knowledge field that include components that are foreign to incumbents but likely applicable to their innovation efforts. Considered together, increased and visible competitive threat and decreased knowledge search uncertainty that are both aspects of a diversifying firm's entry could be positively associated with incumbent firms' ability to overcome their reluctance against exploration and engage in the process. Our empirical results support those predictions. We find that upon experiencing a diversifier's entry, incumbent firms increased their exploratory knowledge search and that during those inventive efforts, they explored spaces of the technological knowledge field that were previously foreign to them but familiar to the new entrant. Our findings have implications for theory and research on firm innovation, diversification, and inter-industry knowledge flow.

TIM: **THE ADJACENCY TRAP: The Adjacency Trap: Entry into (Dis)Similar Markets**

Author: **Eric Volmar**, *Stanford U.*
Author: **Emily Cox-Pahnke**, *U. of Washington*
Author: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*

We conduct an in-depth case study of entry into the nascent MOOC market by two organization with deep ties to elite universities. Our comparative case design allows us to build theory on entry into adjacent markets. Although they shared many characteristics initially, the organizations we study differed in their approach to the MOOC market resulting in divergent outcomes. These differences were driven by their view of the similarities and differences between the MOOC market and academia. Our findings suggest that when firms enter adjacent markets, negative transfer effects can result in adjacency traps that hamper their success.

TIM: **Productivity Effects of Firm's IT Investments: The Roles of Innovation and Competition**

Author: **Mathias Beck**, *ETH Zürich*
Author: **Torbjørn H. Netland**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Plekhanov Dmitry**, *ETH Zürich*
Author: **Martin Wörter**, *ETH Zürich*

How do market competition and a firm's innovation capability affect the firm-level productivity gains from IT investments? Answering this question, we extend the strategic management literature and information systems research by relating the creation of competitive advantages in the digital economy to developing innovation capabilities required for different properties of competitive markets. Drawing on the Red Queen Effect theory, we empirically demonstrate the importance of deviating from competitors when seeking competitive advantages in IT. Based on a large, representative dataset covering the period 2002-2017, we use dynamic panel estimation methods to show that IT investments in competitive oligopolistic markets lead to significant positive productivity effects when firms outperform their industry-size-class means in both IT investments and innovation capabilities. In contrast, we find significant adverse effects for this relationship in competitive polypolistic markets. In these markets, further analyses point out that firms can increase productivity mainly through efficiency gains resulting from process innovation. Thus, our study identifies how market conditions, in combination with above-average innovation capabilities, drive the productivity effects of IT investments at the firm level. These findings provide a new and nuanced perspective on the productivity paradox of IT investments.

TIM: **Innovativeness of Hospitals: Spatial Analysis of the Reaction to Competitor's Innovation Activities**

Author: **Thomas Huynh**, *Christian-Albrechts-U. of Kiel*
Author: **Carsten Schultz**, *Kiel U.*
Author: **Christoph Strumann**, *Lübeck U.*

Increased innovation activities of neighboring hospitals may be perceived by focal hospitals as a threat to their market position. This may in turn result in increasing innovation activities of the focal hospital. A number of studies emphasized the existence of such a "medical arms race" but do not provide adequate empirical evidence about the underlying innovation dynamics among neighboring hospitals. We ask whether a hospital responds to an increase in service innovation activities from neighboring hospitals by increasing their own service innovativeness. Further, we argue that the reaction is moderated by hospitals' structural characteristics (degree of specialization, ownership) and market characteristics (market competition) and, thus, aim to resolve conflicting evidence of prior studies. Our hypotheses are tested by applying a spatial econometric analysis of German hospitals' implementation of new medical procedures from the years 2012 to 2019. Our results show a positive spatial effect of neighbors' innovation activity on the focal hospitals' service innovativeness. We found as well support for the moderating role of the structural and market characteristics. Our study highlights the importance of considering the spatial perspective on service innovation, which also contribute to a deeper understanding of the underlying dynamics of the medical arms race.

TIM: **Attaining Optimal Distinctiveness in Technological Positioning: A Multi-dimensional Perspective**

Author: **Veethica Smriti**, *Indian Institute of Management Bangalore*
Author: **Sai Krishna Yayavaram**, *Indian Institute of Management, Bangalore*

The strategic balance literature suggests that firms that have an intermediate level of similarity with their rivals are optimally distinctive and can achieve a balance between the pressures of conformity and competition. We examine optimal distinctiveness in the context of technological positioning and contend that the optimal level of distinctiveness for a firm depends on whether it is located in the core or the periphery of the industry. Further, we argue that similarity with the nearest rivals is more relevant that similarity with all the rivals in the industry or with the industry as a whole. Maintaining an intermediate level of similarity is not the only way that firms can achieve the optimal level of distinctiveness. Specifically, we hypothesize that core firms that are similar to their immediate rivals in domain knowledge but dissimilar in architectural knowledge achieve high levels of invention performance. We also hypothesize that firms that have a high level of technological complementarity with their immediate rivals also achieve high levels of invention performance, especially when they are in the core. We tested these hypotheses with patent data from the medical devices industry and found support for them.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1360** | Submission: **20318** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

Learning and Innovation Track: Knowledge Transfer & Mobility

Session Moderator: **Xiaolan Fu**, *U. of Oxford*

TIM: **Intrafirm Mobility and Innovation Performance – Individual-level Evidence**

Author: **Xiaolan Fu**, *U. of Oxford*
Author: **Xuechen Ding**, *U. of Oxford*

Employees are considered key sources of innovative ideas in organizations. Previous literature has confirmed the benefit of interfirm mobility of employees in knowledge sharing and transfer. Despite the obvious mechanism, relatively little research has examined how intrafirm mobility influences innovation performance and opened up the black box of how various types of internal mobility influence individual innovation performance differently. Furthermore, how the intrafirm mobility interacts with the personal and organizational characteristics in the process. This study uses a unique dataset on intrafirm mobility and patent application of 1344 employees from a Fortune 50 multinational company in an emerging country. The empirical results show that intrafirm mobility has a significant and positive effect on employee's innovation performance. However, the frequency of mobility presents an inverted U-shape relationship with innovation performance. Besides, mobility in the form of cross-department mobility has a more significant and positive effect on employee's innovation performance than within-department mobility, voluntary mobility has a more significant and positive effect on individual innovation performance than passive mobility. We also find that the mover's absorptive capability and new team's collaboration play a moderating role in the relationship between intrafirm mobility and individual innovation performance. Finally, managerial implications and future research directions are discussed.

TIM: **Knowledge Transfer and PhD's Attraction and Retention: What Impacts their Geographical Mobility?**

Author: **Jérémy Orsat**, *GSEM - U. of Geneva*
Author: **Michel Ferrary**, *GSEM - U. of Geneva & Skema Busines School*

Countries invest in academic research to nurture innovation. The policy maker issue is to transfer academic knowledge to their national innovation ecosystem. Most of research focuses on patent licensing. We propose an alternative instrument by considering PhD geographical mobility as a conveyor of knowledge transfer. A majority of PhD students in academic research are foreigners, which raises the question of their attraction and retention in the training country. Three alternative explanations are explored: rational choice, cultural proximity and migration policy. Since mobility and knowledge transfer phenomena are intertwined, it is vital for policy makers to understand the factors behind PhD graduates' mobility. We explore the mobility of the PhD population of a Swiss university at their enrollment and after their graduation. We found evidence for rational choice, cultural proximity and adaptation to migration policies, but with a prominence of the cultural proximity effect. This cultural proximity effect is stronger for attracting prospecting PhDs that for keeping them after their graduation. A rational choice is observed for their attraction but not for their retention, showing that economic factors play a role in the choice of studies but not in the choice of career. A labor policies effect is observed for both attraction and retention of PhDs. We contribute to the knowledge transfer literature by analyzing the drivers of PhD graduates' professional mobility on two momentums. We also contribute to the debate on migration regulations by stressing how countries loose access to potential talents depending on their migration policies.

TIM: **Exploring the Direct and Indirect Routes of Inter-unit Knowledge Transfer** 💻

Author: **Tomoyuki Shimbo**, *Kanto Gakuin U.*
Author: **Motohiro Nakauchi**, *Aoyama Gakuin U.*

This study focuses on inter-unit knowledge transfer within a firm. We could argue that there are two types of routes for gaining knowledge from other units: direct and indirect routes. The direct route means that acquirers gain knowledge from other units directly, while the indirect route means that acquirers gain knowledge from other units indirectly through boundary spanners (BSs) in the same unit. However, we were unable to find any studies that focus on the two routes and clarify the mechanisms thereof. Therefore, we focus on the network characteristics of knowledge providers, including BSs, and examine how their networks (centrality and structural holes) affect inter-unit knowledge transfer by the direct and indirect routes. The analysis results illustrated three points. First, the centrality of knowledge providers facilitates knowledge transfer by the direct route. Second, the centrality of providers inhibits knowledge transfer by the indirect route. Third, providers' networks connecting structural holes facilitate knowledge transfer by the indirect route. We found "three steps of communication flow" in which BSs explore knowledge in other units and translate it to only a limited number of members in the same unit rather than a large number of members, and the limited number of recipient members in the unit should proceed to transmit the knowledge to the rest of the unit.

TIM: **Two Channels of Intra-firm Knowledge Transfers for Exploration: The Effects of Inventors' Networks (WITHDRAWN)** 💻

Author: **Motohiro Nakauchi**, *Aoyama Gakuin U.*
Author: **Tomoyuki Shimbo**, *Kanto Gakuin U.*

This paper focuses on intra-firm knowledge transfer for exploration. There are two types of knowledge transfers: intra- and inter-unit transfers. Prior studies have shown that interpersonal networks can resolve the difficulty of absorbing knowledge in inter-unit transfers, but they do not focus on the difficulty of gaining novel knowledge via intra-unit transfers. Therefore, we pay attention to the various problems in both types of knowledge transfers and examine how knowledge providers' networks affect intra- and inter-unit knowledge transfers. The analysis illustrated four points. First, knowledge providers' networks connecting structural holes promote intra-unit transfer. Second, the centrality of providers and intra-unit transfer have an inverse U-shaped relationship. Third, the centrality of providers promotes inter-unit transfer. Fourth, the relationship between providers' networks connecting structural holes and intra- and inter-unit transfers is positively moderated by the centrality of the providers. We also found that an inventor's deep exploitation of intra-unit knowledge could promote other inventors' exploration beyond unit boundaries, and we consider this to be a new pattern of the balance between exploration and exploitation.

TIM: **Am I Not Interesting Anymore? Lab Closures and Technology Repurposing**

Author: **Thiago J. Soares**, *Insper Institute of Education and Research*
Author: **Raphael Martins**, *New York U.*

This paper examines to which extent firms' new technologies still rely in the inventions produced in R&D laboratories that the firm decided to shut down. We employ a difference-in-differences (DiD) approach to compare technologies from closed labs with similar inventions within the firm that were created in labs that remained open. Our results suggest a negative relationship between a lab's closure and the use of its stock of knowledge in the focal firm's subsequent inventions. We further investigate how much of this effect is due to specific attributes of the technologies' inventors and how much of it is due to the proximity of technologies to the focal firm's core capabilities. We find that the negative relationship we observe is stronger for inventors with higher amounts of social capital. This relationship is also stronger for technologies that are close to the focal firm's core competencies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Innovation and Entrepreneurship Track: Fostering Entrepreneurship

Session Moderator: **Claudia Frosi**, *Department of Management and Technology, Bocconi U.*

TIM: **Is it a Match? Training Entrepreneurs to Make Decisions Favors the Prepared Mind**

Author: **Claudia Frosi**, *Department of Management and Technology, Bocconi U.*
Author: **Myriam Mariani**, *Department of Management and Technology, Bocconi U.*
Author: **Luisa Gagliardi**, *Department of Management and Technology, Bocconi U.*

This study investigates the role of entrepreneurs' personal background on the absorption and portability in follow-on occupations of a training course that teaches them to use a theory-based approach to decision-making. We argue that having a background in theoretical disciplines (relative to applied fields of education) allows entrepreneurs to better absorb the decision-making training and to apply it also after the training is over, across contexts and over time. Data from a randomized controlled trial on 136 entrepreneurs confirm the existence of a reinforcing effect between the training course entrepreneurs receive and their pre-existing education background. Specifically, by the end of the training program, entrepreneurs with theoretical domains become more conservative about their entrepreneurial ideas when trained with a theory-based approach to decision-making (i.e., they terminate their entrepreneurial idea more often). After the training ends, they apply this approach to new undertakings, founding new ventures or taking up occupational roles that involve key characteristics of the theory-based approach.

TIM: **Founder Human Capital, Start-up Subsidies, and Innovation: Evidence from New Ventures**

Author: **Gary Chapman**, *U. of Nottingham*
Author: **Hanna Hottenrott**, *TUM School of Management, Technische U. München*

While it is recognised that innovation treatment effects are heterogeneous, our understanding of how and which new ventures can achieve superior innovation treatment effects from public start-up subsidies remains limited. Using the resource-based view and insights from the innovation and entrepreneurship literatures, we develop a theoretical framework concerning the effects of founder human capital in enabling subsidised new ventures' innovation activities to benefit from public support. Using detailed data on new ventures founded in Germany, we show that founder human capital plays an important role but that not all human capital matters equally. Specifically, founder specific human capital, and particularly founder entrepreneurship and innovation experience, equips new ventures with advantages that enable them to generate superior innovation treatment effects from start-up subsidies. The role of general human capital, on the other hand, is more mixed. These findings contribute to research on the effectiveness of start-up policy instruments by showing that differences in founder human capital offer a fundamental explanation for why treatment effects vary substantially. We discuss the implications for theory and policy.

TIM: **Engaging with AI in Entrepreneurial Ecosystems: Dynamics of Delegation-based Interventions**

Author: **Sujith Nair**, *BI Norwegian Business School*
Author: **Angelos Kostis**, *Umeå U.*

Entrepreneurial ecosystems literature outlines interventions that facilitate entrepreneurial actions and interactions. In this paper, our theorizing turns attention to delegation dynamics emerging when ecosystem service providers engage with AI to support new venture creation within entrepreneurial ecosystems. The fast-paced decision-making and the inherent cognitive and social biases in such uncertain and complex environments make learning and adaptation—and the resulting heuristics used by facilitators for interventions—flawed. While AI can facilitate more effective interventions in this context, prior research has paid scant attention to how the specific facilitating potential of AI may manifest. We introduce the notion of delegation-based interventions and delve into specific mechanisms by which artificial intelligence make ecosystem service providers' interventions within entrepreneurial ecosystems more effective. We contribute to entrepreneurial ecosystems literature by showing how the mindful engagement with artificial intelligence help reduce the biases, noise, and bounded rationality in facilitating entrepreneurial actions and interactions within the complex and uncertain environments that EEs present.

TIM: **The Impact of Artificial Intelligence on Entrepreneurial Firms**

Author: **John Anthony De Leon**, *Texas A&M U., Corpus Christi*
Author: **Catalin Dinulescu**, *Tarleton State U.*
Author: **Brian Martinson**, *Tarleton State U.*

While some believe that artificial intelligence (AI) is poised to create the Fourth Industrial Revolution, others argue that AI is simply another tool firms will use to compete. We apply a theoretical framework created to examine the impact of digital transformation to test the impact of AI on young entrepreneurial firms. Using a sample of 2,714 young entrepreneurial firms across industries we examine if firms specializing in AI differed in funding, revenue, the number of founders, or employees compared to their peers. We find that firms specializing in AI secured funding rounds faster, had higher revenues, and had more employees than non-AI firms. We failed to find significant relationships regarding differences in founding team size.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1362** | Submission: **20316** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Learning and Innovation Track: Knowledge Networks

Session Moderator: **Manuel David Gomez-Solorzano**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

TIM: **Autonomy in R&D Projects and Breadth of Knowledge of Informal Ties**

Author: **Manuel David Gomez-Solorzano**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

Considerable research has established the performance implications of knowledge mobilization through individuals' informal ties. Scholars have also delved into how the formal structure and the informal patterns of interactions in organizations intermingle. Less is known, however, about how formally designed organizational elements influence what flows through these informal ties. I develop and test a theory about how the formal organization of innovative activities influences the type of knowledge individuals choose to acquire from one another. In particular, I study knowledge ties among researchers working in a R&D laboratory in a global pharmaceutical company. Results show that delegation decisions in R&D projects have nonlinear effects on whether researchers choose to broaden the content of their ties to knowledge domains not defined by their assigned projects. My findings reveal the nuanced relationship between formal and informal organization, suggesting new implications for the organization of innovative activities within firms.

TIM: **Interplay between Intrafirm Inventor Network Structure and Extant Radical and Incremental Knowledge**

Author: **Donggyu Kim**, *KAIST College of Business*
Author: **Byungchae Jin**, *Korea Advanced Institute of Science and Technology (KAIST)*

There has been a theoretical debate regarding the relationship between a firm's knowledge stock and its innovation performance. To address this debate, we decompose a firm's accumulated knowledge into radical and incremental knowledge and highlight the moderating role of the structure of intrafirm networks among inventors who create the knowledge stocks. Using a panel of U.S. publicly-traded firms during 1990-2010 and information on all U.S. patents finally granted until 2019, we empirically demonstrate that each firm's accumulation of radical (incremental) knowledge enhances (reduces) its R&D productivity. We further find that a highly connected intrafirm inventor network strengthens the positive (negative) effect of extant radical (incremental) knowledge, while a highly clustered network weakens the positive (negative) effect of extant radical (incremental) knowledge.

TIM: **How Network Dynamics Affect Firm's Innovation Performance: From the Lens of Innovation Communities**

Author: **Guannan Xu**, *Beijing U. of Posts and Telecommunications*
Author: **Ning Kang**, *Beijing U. of Posts and Telecommunications*
Author: **Gaoya Li**, *Beijing U. of Posts and Telecommunications*
Author: **Yuan Zhou**, *Tsinghua U.*

Existing literature investigating how network characteristics influence innovation has equivocal results. The reasons for these inconsistent findings may lie in the lack of a dynamic and mesoscopic perspective. Therefore, this paper explores the impacts of network dynamics on firms' innovation from the lens of innovation communities. We proposed a conceptual model of how within-community structural holes, cross-community institutional holes, and community dynamic membership turnover affect firm innovation, with the contingency of firms' coreness in the innovation community. To test the hypotheses, we conducted an empirical study in the global 3D printing industry from 1995 to 2016. The innovation communities are identified by Louvain topological algorithm based on large-scale collaboration networks. The findings suggest that a firm can reap innovation benefits from within-community dynamic structural holes and cross-community dynamic institutional holes. And community dynamic membership turnover has an inverted U-shape effect on firms' innovation performance. Moreover, a firm close to the periphery position can benefit more from cross-community dynamic institutional holes and community dynamic membership turnover. This paper contributes to inter-organizational network theory by introducing an innovation community lens and a dynamic perspective.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1363** | Submission: **20282** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Open Innovation Track: User & Crowd Innovation

Session Moderator: **Sebastian Niederberger**, *ETH Zürich*

TIM: **The Scientific Approach to Decision-Making at the Collective Level: An Empirical Study**

Author: **Sebastian Niederberger**, *ETH Zürich*
Author: **Anja Schulze**, *U. of Zurich*
Author: **Petra C. Schmid**, *ETH Zürich*

Research has demonstrated benefits of the scientific approach to decision-making for individuals' predictive ability in innovation related settings. We move this research from the individual to the collective level. Pursuing this shift in the simplest possible way, we study crowds (i.e., non-interactive groups). We conduct an online experiment and find that crowds that use the scientific approach attain a higher predictive accuracy compared to crowds using the intuitive approach. This advantage increases with the complexity of the prediction task. Further, we elicit the underlying mechanism of this relationship. Importantly, we find that deploying the scientific approach at the collective level is associated with lowering prediction diversity and inducing systematic errors. As a result, the improvements that can be obtained by the scientific approach do not translate completely to the collective level. Theoretical implications are discussed.

TIM: **Experimentation-driven Product Innovation in User-Communities: The Community Engagement Dilemma**

Author: **Ryan Allen**, *U. of Washington*
Author: **Robert Bremner**, *Stanford U.*
Author: **Rory Morgan McDonald**, *Harvard U.*

This study investigates experimentation-driven product innovation in user communities. Prior research has largely focused on the innovation benefits of leveraging users and user communities as an experimentation resource. In this paper, we posit that reaping the innovation-related benefits of experimentation is contingent upon the degree to which the community represents demand in the broader market. However, at the same time, failing to incorporate the feedback from engaged users may lead to losing the support of the community. Jointly, we suggest that firms face a community engagement dilemma: incorporating feedback from engaged but non-representative niche communities has the potential to mislead innovation efforts, but ignoring that feedback may stunt the development of the community resource. Using longitudinal and interview data on experimental PC game development, we find that adapting games in response to community engagement increases games' commercial performance on average, unless the game's user community is concentrated in a narrow market segment. Such narrowly concentrated niche communities give signals of market demand that, when incorporated into the game, can decrease the game's appeal to broader audiences. But, failing to respond to customer feedback leads to reduced engagement later on, especially in concentrated communities.

TIM: **Good for the Crowd, Good for the Market? A Study of Crowd-Generated Ideas and Product Market Success**

Author: **Heeseung Lee**, *Hong Kong Baptist U.*
Author: **Likoebe Maruping**, *Georgia State U.*

A fundamental challenge in product innovation is the informational gap between a firm's understanding of opportunities and actual needs in existing and untapped markets. Crowd-based digital platforms have been touted as an avenue to address this informational challenge. However, there remains a fundamentally unsubstantiated assumption regarding the efficacy of such platforms to capture and aggregate crowd information in a way that enhances product innovation success. We examine the extent to which innovation crowdsourcing communities enable firms to gauge demand preferences and unmet needs as manifested in two key ideation outputs: idea popularity and novelty. We theorize and empirically test the implications of these two attributes for product innovation performance based on evidence from Salesforce. Our findings shed light on the role of digital platforms as a useful aggregator of market information and shift the emphasis from the ideation phase of crowds' knowledge engagement to their value proposition in the market.

TIM: **Intrinsic Self-rewards for Participating in Household Sector User Innovation: Lessons from a Survey**

Author: **Xintong Wu**, *School of Economics and Management, Beijing U. of Chemical Technology*
Author: **Liang Mei**, *National School of Development at Peking U.*

Household sector (HHS) user innovation has been recognized as a prevalent type of innovation. However, few studies have examined the non-pecuniarily self-driven motivations of HHS user innovation. This study emphasizes intrinsic self-rewards (ISRs) according to self-determination theory and explores the effect of altruistic ISRs on HHS user innovation upon a large-scale survey in China. Furthermore, we incorporate a social facilitation factor, the partnering relationship involving partnering size and partnering closeness, and investigate their moderating effects on the relationship between altruistic ISRs and HHS user innovation. The results indicate that individuals participating in HHS user innovation are positively motivated by altruistic ISRs. Besides, the partnering size strengthens the effect of altruistic ISRs on HHS user innovation while the partnering closeness dilutes the effect. By uncovering this motivation antecedent and the social facilitation conditions, this study provides theoretical contributions and managerial implications to HHS user innovation.

TIM: **Well-Connected for the Crowd: Which Network Structures are Conducive to Crowd-open Innovation?**

Author: **Lukas Vogelgsang**, *Ludwig Maximilian U. of Munich (LMU)*

Crowd-open forms of organizing innovation are becoming increasingly prevalent. Yet, there is scant insight about which network structures are most conducive to innovation performance in these new modes of governance. Drawing on social capital theory, we argue that crowd-open innovation settings need network structures critically different from those in hierarchical contexts. Concretely, we highlight the role of structural closure to provide trust and shared understanding as a complementary fit to crowd-open innovation. In contrast, we follow extant literature in that hierarchical-closed innovation profits from brokerage positions accessing non-redundant sources of information. We test our hypotheses in a project-level model employing data from 10,250 board games developed between 2009 and 2021. Our results provide strong evidence that the values of projects´ network structure to produce both novel and valuable innovation depend on the underlying governance arrangement. As such, we contribute to extant innovation management theory by explaining why and how 'better connected for innovation' means different things in hierarchical-closed vs. crowd-open innovation environments.

KEY TO SYMBOLS

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Session Type: **Paper Session**
Program Session: **1364** | Submission: **20310** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Innovation and Competitive Strategy Track: Technology & Knowledge Acquisition

Session Moderator: **Ully Yunita Nafizah**, *Warwick Business School*

TIM: **Customer Knowledge Acquisition Channels and Technology Investment**

Author: **Ully Yunita Nafizah**, *Warwick Business School*

Customer knowledge has been acknowledged as one critical source of innovation. This paper identifies three channels through which firms acquire knowledge from different types of customers and geographic proximity customers: collaboration with local customers, collaboration with extra-regional, and exporting activity. This paper focuses on how each channel of customer knowledge acquisition influences firms' innovation performance. Our empirical analysis is based on four waves of the UK Innovation survey collected between 2015 and 2021, comprising around 7,000 observations. OLS and probit regression models are used to investigate the innovation benefits of each channel of customer knowledge acquisition channel. In addition, we explore how firms' technology investment complements customer knowledge acquisition. Our results highlight the role of each channel of customer knowledge acquisition and the complementary effect of technology investment on innovation. We find the higher innovation benefits of collaboration with local customers and the potential substitution effect of local and extra-regional collaboration, suggesting that firms could choose either type of customer collaboration strategy, with local collaboration as the preferable strategy. Our finding also highlights the innovation benefits of exporting activity, confirming the learning-by-exporting activity. While we find evidence of the complementary role of technology investment, our finding highlights the diminishing innovation benefits of technology investment due to geographical barriers. Our results emphasize the importance of customer knowledge acquisition on innovation and the geographic challenges in the knowledge acquisition process, technology investment, and innovation.

TIM: **Negative Consequences of Being Acquired on New Product Quality**

Author: **Jongsoo Kim**, *Hong Kong Baptist U.*
Author: **Moonsik Shin**, *Chapman U.*
Author: **Joon Mahn Lee**, *Seoul National U.*

Technology acquisition is an effective way for firms to acquire new technologies and develop novel products. However, prior literature overlooks the negative consequences on acquired firms' new product quality. Thus, we examined the new product quality of acquired firms and argue that being acquired is likely to disrupt their innovation process. We tested our hypotheses using U.S. medical device-level data and the device's quality failure. We found evidence that a device produced by an acquired manufacturer is likely to be recalled due to quality failures post-acquisition period. However, the incidents of quality failure decreased as time progressed after post-acquisition. Furthermore, when acquiring and acquired firms are familiar with their technologies pre-acquisition and the acquired firm's CEO remain post-acquisition, the risk of product quality failure is less pronounced. Our results suggest that product quality failure can be another consequence of being acquired.

TIM: **Information Disclosures and Contracting for Technology Acquisitions**

Author: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*
Author: **Sandip Bisui**, *Purdue U.*
Author: **George Chondrakis**, *ESADE Business School*

Material adverse change (MAC) clauses and contingent earnouts are important contractual mechanisms used to protect acquirers from the risk of adverse selection. Yet, the extant literature has not sufficiently explored the antecedents to their use, in particular within the context of technology acquisitions. In this study, we take advantage of the passage of the American Inventors Protection Act (AIPA), which disseminated information through the publication of patent applications, and explore the impact of innovation disclosures on the design of technology acquisition contracts. Our analysis suggests that deals disproportionately affected by AIPA have less expansive MAC clauses and are less likely to feature contingent earnouts. These results provide new evidence linking the use of MAC clauses and earnouts with acquisitions subject to information frictions.

TIM: **Cross-border M&As and Growth Option Value: Technological Diversity, Uncertainty and Correlation**

Author: **Rene Belderbos**, *KU Leuven, Faculty of Economics and Business*
Author: **Luca Del Viva**, *ESADE Business School*
Author: **Lenos Trigeorgis**, *Durham U.*

Taking a real options perspective, we argue that, compared with domestic M&As, cross-border M&As have positive performance implications for acquirers in terms of an increase in growth option value when acquisitions increase the diversity of the acquirers' technology portfolio. This influence is greater if the target's foreign market exhibits higher economic uncertainty and lower correlation with the domestic market. While cross-border M&As may result in lower profitability in the short term, the exercise of embedded real options makes acquirers experience higher profitability in the long term. We find support for these conjectures in an analysis of M&As by U.S. listed firms during 1991-2014. Our findings reconcile contrasting previous findings on the performance of cross-border M&As.

TIM: **Like Seeks Like in the 'Digital Age'? On the Role of Similarity in Firms' Acquisition Behavior**

Author: **Johanna Deperi**, *U. of Brescia*
Author: **Olivier Bertrand**, *Fundação Getúlio Vargas/EBAPE*
Author: **Lionel NESTA**, *OFCE-SciencesPo Paris / GREDEG U. Côte d'Azur (UCA)*

The rise of the 'digital age' fundamentally challenges how acquiring firms seek to create and add value through their selection of targets firms. This study aims at investigating how digital firms' characteristics influence the creation of unique dyad-specific synergies in the selection of a potential target firm. Recognizing that digital firms are inherently distinct from non-digital firms in their digital resources and digital technologies, we argue that these distinctive particularities can moderate the effects of market and technological similarity on the choice of target firms. Comparing large U.S. publicly traded digital and non-digital acquiring firms, we empirically show that digital firms value product-market similarity and technological similarity differently. Our findings reveal that digital firms' characteristics reduce the effect of product-market similarity on their likelihood of acquiring a potential target. The findings also indicate that the effect of technological similarity on the likelihood of acquiring a potential target is stronger for digital than non-digital firms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1365** | Submission: **20299** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation and Competitive Strategy Track: Innovating in Times of Crisis

Session Moderator: **Sawan Rathi**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

TIM: **Hybrid Innovation Management: Managing Distributed Innovation in the Post-pandemic Era**

Author: **Marina Konrad-Maerk**, *U. of Innsbruck*
Author: **Johann Fueller**, *U. of Innsbruck*
Author: **Anne Gfrerer**, *IU International U. of Applied Sciences*

The COVID-19 pandemic forced firms worldwide to find new ways to use technology to digitize their innovation management. Against this backdrop, there is a growing interest in the question of how virtual collaboration and the associated use of ICT (Information Communication Technology) are changing traditional innovation management processes. Using an affordance lens, we conducted semi-structured interviews with a heterogenous group of 20 innovation managers from different industries to provide an exploratory view on innovation management during the pandemic. Our findings unveil three key affordances related to ICT-enabled innovation management processes: flexibility & speed, global collaboration, and information & data sharing. However, these affordances also come with a set of constraints, including individual constraints (e.g., lack of digital literacy or face-to-face creative exchanges), as well as structural constraints such as reliance on haptic artifacts for physical innovation infrastructure (e.g., laboratory work). In light of these findings, we conclude by proposing a strategic renewal of traditional innovation management processes toward a hybrid innovation management model that leverages the advantages of both virtual and physical innovation spaces and mitigates the constraints accordingly. This new hybrid innovation management model may serve as a new governance mechanism to manage distributed innovation in the post-pandemic era.

TIM: **Pandemic Shock and Technology Replacement: Evidence from EMR Data on High-end Medical Treatment India**

Author: **Sawan Rathi**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*
Author: **Anindya Chakrabarti**, *Indian Institute of Management, Ahmedabad*
Author: **Chirantan Chatterjee**, *U. of Sussex*
Author: **Anthony Vipin Das**, *LV Prasad Eye Care Institute*
Author: **Raja Narayanan**, *LV Prasad Eye Care Institute*

New technology adoption is driven by a troika – demand-pull, technology-push, and institutions shaped by market and non-market forces. In technologically laggard countries, often this process is slowed due to frictions arising from the fact that the new technology has to replace an established older technology. In this paper, we exploit the COVID-19 pandemic shock to examine how intraorganization technology replacements occurred due to concurrent shifts in the demand and the supply side. Specifically, we focus on the adoption of a highend medical technology, Optical coherence Tomography Angiography (OCTA), by ophthalmologists to diagnose prevalent eye diseases – replacing less costly and older technology OCT. We use novel Electronic Medical Records (EMR) data from one of the largest eye-care hospital chains in India that treats both non-paying and paying patients with a not-for-profit orientation. In a differencein-differences setup, we consider non-paying patients as the treatment group and paying patients as the control group. We find that visual acuity among the pool of non-paying patients worsened during lockdown. Demand-pull generated through increased impairment propelled OCTA adoption by 21.6% points, predominantly facilitated through technology-push by young physicians. Higher adoption of OCTA, in turn, contributed to improving the eyesight of the non-paying patients. Our results go through various robustness checks and we conclude discussing the managerial and policy implications of our findings.

TIM: **Buying Behaviors during Crises: A Health Belief and Competitive Arousal Perspective**

Author: **Muhammad Waleed Ayub Ghouri**, *U. of Electronic Science and Technology of China*
Author: **Guofeng Wang**, *U. of Electronic Science and Technology of China*

Crises in the past have shown some devastating impacts on the global economy while bearing a long-lasting nature. The after-effects always bring some dynamic and rigorous challenges for businesses and governments which have always been a point of discussion for scholars. Recently, the world confronts a gust of outbreak (i.e., COVID-19 pandemic) that has emaciated the global economy and left everyone including people and government with uncertainties, fear, and many psychological impairments. One of the headwind features utilized by consumers was panic buying which needs to be explored in various contexts for policymakers and practitioners. To address this, gap the study deploys the moderated mediation mechanism which integrates the health belief model (HBM) and competitive arousal theory to excavate the underlying notions behind panic buying with the intrusion of evolved real-time psychological disorders (i.e., intolerance of uncertainty (IU) and cyberchondria). The study is enacted as a natural experiment in a south Asian developing economy. Online surveys were disseminated during the crisis in the region. Our findings reveal the positive impact of health beliefs (i.e., perceived severity and perceived scarcity) on perceived arousal which causes panic buying. Moreover, our study also signifies the sturdiest role of perceived arousal as a mediator. Besides, the study investigates the distinctive role of boundary conditions under different psychological strains. Theoretical and practical implications are further elaborated.

TIM: **Economic Crises and the Evolution of Innovation Networks: A Contextual Approach**

Author: **Amit Kumar**, *Warwick Business School*

This study extends our understanding of the drivers of network evolution by taking a contextual approach to network dynamics. We study how exogenous crises, stemming from macroeconomic conditions, influence the logic driving tie formation and regional network structure. Existing research on social capital has identified two perspectives on network formation: an instrumental approach and a community-oriented approach. Based on behavioral research, we propose that individuals shift their behavior from advancing their own interests to pursuing the collective good of their local community when facing an external crisis. Thus, we expect an increase in network connectedness and a reduction of inequality in degree distribution in communities hit by a crisis. We tested our hypotheses using data on regional collaboration networks between inventors within US Metropolitan Statistical Areas between 2002 and 2014. Our results support our propositions: we show that regional innovation networks become more connected and less hierarchical during crises, while they become less connected and more centralized in periods of economic growth.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1366** | Submission: **12354** | Sponsor(s): **(TIM, STR, CTO)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Transformation of Business Management and Production in the Era of AI

Organizer: **Xiaoshu Bei**, *U. of Colorado, Boulder*
Organizer: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Presenter: **Nan Jia**, *U. of Southern California*
Presenter: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Presenter: **Timothy James DeStefano**, *Harvard Business School*
Presenter: **Xiaoshu Bei**, *U. of Colorado, Boulder*
Discussant: **Vibha Gaba**, *INSEAD*

The papers of this symposium use a variety of theoretical and analytical approaches to study the processes and management in corporations that adopt AI technology and apply it in different areas. The authors, presenters and discussant represent a group of scholars deeply rooted in strategic management and technology innovation. Through this symposium, we seek to advance our understanding of how combining human labor and AI tools can change organizational performance and leadership in various settings. This symposium fosters the development of an important research agenda that studies the strategic, organizational and leadership changes associated with the adoption of AI technology. While focused on AI, we believe the theoretical insights and empirical findings of these research papers have broader implications for firms' strategic responses, management and adaptations to technological changes.

Redesigning Managerial Function in the Age of AI: How to Create Complementarity in AI-Manager Teams

Author: **Nan Jia**, *U. of Southern California*
Author: **Xueming Luo**, *Temple U.*
Author: **Fang Zheng**, *Sichuan U.*
Author: **Bo Xu**, *Fudan School of Management, Fudan U.*

Mitigating Uncertainty: Examining Leadership Change and AI Innovation Adoption

Author: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Author: **Wanyu Xu**, *National U. of Singapore*
Author: **Guoli Chen**, *INSEAD*

Does AI Enhance Decision Maker Learning and Subsequent Task Performance over Time?

Author: **Timothy James DeStefano**, *Harvard Business School*
Author: **Michael Menietti**, *Harvard Business School*
Author: **Luca Vendraminelli**, *Politecnico di Milano*

Labor Productivity and AI: AI Technical Capability and Labor Market Frictions on Task Allocation

Author: **Xiaoshu Bei**, *U. of Colorado, Boulder*
Author: **William G. Mitchell**, *U. of Toronto*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1367** | Submission: **13490** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 2:30PM - 4:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

Methodological Advances in Studying Construal Level in Organizations

Organizer: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Discussant: **Cheryl Wakslak**, *U. of Southern California*
Presenter: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Presenter: **Kalman Victor**, *New York U.*
Presenter: **Samantha Dodson**, *Sauder School of Business, U. of British Columbia*
Presenter: **Ori Levit**, *Tel Aviv U.*
Participant: **Pamela K. Smith**, *U. of California, San Diego*
Participant: **Batia Mishan Wiesenfeld**, *New York U.*
Participant: **Yaacov Trope**, *New York U.*
Participant: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Participant: **Kristina Diekmann**, *U. of Utah*
Participant: **Jesse Graham**, *U. of Utah, David Eccles School of Business*
Participant: **Guy Grinfeld**, *Tel Aviv U.*
Participant: **Nira Liberman**, *Tel Aviv U.*

People can mentally represent situations, people, and tasks at different levels, focusing on the details (i.e., construing concretely) or the big picture (i.e., construing abstractly). Despite the growing attention devoted by management scholars to construal level as a feature of cognition, methodological innovations are needed to allow researchers to better study construal-level within organizational contexts. This symposium presents four lines of research that use diverse research designs to advance measures and manipulations of construal level in varied contexts. The four papers examine cognitive construal in everyday work, context-specific linguistic abstraction in small natural language samples, construal-related stereotypes of social groups, and effectiveness of two common construal manipulations in the lab. This symposium aims to provide an opportunity for knowledge sharing and discussion among researchers, with a specific focus on methodological innovations that can advance construal level research in organizations.

Abstract and Concrete Construals in Everyday Work

Author: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Author: **Pamela K. Smith**, *U. of California, San Diego*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Construal Level in Small Natural Language Samples

Author: **Kalman Victor**, *New York U.*
Author: **Yaacov Trope**, *New York U.*

He Sees the Forest, She Sees the Trees: A Construal-Level Stereotype

Author: **Samantha Dodson**, *Sauder School of Business, U. of British Columbia*
Author: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Author: **Cheryl Wakslak**, *U. of Southern California*
Author: **Kristina Diekmann**, *U. of Utah*
Author: **Jesse Graham**, *U. of Utah, David Eccles School of Business*

The Effect of Abstract versus Concrete Mindset

Author: **Ori Levit**, *Tel Aviv U.*
Author: **Nira Liberman**, *Tel Aviv U.*

Session Type: **Meeting**
Program Session: **1368** | Submission: **20090** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 2:30PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Academese Be Gone! Writing for AMD's Discoveries-Through-Prose

Presenter: **C. Chet Miller**, *U. of Houston*
Presenter: **Christopher G. Myers**, *Johns Hopkins Carey Business School*

Learn more about AMD's Discoveries-through-Prose. Chet Miller and Chris Myers, members of the incoming editor team, will discuss the need for this exciting new approach and the early responses to it. Julia Bear, Michael Johnson, William Kahn, and Alessandro Piazza will describe their motivations and experiences in creating the first prose papers. Discoveries-through-Prose: https://aom.org/events/event- detail/2024/01/19/higher-logic-calendar/discoveries_through_prose

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1369** | Submission: **20019** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 2:30PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

TIM Best Dissertation Award Presentations

Representative-at-Large: **Ram Ranganathan**, *U. of Texas at Austin*
Representative-at-Large: **Denisa Mindruta**, *HEC Paris*
Program Chair: **Elena Novelli**, *Bayes Business School*
Presenter: **Jung H. Kwon**, *U. of Denver*
Presenter: **Ying Li**, *Department of Business Administration. U. Carlos III de Madrid*
Presenter: **Manav Raj**, *The Wharton School, U. of Pennsylvania*
Presenter: **Jungkyu Suh**, *NYU Stern School of Business*
Presenter: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

This session features presentations by the finalists for the 2023 TIM Best Dissertation Award. Please join us to engage with these scholars and celebrate their wonderful work!

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1370** | Submission: **20091** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 3:00PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 2**

Conversations With The Editors: AMJ

Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

Meet the editor of AMJ and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1371** | Submission: **21203** | Sponsor(s): **(TLC)**
Scheduled: **Monday, Aug 7 2023 3:00PM - 4:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **307**

TLC Debrief Meeting (Invite Only)

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1372** | Submission: **16076** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 3:30PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Social Entrepreneurship, Innovation and Social Impact

Moderator: **Katarzyna Bachnik**, *Hult International Business School*
Panelist: **L Caimacan**, *Hult International Business School*
Moderator: **Carina Paine Schofield**, *Hult International Business School - Ashridge*
Panelist: **Bogdan Prokopovych**, *U. of Massachusetts, Amherst*
Panelist: **Daniel Rukare**, *Hult International Business School*

The purpose of this panel symposium is to engage a group of three expert panelists in a formal, moderated, interactive discussion to (1) clarify and interpret the three terms: social entrepreneurship, innovation and social impact; (2) to explore any interdependencies and links between them; (3) to provide real-life examples; (4) to discuss latest technology and consumer trends that influence organizations to innovate and generate impact. The invited panelists will present their informed point of view focusing on one selected thread. They will situate their view in the broad context of business development and growth, and of the role of organizations in the communities they operate in. Space will be created for symposium participants to interact with the panelists, to get some definitive answers, based on the mini presentations delivered by the invited panelists and in the course of the follow-up discussion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1373** | Submission: **20514** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 3:45PM - 5:15PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Chan Hahn Best Paper Award Session

Session Moderator: **Yongcheng Fu**, *College of Management and Economics, Tianjin U.*

OSCM: **Budget Uplifting in Capital Projects: A Theoretical Model of Joint Value Production**

Author: **Yongcheng Fu**, *College of Management and Economics, Tianjin U.*
Author: **Nuno Gil**, *U. of Manchester*

This study develops the rudiments of a contingent perspective on the value of budget uplifts in capital projects. Budget uplifting is a policy to endow capital projects with unallocated funds to tackle unquantifiable uncertainties, creating a budget reserve that can be mobilized ex-post project approval to encourage nonmarket stakeholders to collaborate. Budget uplifts aim to help managers keep a project within budget while they address pressures to widen the project purpose after the investment is sanctioned. Using a formal model, we propose this form of financial 'slack' can be advantageous, but only up to a point. Hence, up to a lower threshold, we show slack enables to increase the project economic returns and the benefits appropriated by nonmarket stakeholders. But adding extra slack above an upper threshold is superfluous because it has no effect on the choice between cooperating vs. competing with these stakeholders. We examine how the slack thresholds vary with the organizational purpose of the project sponsors, the bargaining power of the nonmarket stakeholders, and the subjective value of the stakeholder benefits. We discuss implications to policy debates on the imperfections of methods to estimate budget uplifts and on trends towards collaborative procurement.

OSCM: **Last-Minute Coordination Between Warehouses: An Empirical Analysis in E-Commerce**

Author: **Kedong Chen**, *Old Dominion U.*
Author: **Hung-chung Su**, *U. of Minnesota*
Author: **Kevin Linderman**, *Penn State U.*
Author: **William Li**, *Shanghai Jiao Tong U.*

Warehouse has become the new storefront as e-commerce continues to prosper, but the operational efficiency of a warehouse is challenged when it strives to meet changing demand. Demand uncertainty in last-mile operations prompts last-minute coordination between warehouses, where they autonomously coordinate to transship and re-position inventory to fulfill customer orders. This study examines how last-minute coordination affects the operational efficiency of warehouses. We draw on the organizational information processing theory to understand the mechanisms. First, we demonstrate that demand uncertainty is an antecedent to last-minute coordination, using the method of Separable Temporal Exponential-family Random Graph Models (ST-ERGM). Then, we perform warehouse-level analyses and show that the more warehouses that a focal warehouse conducts last-minute coordination with, the lower the operational efficiency of the focal warehouse. Last, we examine the performance of the entire last-minute coordination network and find that a structure of high centralization improves the network-level operational efficiency. This study provides implications for warehouse managers and the central manager in charge of the warehouses.

OSCM: **Towards an Ecosystem Approach to Supply Chain Reconfiguration: An Explorative Case Study on the VCUK**

Author: **Xianwei Shi**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **William David Cordo Jimenez**, *Cambridge Design Partnership*
Author: **Yongjiang Shi**, *Cambridge U. Engineering Department*
Author: **Yufeng Zhang**, *Birmingham Business School, U. of Birmingham, UK*
Author: **Zheng Liu**, *Cardiff Metropolitan U.*

While extant literature on supply chain reconfigurations focuses primarily on reconfiguring or redesigning a supply chain for preestablished, ex-ante products, we show how a provisional supply chain may be configured for novel, ex-post products that are outside of suppliers' normal scopes of production. We conducted an inductive, qualitative study on the VentilatorChallengeUK, an industrial consortium established in response to an urgent call from the UK government in early 2020 to create a new ventilator supply chain, to cope with the spiking need for such medical devices amid the Covid-19 pandemic. Our grounded analysis shows that the process of reconfiguring a supply chain with entirely new sets of suppliers that are outside the medical device sector unfolds through the iterative transformation and (re-)embedding mechanisms between the supply chain and the wider ecosystem resources. By theorising an ecosystem approach, we shed new light on supply chain reconfigurations through collaborations beyond existing boundaries of supply chains upon the onset of large-scale disruptions. We also elaborate the usefulness of the ecosystem construct in the field of operations management by introducing supply chains as the key underpinnings of business ecosystems. Our findings inform managers and policy-makers in terms of how to cultivate the reciprocities between supply chains and the wider ecosystem to be better prepared for future disruptions.

OSCM: **Slaves at Sea – How Social Intermediaries Build Power to Mitigate Forced Labor in Supply Chains**

Author: **Miriam Michiko Wilhelm**, *WU Vienna U. of Economics and Business*
Author: **Vivek Soundararajan**, *U. of Bath*
Author: **Vikram Bhakoo**, *U. of Melbourne*
Author: **Andrew Crane**, *U. of Bath*
Author: **Alin Kadfak**, *Swedish U. of Agricultural Sciences*

Forced labor poses a significant risk in global supply chains. Its hidden nature leads to the failure of conventional buyer-led governance approaches, such as monitoring and auditing. In this paper, we highlight the role that social intermediaries (SIs), such as NGOs and worker rights organizations, can play in mitigating forced labor in global supply chains. So far, the role of NGOs has mainly been described as supporting buyer-led supply chain governance. Instead, we argue that SIs can play a more active role when they design and lead interventions that help vulnerable workers to claim their rights and thereby alleviate occurrences of forced labor. However, as SIs are external to supply chains, they need to build legitimate power with employer firms and migrant workers in order for these interventions to be effective. Based on a multiple case study of three SIs collaborating with one global seafood brand in Thailand to combat forced labor in their operations and supply chains, we identify several distinct sources of legitimate power of SIs. With respect to focal firms, the sources are: endorsement by influential referents, autonomy from the focal firm, and recognized forced labor expertise; and with respect to workers, the sources are: embeddedness in migrant worker communities and the building of goodwill trust with them. By dissecting the sources of power that bolster the legitimate position of SIs with the focal firm and workers, we contribute to the emerging debate on forced labor in supply chains and how it could be addressed beyond compliance-based supply chain governance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1374** | Submission: **19884** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

CAR Division Plenary: The Future of Work and Careers

Organizer: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Moderator: **Jos Akkermans**, *Vrije U. Amsterdam*
Panelist: **David Collings**, *Trinity College Dublin*
Panelist: **Anthony Klotz**, *UCL School of Management*
Panelist: **Laura McAndrews Little**, *U. of Georgia*
Panelist: **Connie Wanberg**, *U. of Minnesota*
Panelist: **Jelena Zikic**, *York U.*

In the last few years, the world of work as we know (or used to know) it has undergone fast-paced changes due to various external factors (e.g., COVID pandemic, remote work, 4-day work week, population aging, population migration, acceleration of AI adoption, just to name a few). In this plenary, we will have an interactive discussion with world-renowned panelists, who are all experts in different areas of work and careers. During this session, panelists will answer questions and discuss topics and trends that are affecting work and careers, including new modes of work, difficulties organizations have in attracting and retaining talent, how to deal and plan for AI-induced workplace changes, lack of workplace engagement, migrant work, and work-home (and gender-related issues) interface. Please join us to listen to these outstanding panelists and participate in such a timely and critical discussion in the world of work and careers.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1375** | Submission: **18084** | Sponsor(s): **(CM, OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Fostering Positive Relationships at Work: How We Approach Interpersonal Challenges

Organizer: **Yaoxi Shi**, *Imperial College London*
Participant: **Mindy Truong**, *U. of California, Riverside*
Discussant: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*
Presenter: **Christine Nguyen**, *Columbia Business School*
Participant: **Isaac Raymundo**, *Columbia Business School*
Participant: **Shai Davidai**, *Columbia Business School*
Participant: **Adam Galinsky**, *Columbia U.*
Presenter: **Coral HY Zheng**, *Cambridge Judge Business School*
Participant: **David Stillwell**, *Cambridge Judge Business School*
Presenter: **Yaxin Zheng**, *U. of Exeter Business School*
Participant: **Patrizia Vecchi**, *U. of Cambridge*

Interpersonal interactions are fundamental to organizations - they are essential for building and maintaining professional relationships, as well as attaining collective goals and achieving success in work performance. However, not all interpersonal situations are easy to navigate. Various challenges may occur when people interact and work together, which can adversely impact workplace relationships and performance. This symposium offers a more comprehensive understanding of difficult interpersonal situations people encounter in organizations and provides insights on how individuals can navigate effectively to achieve positive outcomes. The four presentations draw on empirical research conducted with a variety of methods (surveys, experiments, and natural language processing methods) to explore individuals' decision-making processes under challenging interpersonal contexts and the outcomes of different types of interactions. These contexts include ice-breaking in networking events, apologizing for mistakes made in teamwork, making rejections in communications, and collaborating remotely versus in person. This symposium will offer effective interventions that can guide individual interactions to enhance organizational outcomes.

What You Say in the Conversation Affects the Flow: Modeling Conversational Flow Using NLP Methods

Author: **Yaoxi Shi**, *Imperial College London*
Author: **Mindy Truong**, *U. of California, Riverside*
Author: **Nathanael Fast**, *U. of Southern California*

Insensitive but not incompetent:The effect of status and mistake type on the propensity to apologize

Author: **Christine Nguyen**, *Columbia Business School*
Author: **Isaac Raymundo**, *Columbia Business School*
Author: **Shai Davidai**, *Columbia Business School*
Author: **Adam Galinsky**, *Columbia U.*

Ghosted? Impacts of Rejection and Ghosting in Interpersonal Communication

Author: **Coral HY Zheng**, *Cambridge Judge Business School*
Author: **David Stillwell**, *Cambridge Judge Business School*

There Is No Place Like Home: How Working from Home Changes Our Perception of Colleagues?

Author: **Yaxin Zheng**, *U. of Exeter Business School*
Author: **Patrizia Vecchi**, *U. of Cambridge*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1376** | Submission: **10775** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Collegiality Under Threat?

Organizer: **Bill Harley**, *U. of Melbourne*
Organizer: **Peter Fleming**, *U. of Technology, Sydney*
Presenter: **Ulla Eriksson-Zetterquist**, *Ulla Eriksson-Zetterquist*
Participant: **Kerstin Sahlin**, *Uppsala U.*
Presenter: **Logan Crace**, *Alberta School of Business*
Presenter: **Joel Gehman**, *George Washington U.*
Participant: **Michael Lounsbury**, *U. of Alberta*
Presenter: **Jakov Jandric**, *U. of Edinburgh*

This symposium aims to stimulate debate, reflection and research on collegiality by management scholars. Collegiality as a set of values and practices is central to the idea of the university. Yet it appears that in many places collegiality is under threat from managerialism. In spite of its centrality to our institutions and working lives, collegiality has received remarkably little attention from management scholars. This symposium aims to stimulate debate, reflection and research on collegiality within the management discipline. It brings together four papers by teams of authors based in North America, Europe, the UK and Australia, which examine collegiality through different lenses. They are united by a concern with understanding collegiality and the threats it currently faces and encouraging discussion of how it might be protected and expanded.

Governance Dilemmas and Academic Freedom in Contemporary Universities

Author: **Kerstin Sahlin**, *Uppsala U.*
Author: **Ulla Eriksson-Zetterquist**, *Ulla Eriksson-Zetterquist*

An Unsettling Crisis of Collegial Governance

Author: **Logan Crace**, *Alberta School of Business*
Author: **Joel Gehman**, *George Washington U.*
Author: **Michael Lounsbury**, *U. of Alberta*

For Slow Collegiality

Author: **Peter Fleming**, *U. of Technology, Sydney*
Author: **Bill Harley**, *U. of Melbourne*

Colleagueship, Community and Communication of Intent at an Anonymous Business School

Author: **Jakov Jandric**, *U. of Edinburgh*
Author: **Rick Delbridge**, *Cardiff U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1377** | Submission: **20125** | Sponsor(s): **(CMS)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Exploring Leadership to Unpack its Power Asymmetries and Hegemonic Discourse

Session Moderator: **Mark Learmonth**, *Nottingham Trent U.*

CMS: **Recovering the Origins of Transformational Leadership for Democratizing Work**

Author: **Lauren Eaton**, *Victoria U. of Wellington*
Author: **Todd Bridgman**, *Victoria U. of Wellington*
Author: **Stephen Cummings**, *Victoria U. of Wellington*

Transformational leadership theory, originally developed by American political scientist James MacGregor Burns in the late 1970s and subsequently developed by management scholars, is arguably the best-known and most influential leadership theory in business. Transformational leaders are visionaries who engage with followers' higher-level needs and inspire them to deliver extraordinary outcomes for their organizations. Democracy was at the core of Burns' conception of transformational leadership: voters selected their leaders and voted them out if they failed to deliver on their visions. However, this was overlooked by those who introduced the theory to management studies. Drawing on the critical historical approach of intellectual history, we contrast the conventional representation of transformational leadership theory in business with Burns' original conception. We explore how and why the democratic foundation of the theory was lost, why this matters, and what can be done to recover it. We conclude that while critical management scholars generally see little value in transformational leadership theory, understanding and extending Burns' conception can contribute to debates on democratizing work by helping put workers front and center of decision-making.

CMS: **The Attractions of Leadership Discourse as Resource for Identity**

Author: **Mark Learmonth**, *Nottingham Trent U.*
Author: **Gerlinde Mautner**, *WU Vienna U. of Economics and Business*

Senior people in organizations are now often called leaders; and yet, it was only a few years ago that such individuals were generally known as managers, or even as administrators. On the face of it, this apparently mundane practice, now reproduced routinely in all sorts of texts – job advertisements, survey instruments and staff training programmes among many others – might seem innocent enough. However, we show empirically that the discourse of leadership can be understood as an identity resource that enhances elite power because the positive connotations of the term make the acquiescence and enthusiasm of subordinates (who can now be cast in a follower identity) more likely. We hope to challenge hegemonic representational practices and pave the way for other, more progressive forms of identity to emerge in organizational life.

CMS: **Despotic Leadership and Ideological Manipulation at Theranos: Towards a Theory of Hegemonic Totalism (WITHDRAWN)**

Author: **Dennis Tourish**, *U. of Sussex*
Author: **H. C. Willmott**, *Bayes Business School; Cardiff Business School*

This paper addresses despotic leadership and ideological manipulation in the workplace, and explores their detrimental consequences for employees and other stakeholders. The notion of 'hegemonic totalism' is advanced to account for how employees are often subordinated to the will of powerful elites. Our argument is illustrated through a case study of Theranos, a high prolife Silicon Valley bio-tech company that promised a revolution in healthcare diagnostics but was declared bankrupt in 2018. Its once much feted founding CEO, Elizabeth Holmes, has been sentenced to eleven years in prison for fraud. Analysis of empirical material on the company illustrates how business leaders may engage in despotic practices, while simultaneously invoking apparently positive ideals to enforce the performance of consent by employees. Following an exploration of the paradoxes and pathologies of hegemonic totalism, our study identifies three primary countervailing forces that act to limit its effects.

CMS: **Algorithmic Leadership and the Game of Business**

Author: **Sverre Spoelstra**, *Copenhagen Business School*
Author: **Nick Butler**, *Stockholm U.*

This paper reflects on the increasing role played by algorithms in management today by situating this trend in the context of a long-standing debate about the distinction between leadership and management. Our guiding question concerns the role of humans in what might be called 'algorithmic leadership', understood as an advanced form of algorithmic management that is making redundant some of the exceptional qualities that have traditionally been ascribed to 'true' human leaders. The paper recalls the chess-playing automaton known as 'the Mechanical Turk', developed by Wolfgang von Kempelen in 1770. For almost a century, the Turk, which was a mechanical illusion secretly operated by a human chess player, travelled through Europe and the US, beating some of the best chess players of its time. Today's strongest chess-playing computer engines, most notably Google's AlphaZero, are in no need of illusions to beat the world's best chess players and nor do they need human chess knowledge of any kind. They are fully self-taught and rely on an algorithm that can be put to work in many game-like environments. Given the widely shared idea that business itself is (supposed to be) game-like, we may legitimately ask what will happen to qualities like 'vision', 'gut-feeling', 'inspiration', and 'insight' – all characteristics that are traditionally ascribed to exceptional business leaders – when AI and machine learning further develops in the 'game-like' environment of business. Will such leadership qualities fall within the realm of the machine? What roles will be left for human leadership? And is the future of leadership a mechanical Turk reversed, i.e. not a machine that is secretly human, but rather a human face that hides an algorithmic machine?

Session Type: **Paper Session**
Program Session: **1378** | Submission: **20124** | Sponsor(s): **(CMS)**
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CSR Subjectivities and Pushing Institutional Boundaries

Session Moderator: **Jussara Pereira**, *FGV - EAESP*

CMS: **An Affective License to Operate?**

Author: **Jussara Pereira**, *FGV - EAESP*

Why do some victims/stakeholders begin to minimize their criticism of companies within their communities after an event of corporate irresponsibility? This article investigates how communities that have an economy strongly based on the extractive industry may develop an affective relationship with these companies. Moreover, we stated that those companies may exploit this relationship to pursue their own interests. Literature from the fields of Corporate Social Responsibility (CSR), Corporate Social Irresponsibility (CSiR), and the Social Licence to Operate (SLO) were mobilized to understand the phenomenon. Such concepts have been examined in management and organization literature through its normative foundations and instrumental approaches. In this article, we address a puzzle to CSiR and the SLO literature, adding an affective dimension through qualitative critical analysis. The paper explores a gap in the literature of CSiR, showing that past relations contribute to social identification between agents of the same social structure. It goes beyond mere public relations in the SLO literature, and, may affect claims against the company. It is also ambiguous since it incorporates the emotions around the relationship between companies and communities. The self-image of the city of Mariana as a mining town, together with the huge importance of the activities of Samarco to the municipality engendered affections, that gave Samarco what we call here an "affective license".

CMS: **The Adjuvant Middle Manager: An Ideological Subjectivity** ☯

Author: **Kerrie Howard**, *Royal Holloway, U. of London*

This article illuminates the importance of situational contingencies for understanding middle managerial subjectivities at work. Drawing from empirical research with middle managers in a large U.S. retail firm and the context of their additional responsibilities for corporate social responsibility (CSR), the paper explores conformist subjectivities variously constituted via ordering and tidying practices. Theoretically motivated by Mary Douglas's ideas on tidying and ordering rituals as micro-political relational practices that assist in day-to-day risk management and danger mitigation, analyses identify three key overly compliant subjectivities: acolyte, defender and myth maker. Conceptualized as an adjuvant middle manager, the paper explores the relevance of this subject in 21st century organizations. With this analysis, the paper makes a twofold contribution to literature. First, it highlights the extent to which middle managers subjectivities are shaped by situated micro-political relational practices perceived as locally necessary and protective. Second, the study offers a contribution to CSR literature on CSR agents and micro-CSR by showing how CSR practice is impacted variously by the subjectivities available to those implementing CSR.

CMS: **Repoliticizing Spirituality: A Collaborative Auto-Ethnography on Decolonial Identity Formation**

Author: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Simón Crisóstomo Loncopán**, *Observatorio Ciudadano Temuco*

How does the intended siting of an environmentally friendly hydropower project and its best-practice CSR impact the collective identity of an Indigenous community? We address this question through a collaborative autoethnography, told through narratives and visual aids (photos and a map drawn from Mapuche cosmovision) of one of the co-authors, a young Mapuche Indigenous leader in Chile. We draw from decolonial and Indigenous ontologies related literatures to help explain the processes of identity work and resistance. We posit the concept of 'politicized spirituality' to aid our understanding in how decolonial identity formations take shape and help in contesting CSR and mega (energy) projects. Consequently, we advance calls for scholars researching in decolonial contexts to re-politicize spirituality. Additionally, we desire that this article benefits the struggles of Mapuche and other Indigenous communities in having their collective rights respected in contexts of business projects. We end by offering future directions of research for scholars in CSR and (collective) identity work and recommendations to managers, practitioners and policymakers when attempting to engage with Indigenous peoples

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CMS: **How to Construct a Time Machine: Dialogic Organizing and Cybernetic Ethics Within the Anthropocene**

Author: **Marta Gasparin**, *Copenhagen Business School*
Author: **Steven D Brown**, *Nottingham Business School, Nottingham Trent U.*
Author: **William Green**, *Birmingham Business School, U. of Birmingham, UK*
Author: **Simon Lilley**, *U. of Lincoln, UK*
Author: **Martin Quinn**, *Lancaster U. Management School*
Author: **Michael Saren**, *U. of Leicester, Leicester, UK*

How can organizations become responsive in a meaningful way to events which may occur way outside the boundaries of their own lifespan? We are living in a time of considerable climate crisis. The challenges presented by the Anthropocene are such that a piecemeal, incremental approach to addressing them will not be sufficient. In order to 'become active' and effect the radical change required, organizational processes need to be situated in relation to flows of activities that stretch across the enormity of 'Earth time'. We will re-imagine the possibilities of dialogically affirmative organization in creating engagement, hope, and solidarity by proposing a novel organizational approach that refigures the dialogical basis of 'thinking in time' in relation to the Earth System. We build on the work of both Serres and Jarry to explore the conditions under which a dialogue between the temporalities of organizations and Earth time might be possible. We make four contributions. First, we draw a novel link between the concern with dialogical organization and wider issues around sustainability and the capacity of organizations to engage with the magnitude of entering the Anthropocene. Second, we present a series of conceptual experiments through which organizational time can be related to Earth time and show how duration – that time that makes 'us' – can be extended towards broader time 'outside us', and for this reason, we suggest that organizations should have a "Board of Indirectors", a board of human and non-human actors that reflect on the long-term impact of organizations on the Earth System. We make a series of practical recommendations that are intended, in the spirit of 'pataphysics, as 'imaginary solutions' that provoke thought beyond its current grounding in established business doxa. Finally, we sketch out how dialogues with 'ethernity' begin to coalesce as a 'cybernetic ethics'.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1379** | Submission: **20388** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Data, Technology, & Work

Session Moderator: **Mette Strange Noesgaard**, *Aalborg U.*

CTO: **Data Work on the Ground: Matching Data Work Requirements and Professional Matters of Concern**

Author: **Mette Strange Noesgaard**, *Aalborg U.*
Author: **Kasper Elmholdt**, *Aalborg U.*
Author: **Jeppe Agger Nielsen**, *Aalborg U.*

In this paper, we explore the role of data work in the digital age—the situated practices workers engage in to produce data. Existing studies point out that data affects organizational life tremendously, but we know little about how frontline workers balance data work requirements with professional matters of concern. Yet, gaining this understanding is essential as producing data on the frontline is the foundation of the data-driven organization. We conducted a four-year qualitative study of a large-scale data initiative in a Danish local government eldercare department requiring new documentation practices and massive data work among frontline workers. Our analysis reveals a tension between the new requirements for digital documentation and frontline workers' values and norms. We identified five relational strategies—supplementing, tinkering, postponing, complying, and aligning—to match data work requirements and professional matters of concern. We contribute to the emerging literature on data work by unpacking and conceptualizing how frontline workers apply relational strategies and discuss if—and how—this may challenge the objectives of creating a data-driven organization.

CTO: **Smartphone Use and Job Performance: How Executives Are Realizing the Full Potential**

Author: **Frederik Hesse**, *U. of St. Gallen*

The use of information communication technologies (ICTs) increases steadily and allows workers to stay constantly connected to their employers, colleagues, and customers. Especially executives make intensive use of ICTs for work-related purposes after-hours due to the many demands that come along with the managerial role. Given the intensive use of ICTs after-hours by many executives, the question arises whether this behavior is beneficial or detrimental to their respective job performance. Available studies give no clear answer, as they are characterized by two shortcomings. Firstly, studies on the effects of work-related ICT use after-hours have generally produced mixed results. Secondly, previous research on ICT use has focused primarily on employees without managerial roles. Taking into consideration the shortcomings of previous research, I build on the job-demands-resources model and the conservation of resources theory and develop and test an individual-level model explaining the association between an executive's after-hours work-related smartphone use and his or her job performance. Specifically, I argue that work-related smartphone use after-hours increases individual flexibility which in turn fosters job performance. Moreover, I hypothesize that whether managers can exploit the potential of ICTs depends on certain boundary conditions. Hypotheses were tested using large-scale survey data from 4,257 executives from 94 German firms from multiple industries. My results reveal a positive indirect association between executives' after-hours work-related smartphone use and their job performance, which is mediated by their perceived work flexibility. In addition, I find this positive indirect relationship to depend on the degree of the executive's polychronic orientation, the degree of formalization in the respective organization and his or her job pressure. Keywords: executives; technology; electronic communication; job performance

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CTO: **Knotted Paradoxical Tensions of Employees' Communication Technology Use**

Author: **Camilla Sofia Suortti**, *U. of Jyväskylä*
Author: **Anu Sivunen**, *U. of Jyväskylä*

Digitalization has become pervasive not only in the working life but also in other life domains, making human interaction increasingly technology-mediated and creating tensions and paradoxes when navigating these different domains. Previous research has shown that tensions and paradoxes are an inherent part of communication technology use. However, much less is known about how those tensions and paradoxes intertwine with each other. Thus, this study applies tensions and their entanglements as a framework to identify how different tensions related to communication technology use knot together and are navigated by media workers. Twenty semi-structured thematic interviews were conducted, and the data were analyzed iteratively according to thematic content analysis methods and applying elements of contrapuntal analysis. The findings indicate an emergence of a tensional knot consisting of two interwoven tensions and two paradoxes in media workers' technology use. The theoretical and practical implications of the entangled tensions and paradoxes related to communication technology use are discussed. By investigating the interweaving of these tensions and paradoxes, this study contributes to the theoretical and practical understanding of multiple organizational tensions related to communication technology use and their forming of a tensional knot.

CTO: **The Work Ecosystem: Software Technology Diversity and the Value of Occupations**

Author: **Shiyan Zhang**, *Stevens Institute of Technology*
Author: **Bei Yan**, *Stevens Institute of Technology*
Author: **Justine Herve**, *Stevens Institute of Technology*
Author: **Jeffrey V. Nickerson**, *Stevens Institute of Technology*

This study views the set of occupations as a form of ecology and examines the relations between the technologies used in occupations. It examines the effects of the relations between software technology categories on the value of occupations, as measured by average wages. The relations examined are two forms of technology diversity, which are developed into two indices — technology separation and technology disparity — that measure two aspects of the diversity of technologies within an occupation. Technology separation refers to the span of the function of the technologies used in an occupation — when technologies do different things, their separation is high. Technology disparity is the distribution of technology categories applied in an occupation — when workers in an occupation concentrate on one or a small number of technology categories, the disparity is low. Our results show that separation and disparity are negatively and positively associated with wages, respectively. This study expands our understanding of the effects of technology on the future of work by looking at occupations as part of an overall ecosystem in which technology categories are related to the value of occupations. More specifically, this study considers the relations between technology categories and shows that these relations have effects on value while controlling for other well-understood forces such as education. Our findings have implications for the development of skills and suggest how individual careers may unfold in certain occupations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

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Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

The Social Context & Digital Innovation

Session Moderator: **Sun-young Whang**, *UMass Boston College of Management MSIS*

CTO: **The Metaverse Church: Institutional Work Toward Forging Actor Networks for Network Innovations**

Author: **Sun-young Whang**, *UMass Boston College of Management MSIS*
Author: **Shaila Miranda**, *U. of Oklahoma*

An enduring problem facing information systems researchers has been how to promote adoption of technology innovations when their benefits are contingent on others' adoption and use, i.e., when the innovation is subject to network externalities. Prior research has related adoption of such network innovations to the pre-existing network of adopters or networks subject to the prospective adopter's fiat or financial incentives. However, diffusion of network innovations is a pernicious problem when the network is not subject to fiat or financial incentive and does not already exist. One such network innovation is the Metaverse Church. Using an institutional work lens, we address the question: What are the institutional work practices associated with forging a heterogeneous network of actors toward diffusion of a network innovation? We used an immersive, netnographic approach to collecting data in the Metaverse to answer this question. We surfaced five practices associated with forging an actor network toward the diffusion of a network innovation: conscripting a non-human actant as foe, envisioning the Metaverse as inevitable, practicing socio-technical inclusiveness, building community, and fostering generosity. Though the innovation investigated was the Metaverse Church, our findings have implications for those studying other types of network innovations.

CTO: **Social Media and the Inlaying, Infixing, and Annealing of Cultural Toolkits During Cultural Change**

Author: **Mohamed Hédi Charki**, *EDHEC Business School*
Author: **Nabila Boukef**, *U. côte d'Azur, Skema, France*

Information Technology (IT) has rarely been considered as an intentional force behind an organizational culture change. Still, changing organizational culture is a puzzle that continues to mystify and attract scholarly attention. In this research, we use a rich inductive study of an organization attempting to use social media to drive an organizational culture change. We induce new theory at the intersection of research on organizational culture change and technology. Taking a cultural toolkit perspective, our emergent theory breaks new ground by revealing that organizational leaders often are stuck attempting to introduce a new cultural toolkit but having to catalyze the transformation to this new toolkit by reactivating the existing toolkit. As a consequence, change generates a confluence of two toolkits leading to mixed outcomes: infixing where the new toolkit's resources become a significant part of the existing toolkit, inlaying where the new toolkit exists as a tool and not a legitimate part of the culture, and annealing where the old toolkit becomes hardened and more salient. Our results help to resolve longstanding puzzles around success and failure of technology in driving organizational culture change and repositions cultural toolkits as an outcome of change.

CTO: **Artificial Intelligence as an Endogenous Mechanism of Institutional Isomorphism**

Author: **Camille Endacott**, *U. of North Carolina, Charlotte*
Author: **Paul Leonardi**, *U. of California Santa Barbara*

Emerging technologies equipped with artificial intelligence are improving in their capability to autonomously make decisions on behalf of people and organizations. We argue that organizations' implementation of these AI technologies will perpetuate a new mechanism of isomorphism, through which the work practices of organizations will become increasingly similar over time, which we call endogenous isomorphism. Unlike mechanisms of isomorphism that depend on knowledgeable actors' responses to the institutional field, endogenous isomorphism occurs as AI technologies implement patterns gleaned from aggregated data across time and space. In this chapter, we draw on organizational theory in the areas of institutional isomorphism, structuration, and organizational change to theorize the endogenous change that the use of AI technologies to autonomously make organizational decisions will contrive. We present an illustrative example of endogenous isomorphism from our research on AI scheduling technologies and discuss the theoretical, practical, and methodological implications of our conceptual argument.

CTO: **How Algorithmic Technologies Affect Employees' Social Relationships**

Author: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Author: **Franz Strich**, *Deakin U.*
Author: **Mary Beth Watson-Manheim**, *U. of Illinois at Chicago*
Author: **Marina Fiedler**, *U. of Passau*

The introduction of advanced algorithmic technologies to augment or automate employees' work tasks increasingly transform employees' social relationships. Through a qualitative, in-depth case study in the banking industry, we identify two different forms of algorithmic technologies that employees use. In doing so, we reveal how decision-taking technology negatively affects the quantity of social interactions with customers and colleagues, and consequently the quality of social relationships. However, we also uncover how a second set of algorithmic technologies, which is used for consultation, reduces the quantity of interactions, but enhances the quality of the social relationships with colleagues and customers. Based on six different aspects of social relations, we highlight commonalities and differences between algorithmic technologies with regard to their impact on employees' social relationships and derive relevant theoretical and practical implications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Artificial Intelligence (AI) & Strategy

Session Moderator: **Piotr Staszkiewicz**, *Warsaw School of Economics*

CTO: **Frictions of the Application of Artificial Intelligence to Auditors' Risk Assessment Processes**

Author: **Piotr Staszkiewicz**, *Warsaw School of Economics*
Author: **Anna Szelagowska**, *Warsaw School of Economics*
Author: **Agnieszka Strzelecka**, *Koszalin U. of Technology*

Purpose – The study aims to understand frictions generated by the mechanism of artificial intelligence (AI) translation into auditors' risk assessments. Design/methodology/approach – This paper looks through the lens of sociomateriality to decompose human behaviour into avoidance, rearrangement, and substitution. It splits the AI translation mechanism into two loops: knowledge diffusion and spillover. This study examines interviews conducted with auditors, researchers, supervisors, and self-regulatory body representatives. Findings – Priori unaccounted effects of AI applications to audit risk (AR) assessment processes are institutional feedback clinch, combined with human inability to embrace the adaptive feature of AI. Acceptance of AI into audit practice is conditioned on mutual human and AI understanding of rights, obligations, and their dynamic adjustments. The understanding refers to both affordance (how humans interpret AI properties) and self-affordance (how AI reacts to humans and other AI's interpretations). Auditors are not using advanced solutions and are not exploring AI in practice. Hence, practice does not provide empirical research problems to academics who therefore do not provide theoretical solutions. Meanwhile, supervisors adopt a passive attitude to AI risk assessments, while professional associations fail to formulate expectations for potential AI solution providers. Thus, the actors look at each other and wait for others to move, which blocks feedback. To break the vicious feedback circle, this study modifies the AR assessment model to account for the autonomy of AI. Research limitations/implications – Being an exploratory study on transition economy, the findings are tentative. Findings imply the humans' inability to grasp AI properties. Originality – This paper enhances insight into the dynamic mutual accommodation that takes place between humans and AI, and within AI. It widens the affordance concept with self-affordance to capture the role of the "software personality". The study expands the AR model with the AI factor.

CTO: **A Firm-Level Analysis of Artificial Intelligence for Organizational Knowledge Search**

Author: **Ann-Katrin Eicke**, *U. of Muenster*
Author: **Stephan Nüesch**, *Westfälische Wilhelms-U. Münster*

The advent of Artificial Intelligence (AI) challenges our understanding of firms' knowledge search behavior. While scholars agree on AI's transformational potential, recent research offers a fragmented perspectives on how AI shapes search. Through the lens of managerial attention, we examine how AI as a strategic choice affects search in terms of exploitation and exploration. An analysis of S&P 1500 firms from 2012 to 2021 reveals that AI directs managerial attention toward novel opportunities and the realization of existing ones, thus simultaneously increasing exploitation and exploration. Firm internal and external contingencies decide upon when firms bundle AI for exploitative or explorative purposes. We contribute to the literature on search behavior, attention-based view, and AI by highlighting the role of a strategic AI orientation for corporate search.

CTO: **Organizing in digital platforms: Temporality, the grammar of actions, and algorithmic delegation**

Author: **Omid Omidvar**, *Warwick Business School*
Author: **Farjam Eshraghian**, *U. of Westminster*
Author: **Najmeh Hafezieh**, *Royal Holloway, U. of London*

Organizing on open digital platforms relies on contributions to harness innovation and creativity. However, since such organizations attract the interest of contributors, they face the challenge of taming emerging chaos while preserving their flexibility. In this study, we argue that previous studies thought about addressing such dilemmas by offering spatial and design-led solutions. Using mixed methods, we analyse the development of Bitcoin project since its inception in 2009 to see how it addressed the pressing challenge of balancing flexibility and order. We argue that coordinating resulted from emergent mechanisms of harnessing a grammar of action, algorithmic decluttering and monitoring, and rhythms. These findings shed new light on how non-spatial mechanisms might be at work to address these challenges.

CTO: **Go Beyond the Local Search: Understanding the Impact of AI Capabilities on Exploratory Innovation**

Author: **Myunghwan Lee**, *Sauder School of Business, U. of British Columbia*
Author: **Gene Moo Lee**, *Sauder School of Business, U. of British Columbia*
Author: **Victor Cui**, *U. of Waterloo*

The firms typically depend on technological assets or inter-firm relationships to pursue exploratory innovation. In this paper, we regard Artificial Intelligence (AI) as an exploratory innovation-seeking instrument by which AI may search unexplored resources and thereby broaden the boundary of firm. Drawing on the theory of bounded rationality and organizational learning, we hypothesize the impact of a firm's AI capabilities on exploratory innovation and how AI influences traditional boundary-expanding activities. Our empirical investigations, using a novel AI capabilities measure constructed with AI conference and patent datasets, show that AI capabilities have positive impacts on exploratory innovation. In addition, the results show that extant technological assets (i.e., traditional data management capabilities) and ongoing inter-firm relationships (i.e., inter-firm technology collaboration) remedy the constraints on a firm's innovation-seeking behaviors and that these boundary-expanding activities negatively moderate the positive impact of AI capabilities on exploratory innovation. Our key takeaway is that we investigate how AI affects exploratory innovation using our newly developed AI capability measure, contributing to the body of knowledge on exploratory innovation literature.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1382** | Submission: **20520** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Online Communities and Human Motivation

Session Moderator: **Tao Wang**, *U. of Toronto*

CTO: **The Impact of Emotional Distress and Empathy on Knowledge Sharing in Entrepreneurial Communities**

Author: **Tao Wang**, *U. of Toronto*
Author: **Pek-hooi Soh**, *Simon Fraser U.*

Are entrepreneurs in online communities more willing to respond to their peers who express emotional distress like sadness and anxiety? While emotional distress may arouse others' empathy and promote prosocial behavior, it can signal a seeker's high expectation of receiving helpful responses, which raises a provider's emotional and cognitive costs. Building on the emotion as social information (EASI) model, we emphasize the role of a seeker's expressed emotional distress in triggering a provider's empathy as an affective reaction and a provider's inference for cost-benefit analysis. We argue that online requests with more expressed emotional distress will likely receive fewer but above-average quality responses and that a provider's empathy is the mediating mechanism that mitigates the cost concern. Furthermore, a provider's tenure and a seeker's reputation can moderate the impact of expressed emotional distress on the occurrence of knowledge sharing. We created a novel dataset comprising 8.3 million seeker–provider pairs from an online community of entrepreneurs and found full support for our hypotheses, using rare event logistic regressions and hierarchical OLS regressions. This study extends the EASI model to explain how and when negative emotions affect empathic help and enriches our understanding of online knowledge sharing among entrepreneurs.

CTO: **Is Status Always a Motivating Factor that Affects the Knowledge Contribution of Q&A Community Users?**

Author: **Mengmeng Song**, *Xi'an Jiaotong U. School of Management*
Author: **Mi Zhou**, *Xi'an Jiaotong U.*

Status is an important individual characteristic and motivation factor affecting users' knowledge contribution, yet the relationship between them is still contradictory. This study subdivides users and investigates the influence mechanism of core and non-core user's online status on knowledge contribution, and the boundary condition in the process to extend previous study and solve the problem of conflicting conclusions. Based on the social exchange theory and impression management theory, our study analyzes 422905 data from 184000 users in Zhihu roundtable, using entropy weight method to identify different categories of users (core users and non-core users) and hierarchical linear modeling to analysis. We find that the perception of cost and benefit of online status and impression management motivation of different categories of users were different. The higher the status of users, the more willing core users are to take conservative defensive strategies (decrease quantity and avoid low-quality of knowledge contribution), while non-core users are to adopt active acquisitive strategies (increase quantity and provide high quality of knowledge contribution) to maintain or enhance their image and gain benefits. This study enriches the research of user knowledge contribution behavior, and has important reference significance for subsequent research on knowledge contribution by emphasizing the differences in impression management motivations, strategies and cost-benefit perceptions of different categories of users.
Keywords: online status; knowledge contribution; user categories; impression management; topic attention

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CTO: **TikTok Use Motivators: A Latent Profile Analysis of TikTok Use Motives**

Author: **Bin Ling**, *Hohai U.*
Author: **Qu Yao**, *Hohai Business School, Hohai U., Nanjing, China*

Prior social media research has identified a range of motives (like surveillance, personal identity, social interaction, diversion, and mood management) within a classic framework of use and gratification to answer why people use social media. To date, most work has used a variable-centered approach to investigate how TikTok use motives that are quantified with a composite score to influence outcomes. However, this approach ignores the possibility that there are subpopulations of TikTok users who use the TikTok application with different constellations of motives. By comparison with prior work, this current study conducted 2 studies (Study 1: full-time employee; Study 2: college student; Ntotal = 680) that investigated TikTok use motives or gratifications following a person-centered approach. We conducted latent profile analysis and identified four profiles of TikTok use motives: deep motivators, lone motivators, mood-elevating motivators, and slight motivators. Using the BCH command in Mplus, we found that these motivator profiles differentially predicted individual outcomes (TikTok addiction, labile self-esteem, subjective well-being, and engagement). Our findings contribute to the TikTok use literature by exploring how TikTok use motives combine and develop different motivator profiles.

CTO: **How Social Versus Informational Motivations Affect the Language of User-Generated Content**

Author: **Yiping Li**, *UMass Lowell Manning School of Business*
Author: **Ann Kronrod**, *UMass Lowell Manning School of Business*

This research proposes a novel conceptual distinction between two motivations of online communication – social motivation and informational motivation – and tests five linguistic features characterizing user-generated content that was posted driven predominantly by one of these two motivations. We employed an open-source text analysis tool to analyze real-world and experimentally obtained datasets and supported our theory by experimentally manipulating motivation and measuring linguistic outcomes. Theoretical and practical implications are discussed.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1383** | Submission: **20575** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Online Communities

Session Moderator: **Carol Lee**, *Northeastern U.*

CTO: **Can Communities Articulate a Solution? A Mixed Methods Study on Digital Mechanisms of Empowerment**

Author: **Carol Lee**, *Northeastern U.*
Author: **Pratyush Bharati**, *U. of Massachusetts, Boston*

This study investigates the digital interactions of community members to understand the mechanisms influencing empowerment in communities. We examine how these mechanisms can manifest over digital platforms to empower members to engage or act in their communities. We adapt the theoretical lenses of collective action and social ideation to investigate empowerment in communities. We collected data from a community outreach platform of 10 community projects, Twitter and conducted interviews with community members. An inductive mixed methods approach with natural language processing was adapted to understand how community members develop ideas and engage others over social media to empower each other in the communities. Our analysis identified community discourse and community ideation as the main mechanisms that can lead to either empowerment or dissolution in communities. This study contributes to the understanding of empowerment in communities by elaborating upon the social exchanges that advance the community members from discourse framing to idea articulation and, subsequently, enable progress from idea elaboration to solution articulation.

CTO: **An Online Community-Based Digital Platform – From Success to Failure**

Author: **Assia Lasfer**, *FSA ULaval (Laval U.)*
Author: **Emmanuelle Vaast**, *McGill U.*

Digital platforms are becoming the new way of doing business for many ventures and established organizations. Understanding digital platforms is central to understanding organizing through information technology. Digital platforms face unique challenges in engaging an external pool of users for value exchange. These challenges are especially unique when the digital platform is designed to host an online community. Much is known about what motivates online community users to participate and how members coordinate and govern activities. However, less is known about the role played by the digital platform provider and why a digital platform hosting an online community would fail. In this research, we answer this question through a qualitative grounded theorizing approach. We study an empirical case of a propriety collaborative online community and examine how the provider divided decision-making between itself and the online community, establishing such division in the architecture it provided and the interaction it performed with the online community. We conclude that the discrepancy between the community's activities and the provider's goals leads the provider to tweak the division of decision-making by either increasing or decreasing centralization. We present four propositions explaining the conditions through which restriction and expansion of communal decision-making can support or undermine the online community. We differentiate between restriction and expansion of communal decision-making through technology modification and content intervention. We explain important implications for research and practice.

CTO: **The Data Science Gender Gap: Investigating Progression Rates in the Kaggle Online Community**

Author: **Marlon DeMarcie Twyman**, *U. of Southern California, Annenberg School for Communication and Journalism*
Author: **Michael Zaggl**, *Aarhus BSS, Aarhus U.*
Author: **Yi Yang**, *U. of Southern California*
Author: **Namita Mutha**, *U. of Southern California Viterbi School of Engineering*
Author: **Ann Majchrzak**, *U. of Southern California*

This study investigates the gender gap in the relatively new STEM field, data science, where women are underrepresented and are less than 20% of data scientists. Unlike many STEM fields, data science has emerged with online communities serving as prominent spaces for professional development and learning. Based on an investigation of a large and prolific online community for data science, Kaggle, we seek to better understand how an online community contributes to the gender gap. We analyze 114,842 community members, of which only 6,737 (5.9%) earned promotions to the the first performance-based level in the community. There were observed differences between genders in earning promotions: 6.1% of men and 4.4% of women. The analysis uncovered the two explanations for the gender gap in promotion. While men and women conduct the same sets of activities to earn promotion, men are more productive in the most influential predictor of promotion: submitting to data science competitions. The other explanation for the gender gap is that people who use positive language in discussion forums are promoted members, but men become more positive after promotion whereas women are not as positive and do not become more positive after promotion. Women appear to be adopting a neutral language style that reflects a substantial proportion (37%) of the community. Overall, the study explains how an online community contributes to the gender gap of a STEM field and acknowledges the role that online communities have in reinforcing the cultures of their topical areas.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1384** | Submission: **13601** | Sponsor(s): **(CTO, HR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Artificial Intelligence, Machine Learning and the Future of Human Resource Management

Organizer: **Richard Johnson**, *Washington State U.*
Organizer: **Sandra Fisher**, *Münster U. of Applied Sciences*
Organizer: **Kimberly Lukaszewski**, *Wright State U.*
Presenter: **Stefan Strohmeier**, *Saarland U.*
Participant: **Guido Hertel**, *U. of Muenster*
Participant: **Jenna Van Fossen**, *Michigan State U.*
Participant: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*

Artificial Intelligence (AI) and machine learning (ML) have the potential to fundamentally transform the practice of human resource management (HRM), streamlining HRM processes and improving employee related decisions. However, much of the research to-date has either focused on AI as a black box or has been descriptive in nature. In this symposium, our goal is to examine the black box of AI and ML to better understand how the design and capabilities of AI/ML can benefit HR, increase employee trust, or lead to unintended consequences for different HRM functions. Further, the presentation takes a multiple stakeholder perspective to help HR researchers examine the effectiveness of these tools for employees, managers, and the organization. Each presentation will offer directions for future research and implications for practice.

An Integrative Model of Motivated Trust in AI: Considering Multiple Stakeholder Views in HRM

Author: **Guido Hertel**, *U. of Muenster*
Author: **Sandra Fisher**, *Münster U. of Applied Sciences*
Author: **Jenna Van Fossen**, *Michigan State U.*

The Influence of Artificial Intelligence on HR Processes and Decision-Making

Author: **Richard Johnson**, *Washington State U.*
Author: **Kimberly Lukaszewski**, *Wright State U.*
Author: **Dianna L. Stone**, *U. of New Mexico, Albany, and Virginia Tech*

The Power to Know: Will Machine Learning Provide Advanced HR Information?

Author: **Stefan Strohmeier**, *Saarland U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1385** | Submission: **16682** | Sponsor(s): **(CTO, OMT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Algorithmic Bias and Data Injustice: Dark Side or Dark Matter?

Organizer: **Aleksi Aaltonen**, *Fox School of Business, Temple U.*
Participant: **Francesco Gualdi**, *London School of Economics*
Participant: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*
Moderator: **Silvia Masiero**, *U. of Oslo*
Participant: **Monideepa Tarafdar**, *U. of Massachusetts Amherst*
Participant: **Marta Stelmaszak**, *Portland State U.*
Organizer: **Kari Koskinen**, *Aalto U. School of Business*

This panel brings together five contributions that, impinging on the notions of algorithmic bias and data injustice, explore both the dynamics producing data-induced harm and the manifestations of such harm on people. Ranging from data-based treatment of LGBTQ+ communities, to algorithmic bias in e-government and exclusion of recipients from datafied food security systems, the panel engages the debate on whether the notion of a 'dark side', widely applied to the adverse side effects of information systems, is appropriate to discuss data-induced unfairness. As an alternative framing, the panel introduces the notion of a 'dark matter' of datafied systems, where bias and injustice are designed into the technology. The panel aims at generating debate on unfairness with the view of imagining fairer data-based technologies, and thus contributing to building a future where a 'force for good' can effectively stem from datafication.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1386** | Submission: **20414** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Marginalization and Exclusion

Session Moderator: **Aiman Nida**, *Indian Institute of Management, Calcutta*

DEI: **‘Transfer Visibility Work’: Working Around Institutional Boundaries in Deprived Neighborhoods**

Author: **Caterina Maria Orlandi**, *U. of East Anglia*
Author: **Zografia Bika**, *U. of East Anglia (UEA)*

This qualitative case study examines how residents of deprived social housing neighbourhoods in France carry out ‘transfer visibility work’, a process that aims to make them positively visible both personally and professionally in their job search or business start-up. Drawing on thirty-two in-depth interviews with such residents, alongside desktop research and participant observation, we show how these non-organised actors work intensively around the institutional boundaries they encounter in their journey away from social exclusion, thus merging, stretching, bending or indeed renouncing these boundaries, in order to change the direction and territoriality of one’s own visibility movement. We propose that social exclusion is neither inextricably linked to invisibility, nor a passive state of affairs but, rather those living in it who feel ignored, downgraded and out of sight, carry out extensive visibility work to change the extent to which, and the ways in which they are seen across different everyday contexts. Territories are a fundamental aspect of their transfer visibility work; and working around institutional boundaries to ensure one is positively perceived is more effective than loudly renouncing them.

DEI: **Relational Work – Indian Women Domestic Workers Navigating Quotidian Work Challenges**

Author: **Aiman Nida**, *Indian Institute of Management, Calcutta*
Author: **Devi Vijay**, *Indian Institute of Management, Calcutta*
Author: **Randhir Kumar**, *Indian Institute of Management, Calcutta*

This article uses the lens of relational work to explore the work-related challenges faced by women domestic workers in India and understand how they navigate through them. Based on the relational dynamics with their household employers, two types of domestic workers were identified – first the Servile Appeasers and second the Tactful Assertors. We noted that the servile appeasers ended up working on more tasks than required, without necessarily gaining from the relational ties and/or pecuniary benefits. Moreover, tactful assertors when compared with servile appeasers, did not face the burden of enhanced expectations of their employers. In the context of informal work arrangement, our study helps to gain insights into understanding Relational work leading to Internal Segmentation and Material Supplementation. Internal segmentation denotes the division created by domestic workers amongst themselves, on the basis of the household tasks they perform and the social status of the household employers they serve. Material supplementation involves gaining materialistically from household employers and peers. Conceptually, we introduce a deeper insight on how the relational work dynamics, prevalent in the informal sector of the Global South, enable or constrain women domestic workers in navigating through the challenges in their routine work.

DEI: **Workplace Impacts of Food Insecurity: Exploring Multiple Stress Mediating Paths on Job Performance**

Author: **Francisco Moreno**, *Louisiana State U.*
Author: **Michael Addison Johnson**, *Louisiana State U.*
Author: **Andrew Loignon**, *Center for Creative Leadership*

With the management field seeing increased interest in the workplace outcomes of out-of-work experiences (e.g., sleep, cellphone use), researchers have begun to explore the workplace impact of food habits. However, this literature has neglected those who deal with food insecurity, which is a public health issue that affects a significant portion of the world's population. In this paper, we introduce the topic into a management context to examine the impact of food insecurity on work outcomes. In particular, we propose that food insecurity can be associated with a decrease in work performance through three different theory-driven mechanisms (e.g., emotional, physiological, and cognitive strain). We use the stress and coping theory (Lazarus & Folkman, 1984) to explore multiple stress-mediating paths and explain the connection between food habits and work performance. We test our model across two studies (archival and field test), and we find general support for emotional and cognitive, but not physiological, strain as mechanisms that link food insecurity and work performance. Theoretical and practical implications are discussed.

DEI: **Compassion in Organizations: A New Perspective for Maintaining Diversity Management**

Author: **Guler Kizilenis Ulusman**, *York U., Canada*
Author: **Neslihan Turnalar-Çetinkaya**, *MEF U.*
Author: **Ebru Alpay Oraman**, *The Fluid You*

This study examines how people acknowledge others' emotions and respond to them in the face of discrimination and unequal treatment. The research explores whether workplace compassion is a viable resource for responding to minorities' suffering due to discrimination and unequal treatment to achieve maintaining diversity management. Specifically, this study investigates (1) the minority employees’ expressions of suffering from discrimination and unequal treatment, 2) whether the employees’ suffering from discrimination and unequal treatment is noticed, and (3) qualities of appropriate, compassionate responses to alleviate their suffering. Twenty-five women employees working in five multinational companies across seven countries (i.e., Switzerland, Germany, Netherlands, Sweden, United Kingdom, Turkey, and Egypt) were interviewed. Participants were drawn from different departments and varied in their seniority levels. Our findings indicated that workplace compassion could be a viable resource for maintaining diversity and inclusion in the organization. Interviewees reported different expressions of suffering (i.e., bias & stereotyping, discriminations, and gender roles), noticing (i.e., empathy, understanding, support, role modeling, active listening, awareness, and authenticity), compassionate responses received (agentic, communal, and no response) and levels (i.e., individual, organizational and both). Drawing on the organizational capacity for compassion theory and the resource-based view of the firm, the implications of findings, limitations, and future research directions are explored. Keywords: Workplace compassion; discrimination; inequality; diversity management; the resource-based view of the firm.

DEI: **Entrepreneurial Emancipation of Marginalised Entrepreneurs: Syrian Refugees in Turkish c**

Author: **Cagla Yavuz**, *Bahcesehir U.*
Author: **Mine Karatas-Ozkan**, *U. of Southampton*
Author: **Rifat Kamasak**, -
Author: **Joana Vassilopoulou**, *Brunel Business School*

The way in which these refugee entrepreneurs are perceived and responded to in many societies is highly biased. Societal prejudices about them as liability to the economy and society remain to be strong in some contexts, which lead to exclusionary and discriminatory practices. The aim of our article is to address the questions "how do marginalised refugee entrepreneurs experience entrepreneurial emancipation?", and "how do emancipatory outcomes (goals) and emancipatory aspirations differ based on their degree of marginalisation?" To explore these questions, we have drawn on our empirical study with Syrian refugees in Turkey. We have examined their entrepreneurial experiences by unpacking institutional complexities encountered in the process of entrepreneurship. We contribute to the recently growing literature on emancipation-as-entrepreneuring (Rindova et al., 2009; Ruebottom and Tobiana, 2021; Zafar et al., 2021; Jennings et al., 2016, Verduijn et al., 2014, Pergelova et al., 2022; Martinez Dy et al., 2018) through providing empirical evidence on emancipatory process of marginalised entrepreneurs, which has received less attention.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1387** | Submission: **20412** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Diversity Management Shortcomings

Session Moderator: **Marlee Eden Mercer**, *York U.*

DEI: **The Impact of Flexible Work Arrangements on an Older Grieving Population**

Author: **Marlee Eden Mercer**, *York U.*

Age-inclusive management practices are vital to meet the needs of the older workforce. However, there is a scarcity of research detailing what these practices entail. A topic with particularly insufficient research involves how the workplace can support older employees following the loss of a loved one. The psychological process of loss differs for older employees and can have numerous adverse effects on their ability to perform in the workplace. This conceptual paper draws on the job-demand resource model and signalling theory to investigate how flexible work arrangements can support older employees following the death of a loved one and contribute to optimal employee performance. Flexible work arrangements are theorized to lead to optimal performance via informational support. Further, the organization's ethical climate and cultural competency are proposed to impact this relationship, whereby a more ethical climate and stronger cultural competencies strengthen the effects of flexible working arrangements on older employees' performance. A theoretical framework and propositions are presented to encourage a comprehensive research approach to exploring this topic. This paper advances the current understanding of age-inclusive management and offers a novel perspective on the benefits of flexible working arrangements in the workplace.

DEI: **The Adverse Impact of the Accountability Movement**

Author: **Kwonhee Han**, *U. of Illinois at Urbana-Champaign*

Although social movements and normative pressures have encouraged US organizations to become more diverse and inclusive, progress toward racial equality is still slow and sometimes faces backlash. I focus on one countermovement that is thought to undermine diversity related goals—the recently expanded demand of accountability and transparency in organizational performance. I argue that performance accountability-based policies undermine racial diversity outcomes, even though diversity and performance are not mutually exclusive goals. I also argue that accountability effects on diversity will vary across the status hierarchy. Because high-status organizations face greater scrutiny and are more selective, these organizations will exhibit the greatest adverse impact from performance accountability policy. I examine accountability, diversity, and status in the U.S. higher education sector where state-level performance-based funding policies have been widely adopted during the last decade. The empirical results show performance-based policies negatively affect student diversity, but only among high-status organizations. Theoretical implications and future directions of this research are discussed.

DEI: **Working from Home, the Physical Space and the Gender Gap in Productivity: Evidence from Academia**

Author: **Alessandra Migliore**, *Politecnico di Milano*
Author: **Massimo Colombo**, *Politecnico di Milano*
Author: **Cristina Rossi Lamastra**, *Politecnico di Milano School of Management*
Author: **Raffaele Mancuso**, *Alma Mater Studiorum U. di Bologna*

This study explores the effect of work-from-home (WFH) on the research productivity of female and male academics taking advantage of the Covid-19 natural experiment. We argue that female academics' productivity suffers more from WFH during the pandemic than that of male academics, as household and childcare interfere more with their work activity. The magnitude of this productivity gap varies according to the physical space at home, as men manage to create physical boundaries protecting their work activity, while women fail to do so. We test our hypotheses through econometric estimates based on data on the scientific productivity of 4,718 Italian academics in STEM disciplines, the extent to which they resort to WFH during the pandemic, and the characteristics of their physical space at home. We found that the research productivity of female academics decreased more than male one while working from home. Research productivity of male academics benefits more than the one of their female peers from a dedicated home office. Male academics can also benefit their productivity by working consistently from another house room (e.g., kitchen, living room, bedroom). Conversely, the productivity gap between the two genders nullifies when they work in not favorable home space conditions (i.e., without a dedicated home office and moving across multiple other rooms for working). The research contributes to boundary theory and provides several practical implications to support gender equality in academic work.

DEI: **A Pay Raise, with a Bonus Cut: The Unintended Effects of Interventions to Close the Gender Pay Gap**

Author: **Monika D. Hamori**, *IE U. - IE Business School Madrid, Spain*
Author: **Denis Monneuse**, *UQAM U. of Quebec in Montreal, Canada*
Author: **Zhaoyi Yan**, *IE Business School*

This paper presents one of the few accounts of the unintended consequences of diversity initiatives that decrease their effectiveness or may even exacerbate inequality. We rely on the personnel records of a multi-unit European bank between 2012 and 2017 to explore the bank's attempt to reduce the gender pay gap. We find that the gender gap in annual base salaries declines slightly over the period we examine, because women receive larger base salary increases than men, even after controlling for demographic and human capital attributes, types of jobs held or job performance. Nevertheless, we document that managers adjust downward another part of the pay package (bonuses), to counterbalance the higher increases in base salary given to women. We also investigate the factors that may mitigate this unintended consequence and find that women are less likely to be penalized during bonus allocation if they have a female, rather than a male supervisor, and after the employer implements other diversity initiatives to signal its commitment to diversity and inclusion.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1388** | Submission: **20413** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Stigma and Neurodiversity

Session Moderator: **Chloe R. Cameron**, *Ivey Business School*

DEI: **Eliminating (Dis)advantage Caused by Role-Irrelevant Factors**

Author: **Chloe R. Cameron**, *Ivey Business School*
Author: **Robert Austin**, *Ivey Business School*

How can organizations mitigate or eliminate disadvantages that are experienced by marginalized groups in the workplace due to role-irrelevant factors? The prospect of better performance and mounting social pressures are pushing organizations to prioritize diversity, equity, and inclusion in their workforces more than ever before. Despite this, organizations continue to struggle to overcome institutionalized practices and behaviours that marginalize or discriminate against various social groups. In this paper, we use interview and observational data from 18 organizations with formal neurodiverse talent integration initiatives to investigate the differences between common HR practices and those developed specifically for neurodiversity inclusion initiatives in the four core areas of HRM (recruitment/selection, training/development, performance appraisal, and pay). We find that high employee engagement and increased organizational motivation are antecedents to create a neurodiversity-inclusive environment, and led organizations to develop processes that formalized certain previously informal processes and made subjective processes more objective in the core areas of HRM. These findings have implications for diversity management more broadly and suggest directions for future research.

DEI: **Characteristics Of Stigmas In The Workplace: The Development and Validation of a Scale**

Author: **Jiuyang Chen**, *Louisiana State U.*
Author: **Michael Addison Johnson**, *Louisiana State U.*
Author: **Bailey A. Bigelow**, *Louisiana State U.*

Despite widespread practitioner interest in diversity, equity, and inclusion, scholarly understanding is somewhat lacking. Some research endeavors to understand how individuals perceive and respond to marginalized identities by considering five different characteristics of stigmas—concealability, controllability, centrality, disruptiveness, and malleability. However, scholars have yet to fully delve into the mechanisms underlying the process of how individuals perceive and make judgments about different stigmatized attributes in the workplace. One issue hampering the theoretical and empirical advances of this area is that there is currently no reliable measure of the characteristics of stigmas. Therefore, the current paper aims to develop and validate a Stigma Characteristics Scale (SCS) across three studies. In Study 1 we generate items based on the five characteristics of stigma defined in the literature and utilize subject matter experts for content validation. In Study 2, we use a sample of employed individuals (N = 278) and conduct an EFA, where results confirm the presence of five unique dimensions. Finally, in Study 3 we collect responses from 351 employed individuals and further validate our measure with a CFA and convergent and discriminant validity analyses. This results in a final 15-item scale measuring the five characteristics of stigmas.

DEI: **Neuro-Inclusive Job Design in a Smart Work Context: Demands-Control-Support Perspective.**

Author: **Joanna Szulc**, *Gdansk U. of Technology, Faculty of Management and Economics*
Author: **Michal T. Tomczak**, *Gdansk U. of Technology, Faculty of Management and Economics*

We extend current debates on organizational equality, diversity and inclusion to a consideration of neurodivergence (i.e., diversity in the human brain and cognition) in the smart work context (i.e., fully flexible work arrangement where employees can work outside their office). Drawing on the demands-control-support model of job demands we qualitatively explore how a neuro-inclusive job design in the context of smart work can be created. We do so by building on the results of 34 semi-structured interviews with neurodivergent individuals, experts in neurodiversity at work, and individuals whose day-to-day tasks include therapy and cooperation with neurodivergent adults. Our analysis of over 24 hours of interview recordings emphasized that each individual is different. Not only will neurodivergent employees have unique perceptions of what constitutes demands and support but they will also have specific preferences in terms of exerting control over their working life. Our findings emphasize the need to move away from universal HR as a route to positive employee outcomes in order to be able to facilitate a more accurate reflection of organizational reality for disadvantaged members of society. We contribute to the existing scant literature on the topic of job design and neurodiversity and we prompt employers to offer working arrangements that better suit employees' unique needs.

DEI: **What Does It Mean To Be A Veteran At Work? A Qualitative Study Of Veteran Workplace Identity**

Author: **Sarah Villanueva**, *U. of Wisconsin At Oshkosh*
Author: **M. Fernanda Wagstaff**, *U. of Texas at El Paso*
Author: **Pamela Suzanne**, *UdeSA*
Author: **Edward Ramirez**, *U. of Texas at El Paso*

Though military veterans make up just 5% of the U.S. workforce, their outcomes are of particular interest to society and business organizations due to generally high public regard for veterans and widespread support for both public and private veteran hiring initiatives. Despite this social concern and respect for veterans, little management theory explains veterans' outcomes in employment. This paper considers what it means to be a military veteran in the workplace and uses qualitative methods to define the dimensions of veteran workplace identity (VWI). This work contributes to our understanding of the theoretical boundaries of work-related identity by defining VWI as a multidimensional, work-related identity as opposed to a purely social or role identity. In turn, this finding offers theoretical grounding for veterans' research by management scholars in theories of work-related identity. We inform practical interventions to improve veteran recruitment and hiring and transition support for current service members. We also offer an agenda for future management research on veteran identity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1389** | Submission: **20410** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Gender, Boards, and Executive Work

Session Moderator: **Maria Aluchna**, *Warsaw School of Economics*

DEI: **Women on Boards and Climate Change Disclosure: The Evidence from NFRD**

Author: **Maria Aluchna**, *Warsaw School of Economics*
Author: **Leszek Bohdanowicz**, *U. of Lodz*
Author: **Bogumil Kaminski**, *Warsaw School of Economics*

Drawing on a multiple theory framework we examine the relationship between female representation on boards and the scope of climate disclosure related to energy use and GHG (greenhouse gas) emissions in the context of the Non-Financial Reporting Directive (NFRD). We use a sample of 72 companies that were listed on the Warsaw Stock Exchange (WSE) over the period of 2015-2019, included in the main indices and subject to the enactment of the NFRD legislation. Evidence from the difference-in-difference analysis on the total of 353 firm-observations shows at a critical mass of 35% female representation on the board, in addition to the structural power of a female chairperson, differentiate company reactions to the implementation of the mandatory reporting legislation and enhance the scope of the climate-related disclosure of management approach statements and Global Reporting Standards (GRI) standards in the post-NFRD period. The token presence of one woman on the board remains insignificant in its effect and does not change the climate-related disclosure. Our study offers policy implications suggesting that regulation on mandatory non-financial reporting is not a sufficient determinant to improve disclosure. Particular organizational characteristics related to female representation on boards may stimulate the process of greater sustainability transparency and the implementation of mandatory non-financial reporting disclosure into company practice.

DEI: **Board Skill Diversity and Firm Risk (WITHDRAWN)**

Author: **Yanru Chang**, *Baruch College*
Author: **Seungjoon Oh**, *Peking U. HSBC Business School*

This study examines whether board skill diversity is associated with firm risk. Using skill-related keywords in director biographies disclosed in firms' proxy statements as measures of skill diversity, we find that board skill diversity reduces firms' idiosyncratic risk. Specifically, board skill diversity reduces idiosyncratic risk by monitoring CEO power and advising on investment policy. We further show that having more female directors, measured by the exogenous Nasdaq's diversity rule, increases board skill diversity. In addition, the association between board skill diversity and firm risk is mitigated when directors hold multiple outside board seats. Overall, this study identifies an important yet unrecognized board diversity dimension—director skills and qualifications at the acquired level and provides the first findings on how the role of board skill diversity shapes firms' risk environment.

DEI: **Gender Quotas in Firm Governance: The Extent of Family Control and Response Heterogeneity**

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Author: **Srikanth Paruchuri**, *Texas A&M U.*
Author: **Michael C. Withers**, *Texas A&M U.*

This study investigates the response of firms with different extents of family control to external affirmative action policies for board diversity. We theorize that while gender quotas provide an opportunity for highly qualified women to be represented on boards and for organizations to gain legitimacy by complying with regulatory pressure, the implementation of these quotas may be perceived as a threat by firms with larger extent of family control given outside directors can disrupt power relations and disrupt long-standing imbalances within the organization. As a result, firms may take defensive conforming actions, such as appointing women directors by expanding the board and/or appointing a family member as a new woman director. To test these predictions, we analyze a sample of publicly listed firms in India that did not have any women directors on their boards when the board diversity mandate was introduced in 2013.

DEI: **Studying Gender Bias in the Upper Echelons: Where Do We Come From and Where Do We Go?**

Author: **Hendrike Werwigk**, *U. of Passau*
Author: **Heribert Erwin De Oliveira Kuhn**, *U. of Passau*
Author: **Corinne A. Post**, *Villanova U.*

In the last 40 years, research on manifestations and consequences of gender bias in upper echelons has exploded, becoming increasingly fragmented. At the same time, gender roles, stereotypes, and the composition of upper echelons have undergone important changes. We take a historical approach to review the evolution of gender bias research and methodologies and identify new opportunities for future research. Our review contributes to extant research by: (1) offering a historical perspective on research on gender bias in top management, thereby facilitating a broader understanding; (2) providing the first overview of explanations of female top executives' underrepresentation beyond the predominant, role-theoretical reasoning; and (3) developing a comprehensive agenda for future research. We invite scholars to test and expand previous findings through replication in different empirical contexts and triangulation with other methods, investigate gender bias in light of intersectionality, and develop strategies to successfully mitigate gender bias and promote gender parity at all management levels.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1390** | Submission: **20415** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Entrepreneurship, Power, and Privilege

Session Moderator: **Elina Meliou**, *Brunel U. London*

DEI: **How is the Illusio of Gender Equality in Entrepreneurship Sustained? A Bourdieusian Perspective**

Author: **Elina Meliou**, *Brunel U. London*
Author: **Mustafa Ozbilgin**, *Brunel U.*

Studies of gender and entrepreneurship highlight the problematic emphasis of the gender equality discourse in entrepreneurship that ignores wider structural inequalities but provide a limited explanation of how the allure of this discourse is sustained. To address this lacuna, we draw on Bourdieu's theoretical ideas to theorise and demonstrate how certain women trade-off their capital endowments to compensate for gender inequality in entrepreneurship. Through an analysis of forty-nine biographical interviews with women entrepreneurs in London (UK), we show two forms that the 'illusio' of gender equality manifests: 'illusio of work-life balance', and 'illusio of meritocracy', and reveal how this doxic experience that escapes questioning and allows certain women to continue to play the game, entrenches the illusio of an entrepreneurial field free from gender bias. We thus illustrate the conditions of possibility and the various trade-off mechanisms through which gender inequality in entrepreneurship is reproduced or contested.

DEI: **Women Entrepreneurs Building Resilience During Crisis: Evidence From Iran**

Author: **Afsaneh Bagheri**, -
Author: **Golshan Javadian**, *Morgan State U.*
Author: **Pardis Zakeri**, *U. of Tehran*
Author: **Zahra Arasti**, *U. of Tehran*

Women entrepreneurs have to deal with the gendered impact of crisis on their business activities. Regardless, they successfully adapt to the disruptions and new market realities caused by crisis. Given that resilience explains how individuals maintain functioning or even thrive despite challenges, it becomes crucial to understand women entrepreneurs' resilience building during times of crisis. This study used a qualitative approach to examine how women entrepreneurs build resilience during crisis by specifically examining the challenges they face and the coping strategies they utilize to build their resilience. Using a sample of Iranian women entrepreneurs operating health related businesses during the Covid-19 pandemic, we offer a comprehensive understanding of women entrepreneurs' resilience building process. Our findings suggest that resilience building is not only a gendered phenomenon but a contextual one.

DEI: **Social Identity, Narratives and Crowdfunding Success**

Author: **Subhadeep Datta**, *NEOMA Business School*
Author: **Sourjo Mukherjee**, *BITS PILANI*
Author: **Somendra Narayan**, *Amsterdam Business School, U. of Amsterdam*

This research examines how and why crowdfunding campaigns are influenced by social identity (of the fundraiser as well as the funder). We argue that funders use crowdfunding as a way to signal their affiliation with politically aligned social groups. In three sequential experiments, we show that the LGBTQ-run enterprises are seen as having higher venture legitimacy, which leads to greater crowdfunding success. This relationship is moderated by the political ideology of the funders, such that liberal funders perceive LGBTQ-run ventures to have higher legitimacy, whereas conservatives do not. We theorize that the appetite for pro-social actions among funders is finite and when depleted does not contribute to their perceptions of identity-linked venture legitimacy. In other words, as liberal funders assess enterprises with inherent pro-social narratives, their need for signaling social group affiliation is fulfilled, depleting their appetite for pro-social choices linked with the entrepreneur's identity. We show evidence for this account and rule out some alternative explanations in our studies. Our study thus contributes directly to the literature on crowdfunding, adds to the literature on social identity theory, and provides insights to entrepreneurs regarding the effect of founder's identity on fundraising.

DEI: **Examining Racial Identity: The Lived Experiences of African American Entrepreneurs**

Author: **Susana Correia Santos**, *Rowan U.*
Author: **Eric Liguori**, *Rowan U.*
Author: **SherRhonda Gibbs**, *Morehouse College*

Race is a social construct expressed and reproduced in different social structures, such as organizations, and, particularly important in the scope of this study, entrepreneurship. Building on social identity theories and racialized social systems framework, we examine entrepreneurship through a racialized lens, exploring how the entrepreneurial process reflects several aspects of the racial identity of the individual. Using a discursive approach, we analyze 21 reflective interviews featuring African American entrepreneurs and inductively derive racialized discourses related to entrepreneurship. Findings uncover three thematical conversations expressing racial identity: (1) racial identity in the entrepreneurial venture – African American identity is expressed and experienced in business through tapping into a racialized market need, pursuing co-ethnic products and goods, facing hurdles coupled with racial discrimination and experiencing a racialized meaningfulness of the venture; (2) racial identity in the personal life – African American identity is expressed through family racial identity, experiences of schooling as a racialized structure, and episodes of racial segregation and systemic racism; and (3) social affirmation of racial identity –African American identity is expressed socially as pride and legacy. Our study challenges the notion of race-neutral entrepreneurship and supports that entrepreneurship is an empowering mechanism for racial agency.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1391** | Submission: **20411** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Turnover, Productivity, and Diversity

Session Moderator: **Sophie Johanna Moser**, *U. of Konstanz*

DEI: **Starting-Out in a Gender-Atypical Occupation: A Dynamic View on Male and Female Token's Experiences**

Author: **Sophie Johanna Moser**, *U. of Konstanz*
Author: **Florian Kunze**, *U. of Konstanz*

This study offers a dynamic perspective on the experiences of organizational newcomers who hold the gender token status in their occupation. We aim to analyze, first, whether the effect of newcomers' gender on temporal changes in negative work events depends on the gender com-position of their occupation and, second, whether these temporal changes, in turn, impact per-formance and withdrawal. Integrating role congruity theory with ego depletion theory within a tokenism framework, we propose that male and female newcomers in occupations dominat-ed by their opposite gender experience an increase in negative work events over time. Draw-ing from prospect theory, we further propose that these increases diminish task mastery and enhance turnover intentions in the long run. By applying an extensive repeated-measures de-sign on 275 individuals over three months, we show that tokenism effects are not the same for women and men, contrary to theoretical expectations. Rather, male tokens do experience an increase in negative work events over time, while female tokens do not. Moreover, we find that newcomers who experienced increased negative work events over time indeed report lower task mastery and higher intentions to leave the job. In conclusion, this study illustrates that an occupation's gender composition plays an important role in forming employees' day-to-day experiences at work and effectiveness-related outcomes, but in a deeply gendered way. We discuss possible explanations for the counterintuitive findings and emphasize theoretical, as well as practical implications.

DEI: **The Impact of Changes in Organizational Gender Diversity on Employee and Organizational Outcomes**

Author: **Eugene Son**, *Rutgers U.*

This study examines whether and how a change in organizational gender diversity affects employees' collective attitudes and organizational performance based on three theoretical perspectives: 1) Gestalt characteristics, 2) Sense-making perspectives, and 3) Social categorization perspectives. Previous literature has maintained a static approach to investigating the impact of organizational gender diversity and generated inconsistent findings regarding the relationship between diversity levels and organizational outcomes. Organizations with the same level of gender diversity, however, may have different histories of the diversity level (e.g., increase, decrease, or keep the level) and encounter different interpersonal dynamics according to the history. Using nationally representative Korean firm-level panel data spanning more than twelve years, this study shows that a change in organizational gender diversity has a unique impact on employees' collective job satisfaction, collective turnover, and organizations' labor productivity. This study suggests that a change should be considered to clearly understand the direct relationship between organizational gender diversity and subsequent outcomes, and provides a partial explanation about why the previous diversity research has found inconsistent results on the topic.

DEI: **An Examination of Lesbian and Gay Employees' Intention to Change Workplace Heterosexism in China**

Author: **Chris Zhang**, *Wilfrid Laurier U.*
Author: **You-Ta Chuang**, *York U.*
Author: **Jing Wang**, *York U.*
Author: **Robin Church**, *Ryerson U.*

This study focused on the condition under which lesbian and gay (LG) employees intend to change workplace heterosexism. I theorized that the experience of institutional contradictions derived from the misalignment between LG employees' interests of advocating equal treatment and workplace heterosexism triggers their intention to change. In a sample of 840 LG employees in organizations in China, as hypothesized, LG employees' experience of institutional contradictions related to direct and indirect heterosexism positively associated with their intention to change. In addition, the study also shows that LG employees' intention to change is constrained by their continuance commitment to their organization. However, such constraint is contingent on their perception of the likelihood that workplace heterosexism could be changed in such a way that 1) high perceived changeability lifted the constraint of continuance commitment, and 2) the constraint of continuance commitment becomes stronger when perceived changeability is low.

DEI: **Assessing Younger Worker Prescriptive Stereotypes: The Workplace Ambivalent Youngism Scale (WAYS)**

Author: **Susana Schmitz**, *Instituto U. de Lisboa (ISCTE-IUL)*
Author: **Christin-Melanie Vauclair**, *Instituto U. de Lisboa (ISCTE-IUL)*
Author: **Carla Sofia Esteves**, *UCP - Católica Lisbon School of Business & Economics*
Author: **David Leonard Patient**, *Vlerick Business School*
Author: **Miriam Rosa**, *Iscte - U. Institute of Lisbon, CIS_Iscte*

A measure of prescriptive age stereotypes towards younger workers was developed and validated by using a cultural decentred approach, totaling 1,888 participants across four studies. Data was collected from the U.S. and Portugal. In Study 1, participant responses to open-ended questions regarding age-based expectations were thematically analyzed to identify prescriptive age stereotypes towards younger workers. Study 2 explored the factor structure of the item pool in both the U.S. and Portuguese samples. In Study 3, CFA was used to validate the factor structure from the previous exploratory study, examine convergent and divergent validity from proximal constructs, and test for measurement invariance for samples from the U.S. and Portugal. Eight first-order factors emerged, subsumed under three second-order factors: humility-deference, loyalty-belonging, and vitality-innovation. The scale shows ambivalent expectations regarding younger workers, who are, on the one hand, supposed to accept their lower social status, and on the other hand, expected to show attributes usually associated with higher status groups, and was therefore named the Workplace Ambivalent Youngism Scale (WAYS). Finally, Study 4 tested, in a two-wave questionnaire, the predictive power of WAYS in relation to several important workplace outcomes, relating to perceived age discrimination, justice perceptions, in-role and extra-role performance, turn-over intentions, and well-being outcomes.

Session Type: **Symposium**
Program Session: **1392** | Submission: **13661** | Sponsor(s): **(DEI, CM, OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Going Beyond Demographic Faultlines in Work Teams: New Perspectives and Contexts

Session Chair: **Yunhyung Chung**, *U. of Idaho*
Organizer: **Qin Su**, *Xi'an Jiaotong-Liverpool U.*
Discussant: **Bertolt Meyer**, *Chemnitz U. of Technology*

Scholars have called for research to elucidate conflicting results on faultlines and extend existing research that largely focuses on the effects of demographic faultlines on group processes and outcomes. In response to this call, the presentations in our symposium aim to extend existing research on faultlines in different ways, which goes beyond the effects of demographic faultlines on group processes and outcomes. The first study is a meta-analysis study that synthesizes contradictory findings in faultline research in the last couple of decades and examined how faultline types (i.e., task-oriented faultlines vs. non-task-oriented faultlines) moderate the indirect relationship between team faultline strength and team innovation and performance. The second study proposes two new constructs of power-based faultlines—power-separated faultlines and power-centered faultlines—and applies a new perspective—social dominance theory—to explain how these two types of faultlines influence team power struggling and open communication differently. The third study derives a new construct of work-life faultlines and their unique working mechanisms on teams and individuals—perceptions of unfairness and feelings of social exclusion—from qualitative and quantitative methods. The fourth study extends the faultline research into a new context—major league baseball (MLB) teams—and investigates how faultline strength can moderate the relationship between players' performance and competitive behaviors. Through these four studies, our symposium aims to refine and advance current faultline research in organizations.

When and how do faultlines decrease or increase team performance and innovation: A systematic review

Author: **Xuhua Wei**, *Lanzhou U.*
Author: **Yujiao Du**, *Lanzhou U.*

Emergent power-separated and power-centered faultlines and team performance

Author: **Qin Su**, *Xi'an Jiaotong-Liverpool U.*
Author: **Dora C. Lau**, *Chinese U. of Hong Kong*
Author: **Julie Zhu**, *Fuzhou U.*

Work-life faultlines: A multi-method investigation of the mechanisms and consequences

Author: **Julia Bear**, *Stony Brook U.-State U. of New York*
Author: **Xing Liu**, *Wayne State U.*

Splits that matter: Group faultlines and performance in highly competitive environments

Author: **Chester S. Spell**, *Rutgers U., Camden*
Author: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Author: **Samuel Rabinowitz**, *Rutgers U.-Camden*

Session Type: **Symposium**
Program Session: **1393** | Submission: **14071** | Sponsor(s): **(DEI, HR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

Advancing Research on Women's Equality in Virtual Work

Organizer: **Lauryn Burnett**, *George Washington U.*
Organizer: **N. Sharon Hill**, *George Washington U.*
Discussant: **Gary N. Powell**, *U. of Connecticut*
Participant: **N. Sharon Hill**, *George Washington U.*
Presenter: **Maria Ximena Hincapie**, *School of Management, U. de los Andes*
Presenter: **Isabel Villamor**, *IESE Business School*
Presenter: **Manju K. Ahuja**, *U. of Louisville*
Participant: **Rui Zhang Sundrup**, *U. of Louisville*
Participant: **Massimo Magni**, *Bocconi U.*
Presenter: **Anita Keller**, *U. of Groningen*
Participant: **Yukun Liu**, *Zhejiang U., China*
Participant: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

A growing number of employees are participating in virtual work arrangements such as working from home, virtual teamwork (team members communicating via electronic means from dispersed locations), and other forms of computer-mediated work. Despite its rising popularity, there is research to suggest that virtual work can be a double-edged sword for women in the workplace with mixed effects on their job opportunities, social integration at work, and ability to control their work-nonwork boundary. Yet, many unanswered questions remain regarding the implications of virtual work for women's equality. There is an urgent need to address these questions, given the increasingly widespread implementation of virtual work in contemporary organizations and the persistent problem of women's inequality in the workplace. The papers in this symposium help to advance research in this area through empirical studies that apply different theoretical perspectives to provide important new insights on virtuality's career- enhancing as well as detrimental effects for women. The authors of the papers, who collectively span four continents, examine women's equality related to their work and family success and their well-being in different aspects of virtual work, including virtual collaboration, virtual leadership, and working from home. The research findings presented in this symposium point to the need to manage the burgeoning phenomenon of virtual work in ways that leverage its benefits and mitigate its downsides for women.

Gender Differences in Virtual Collaboration Effectiveness

Author: **N. Sharon Hill**, *George Washington U.*
Author: **Maria Ximena Hincapie**, *School of Management, U. de los Andes*

The Role of Gender in Implicit Virtual Leadership Theories

Author: **Isabel Villamor**, *IESE Business School*
Author: **N. Sharon Hill**, *George Washington U.*

Working From Home, Together: The Role of ICT Permeability, Planning, and Gender

Author: **Manju K. Ahuja**, *U. of Louisville*
Author: **Rui Zhang Sundrup**, *U. of Louisville*
Author: **Massimo Magni**, *Bocconi U.*

Reconnecting to Morning Work Routines to Overcome Work-from-Home Challenges: A Gender Role Perspec

Author: **Anita Keller**, *U. of Groningen*
Author: **Yukun Liu**, *Zhejiang U., China*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1394** | Submission: **14107** | Sponsor(s): **(DEI, HR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Diversity in Elite Leadership: Global Effects, New Outcome Variables, and Deep Dives Into Processes

Organizer: **Alison M. Konrad**, *Western U.*
Facilitator: **Yang Yang**, *Rowan U.*
Facilitator: **Diana Bilimoria**, *Case Western Reserve U.*
Presenter: **Cynthia E. Clark**, *Bentley U.*
Author: **Cynthia E. Clark**, *Bentley U.*
Presenter: **Ryan Miller**, *Western U.*
Author: **Ryan Miller**, *Western U.*
Presenter: **Martha L. Maznevski**, *Ivey Business School*
Author: **Martha L. Maznevski**, *Ivey Business School*
Presenter: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Author: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Presenter: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Jamie L. Gloor**, *U. of St. Gallen*
Presenter: **Amanda Shantz**, *U. of St. Gallen*
Author: **Amanda Shantz**, *U. of St. Gallen*
Presenter: **Philipp Sieger**, *U. of Bern*
Author: **Philipp Sieger**, *U. of Bern*
Presenter: **Karlygash Assylkhan**, *Case Western Reserve U.*
Author: **Karlygash Assylkhan**, *Case Western Reserve U.*
Presenter: **Colin Birkhead**, *Atkinson Graduate School of Business, Willamette U.*
Author: **Colin Birkhead**, *Atkinson Graduate School of Business, Willamette U.*

This presenter symposium offers five empirical studies of diversity in elite leadership positions around the world. Findings of a comprehensive review of 100+ longitudinal panel studies indicate rather consistent support for the beneficial effects of board demographic diversity. A global program of research identifies the contextual factors and implementation problems creating barriers to diversifying elite leadership. New research broadens our outcome variables beyond firm financial performance to gender equity, sexual harassment, CSR, fraud, and bankruptcies, all of which benefit from diversity among elite leaders. New qualitative research opens the black box of elite leadership selection, interaction and onboarding, with fascinating implications for increasing diversity in elite leadership.

Board Gender Diversity: Findings from a Global Program of Research

Author: **Cynthia E. Clark**, *Bentley U.*

The Ascension Processes of Women CEOs in the Hospital System

Author: **Ryan Miller**, *Western U.*
Author: **Alison M. Konrad**, *Western U.*
Author: **Martha L. Maznevski**, *Ivey Business School*

Flirting, Jokes and Compliments: How Female Leaders Shape a Key Source of Entrepreneurial Well-Being

Author: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Author: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Amanda Shantz**, *U. of St. Gallen*
Author: **Philipp Sieger**, *U. of Bern*

Gender and Racial Diversity on Corporate Boards: A Review of 100+ Longitudinal Panel Studies

Author: **Yang Yang**, *Rowan U.*
Author: **Alison M. Konrad**, *Western U.*

CEO Gender, CEO Temporal Focus, and Firm Corporate Social Responsibility

Author: **Karlygash Assylkhan**, *Case Western Reserve U.*
Author: **Colin Birkhead**, *Atkinson Graduate School of Business, Willamette U.*
Author: **Diana Bilimoria**, *Case Western Reserve U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1395** | Submission: **14152** | Sponsor(s): **(DEI, HR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Not Just Diversity: Readiness of ERGs to Tackle Diversity and Other Organizational Challenges

Session Chair: **Theresa M. Welbourne**, *U. of Alabama*
Session Chair: **Gregory Robert Beaver**, *Suffolk U.*
Discussant: **Maura Mills**, *U. of Alabama*
Participant: **Mary E Zellmer-Bruhn**, *U. of Minnesota*
Participant: **Sanjay K. Dua**, *The Coca Cola Company*
Participant: **Seth Butler**, *U. of Alabama*
Participant: **Dennis McIver**, *U. of California Office of the President*

The theme of the 2023 AOM conference is “Putting the Worker Front and Center.” The meeting description talks about the ways in which work has changed over the last few years and speculates that a research focus on workers, and not just leaders and managers, is important to expand our knowledge. Consistent with that theme, our symposium focuses on employee resource groups (ERGs), which are a bottom-up, volunteer worker phenomenon driving not only diversity goals but also innovation, new business, crisis response, employee retention and community support. ERGs are run by workers at all job levels (not just managers). ERGs are, in a majority of cases, started by volunteers who build a business case to create an ERG for a key demographic group at the company (e.g., Black/African American, Hispanic/Latino, Asia/Pacific, Veterans, LGBTQ+ or Disabilities) (Friedman, 1999). ERGs may also be started by groups of people who have passion for a mission that, to date, was not seen as important by the company (e.g., sustainability, palliative care, neuro diversity, and more (Welbourne, Rolf, & Schlachter, 2017). ERGs attempt to put all workers front and center and provide members with visibility, advocacy, support and opportunities that help not just the members but all workers. ERGs are found in over 90% of Fortune 100 companies, are being started in smaller organizations, and they have evolved while experiencing significant growth since 2020. Recent growth is due to ERGs being viewed as a powerful solution to the racial unrest and inequalities that became more visible during the pandemic and after murder of George Floyd (Asare, 2021; Lewis & Simmons Fisher, 2022) Even though these groups have been in existence since the early 1960s, there is very little research on them (Friedman & Craig, 2004), and much of the work being done has been limited to case studies and published by consulting firms or published in outlets focused on diversity. Although the impact and importance of ERGs for achieving diversity goals is positive and worth significant research, the effect of ERG work on other outcomes is also critical knowledge for organizations because higher impact creates a stronger business case, which is necessary for ERGs to receive funding and other sources of support. Thus, our symposium focuses on not only the role of ERGs for driving diversity, equity and inclusion but also the ways in which ERGs are impacting other organizational goals, including sales, innovation, personal development and more (VanAken et al.,1996; Welbourne & McLaughlin, 2013).

Employee Resource Groups: Member Experiences and the Role of Allies

Author: **Gregory Robert Beaver**, *Suffolk U.*
Author: **Mary E Zellmer-Bruhn**, *U. of Minnesota*

What’s in it for Me? Enhancing ERG Leader Performance Through Innovation

Author: **Sanjay K. Dua**, *The Coca Cola Company*

The Impacts of ERGs on Organizational Performance: A Strategic HRM Perspective

Author: **Theresa M. Welbourne**, *U. of Alabama*
Author: **Seth Butler**, *U. of Alabama*

Employee Resource Groups in United States Higher Education: History and Applications

Author: **Dennis McIver**, *U. of California Office of the President*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1396** | Submission: **13104** | Sponsor(s): **(DEI, OMT, MOC)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Examining the Cross-Level Dynamics of Gender and Diversity in Social Networks

Organizer: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Organizer: **Danuse Bement**, *Texas A&M U., Mays Business School*
Organizer: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Discussant: **Raina A. Brands**, *UCL School of Management*
Presenter: **Jieun Lee**, *U. of Missouri, Columbia*
Presenter: **Diane Kang**, *U. of Kentucky*
Presenter: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Presenter: **Richard A. Benton**, *U. of Illinois at Urbana-Champaign*
Participant: **Joel Andrus**, *U. of Missouri*
Participant: **Michael Deane Howard**, *Iowa State U.*
Participant: **Hannah Grubbs**, *U. of Oregon*
Participant: **Nabila Boukef**, *U. côte d'Azur, Skema, France*
Participant: **Mohamed Hédi Charki**, *EDHEC Business School*
Participant: **Ajay Mehra**, *U. of Kentucky*
Participant: **Kwonhee Han**, *U. of Illinois at Urbana-Champaign*
Participant: **Robert Wilhelm Krause**, *Gatton College of Business and Economics, U. of Kentucky*
Participant: **Danuse Bement**, *Texas A&M U., Mays Business School*
Participant: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

This symposium brings together multiple perspectives on structure, behavior, and cognition in order to gain a more comprehensive understanding of the complex dynamics of gender and diversity in social networks and organizations. It aims to advance research on gender and diversity in social networks by examining individual, team, and organizational level characteristics as both causes and consequences of social networks. The studies presented in this symposium help bridge the micro- and macro-divide in social network scholarship and uncover boundary conditions to existing theories related to gender and other minority identities.

Borrowing to Build: The Role of Indirect Network Tiesin Building Social Capital for Women Inventors

Author: **Jieun Lee**, *U. of Missouri, Columbia*
Author: **Joel Andrus**, *U. of Missouri*
Author: **Michael Deane Howard**, *Iowa State U.*
Author: **Hannah Grubbs**, *U. of Oregon*

Team Gender Composition and Archetypal Leadership Networks

Author: **Diane Kang**, *U. of Kentucky*
Author: **Robert Wilhelm Krause**, *Gatton College of Business and Economics, U. of Kentucky*
Author: **Nabila Boukef**, *U. côte d'Azur, Skema, France*
Author: **Mohamed Hédi Charki**, *EDHEC Business School*
Author: **Ajay Mehra**, *U. of Kentucky*

Can I Get an Upgrade? How Female CEOs Leverage Their Scarcity to Gain Prestigious Board Appointment

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Author: **Danuse Bement**, *Texas A&M U., Mays Business School*
Author: **Michael Deane Howard**, *Iowa State U.*
Author: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

Social and Political Determinants of Chief Diversity Officer Adoption

Author: **Richard A. Benton**, *U. of Illinois at Urbana-Champaign*
Author: **Kwonhee Han**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1397** | Submission: **14019** | Sponsor(s): **(DEI, OMT, OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

How Can organizations achieve their diversity goals? New theories and evidence

Organizer: **Elena Obukhova**, *McGill U.*
Organizer: **Jeraul Mackey**, *Rady School of Management, U. of California San Diego*
Presenter: **Summer Jackson**, *Harvard Business School*
Presenter: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*
Discussant: **Jennifer M. Merluzzi**, *George Washington U.*

Many organizations set-up well-intentioned diversity goals but find that the reality falls short of their expectations. We take up this problem – how organizations can achieve their diversity goals – by illuminating how the behaviors of individual actors undermine ambitious goals and well-intentioned practices. In this symposium, we bring together four papers that explore novel mechanisms that elucidate how micro-level actions shape the efficacy of meso-level diversity initiatives and macro-outcomes of interest to DEI scholars. The papers' approaches draw on several perspectives, including those rooted in psychodynamics, culture studies and social networks, and diverse methodologies, including longitudinal data, ethnography, experiments, and interviews. Jennifer Merluzzi is especially fitting as the discussant, as diversity in organizations is one of the major themes in her work.

A Systems Psychodynamic Perspective on Racial Inequality in Organizations

Author: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*

Act the Part: Race and Social Class in the Modern Workplace

Author: **Summer Jackson**, *Harvard Business School*

Constrained by Good Intentions: Unintended Consequences of Fair-Minded Hiring Rules

Author: **Jeraul Mackey**, *Rady School of Management, U. of California San Diego*

Do referrals disadvantage non-White applicants? Evidence from Silicon Valley tech firms

Author: **Elena Obukhova**, *McGill U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1398** | Submission: **20563** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Entrepreneurship, Religion and Spirituality

Session Moderator: **Kaushik Gala**, *Iowa State U.*

ENT: **The Influence of Religion on Entrepreneurial Exits**

Author: **Kaushik Gala**, *Iowa State U.*
Author: **Brandon Mueller**, *Iowa State U.*

This study explores the influence of religion on entrepreneurial decisions to exit their ventures following success or failure. We draw upon attribution theory to posit that religious beliefs and principles may shift entrepreneurs' causal attributions of success and failure from internal or external loci to a third locus of causality, the divine. Similarly, we draw upon time perspectives theory to explore how religious beliefs and principles may shift entrepreneurs' temporal depths from weeks, months, or years to eternity. We suggest that these shifts may, in turn, influence the nature and timing of entrepreneurial exits, often thought to be motivated by purely economic considerations. We develop several propositions using the context of Jainism, a minority religion originating in India characterized by an extremely high proportion of self-employed adherents and a seeming paradox between riches and renunciation. We contribute to the literature on entrepreneurial exits, emphasizing on non-economic, self-less motivations, specifically those informed by religious beliefs and principles. We also seek to highlight the underlying mechanism – contemplation that is conducted in solitude and involves reinterpretation of entrepreneurial success or failure – through which religion may transmute into entrepreneurs' exit choices and timing. Finally, we contribute to the emerging literature on temporal aspects of entrepreneurial decision-making.

ENT: **The Influence of Ancestral Spirituality Among Indigenous Entrepreneurs**

Author: **Sebastián Andrés Barros**, *U. del Desarrollo*

Even though religion and spirituality provide a unique source of purpose and meaning, their study has been neglected in entrepreneurship research. Due to the salience of a spiritual calling among indigenous entrepreneurs, we explored how it influenced their actions in venturing. We found that an ancestral calling summoned indigenous individuals to revitalize a distant past rather than pursue opportunities in the proximal future, distinguishing their temporal orientation from future-oriented entrepreneurs. We contribute with this project by gaining a deeper understanding of a spiritual calling as an important driver for entrepreneurship at large, influencing distinctive cognitions, behaviors, and outcomes among entrepreneurs.

ENT: **Transcendental and Effectual Processes in Religious and Secular Social Entrepreneurs**

Author: **Ronit Yitshaki**, *Department of Economics and Business Administration, Ariel U.*

Religion is an important source for identifying and addressing social problems. This study examined the underlying motivations, sensemaking and effectual processes in religious and secular social entrepreneurs (SEs) who have responded to the problem of feeding the needy in the Israeli ecosystem. The findings show substantial differences between religious and secular SEs' motivations and effectual processes. Religious SEs are motivated by religious-based values as well as a social awareness of social injustice. Unlike secular SEs, they see their role as a 'sacred calling' and view God as an active transcendental stakeholder. They also use communal donations extensively and manage uncertainties through coopetition. In contrast, secular SEs are motivated by their commitment to fight social injustice and a sense of calling based on free choice to address hunger. They follow an effectual logic of resource accumulation from various stakeholders and do not collaborate to decrease uncertainty. By highlighting these differences between different SEs, the findings contribute to the literature on religions and entrepreneurship and religion and effectuation.

ENT: **Exploring the role of Spirituality in Social Entrepreneurship using sustainability lens**

Author: **Diwakar Singh**, *Ambedkar U. Delhi*
Author: **Richa Awasthy**, *Dr. B. R. Ambedkar U. Delhi*

The purpose of this study is to explore the role of spirituality in the field of social entrepreneurship using the triple bottom line as a sustainability lens and develop a framework for their integration. Spirituality is linked to a variety of positive outcomes at both individual and organizational levels. There is, however, a dearth of literature on the intersection of spirituality and social entrepreneurship and social entrepreneurship and sustainability. We used a thorough literature review to explore the field of spirituality, social entrepreneurship, and sustainability. We synthesize a list of individual and organizational spirituality's positive outcomes and identified seven dimensions of social entrepreneurship: entrepreneurial, social, ecological, employee, market, and ethical orientations along with spiritual capabilities. We developed a framework and speculated that individuals with spiritual practices are more likely to experience and engage in entrepreneurial, social, and ecological orientations. Moreover, organizations with spiritual practices are more likely to experience and engage in the employee, market, and ethical orientation. Further spiritual capability can be used as a strategic advantage and lead to the sustainable development of social enterprises. Finally, we discussed the contributions and implications for various stakeholders and provided limitations and directions for future research before we concluded.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1399** | Submission: **20879** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Entrepreneurship from a Resource Perspective

Session Moderator: **Ahmed Sewaid**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*

ENT: **Intangible Resource Deployment: Learning from Market Performance Feedback**

Author: **Ahmed Sewaid**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*
Author: **Shaker A. Zahra**, *U. of Minnesota*
Author: **Jared Shaw Allen**, *Texas Tech U.*
Author: **Rakesh Kumar Pati**, *Deakin U.*

Early-stage entrepreneurs often leverage their intangible resources to raise funds that ensure their ventures' survival. We examine how entrepreneurs decide to allocate their psychological capital to raise funding, and how this decision is affected by market performance feedback (financial and social) received given prior fundraising outcome (success vs. failure). Using a sample of 15,390 crowdfunding entrepreneurs, we find that psychological capital deployments vary between financial and social feedback, depending in both cases on prior fundraising outcome. The results also show that psychological capital deployment enhances fundraising performance following initial failure, but harms fundraising performance following success. Entrepreneurs' gender and race also significantly moderate these relationships, sometimes leading to in-optimal deployments of psychological capital by females and minority groups.

ENT: **Linking Resource Mobilization Approaches and Venture Performance in Resource-Constrained Environment**

Author: **Abiodun Samuel Adegbile**, *Nottingham Business School, Nottingham Trent U.*
Author: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*

Drawing on resource orchestration and social network theories, this study examines the relationships between bricolage, optimization, and new venture performance. We argue that optimization (i.e., standard application of resources acquired from resource markets) increases performance whereas bricolage (i.e., improvisation and unconventional resource applications) causes the opposite effect. We also argue that the effect of these RM approaches is contingent upon entrepreneurs' network diversity. Using survey data from agricultural ventures in Nigeria, we found support for our propositions. The findings show that entrepreneurs' social capital affects the value of resource orchestration in relationship-based economic systems. We discuss the theoretical and practical implications of these findings.

ENT: **Resource Enrichment: Integrating Penrosean and Barnean Perspectives**

Author: **Aman Bhuwania**, *Indian Institute of Management, Bangalore*
Author: **Saras Sarasvathy**, *U. of Virginia*

Resource-based theorizing has largely been built upon two distinct resource-based logics: Penrose's "versatile" resources and Barney's "VRIN" resources. However, management scholars have studied these theories in silos or conflated them together. We attempt to theoretically integrate these two logics and present a micro-foundational model of resource "enrichment". Our model offers novel insights into how entrepreneurs/managers and their actions and interactions with other stakeholders play a key role in the process of resource "enrichment" from identifying a potential resource to acquiring the characteristics of value and versatility.

ENT: **Cultural Resources and Meaning: Review of and Future Agenda for Cultural Entrepreneurship**

Author: **Zemin Wang**, *Nanjing U.*
Author: **Jing Long**, *Nanjing U.*
Author: **Jichang Zhang**, -

Cultural entrepreneurship (CE) is increasingly active because of its important role in the survival of new ventures. However, the fragmentation of cultural resources (CR) and the scattering of research footholds has hindered the subsequent development. Through an integrative review, we introduce meaning into CE and clarify the connotation of CR. We not only identify four meaning activities, but also emphasize the social construction perspective of CR. Our review will not only deepen our understanding of the formation process and impact mechanism of CR and their meanings, but will also make us realize the power of meaning to "create" actors.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Employee Entrepreneurship

Session Moderator: **Junhan Wang**, *School of Economics and Management Tsinghua U.*

ENT: **Deregulation and Employee Entrepreneurship: Evidence from the Patent Law Industry in China**

Author: **Junhan Wang**, *School of Economics and Management Tsinghua U.*
Author: **Xibao Li**, *Tsinghua U.*

We explore a tension between deregulation and employee entrepreneurship. On the one hand, deregulation lowers entry and growth barriers and promotes entrepreneurship. On the other hand, the less stringent entry criteria render it difficult to evaluate the quality of new startups and may bring about a crisis of cognitive legitimacy among potential entrepreneurs. Based on unique data from the patent law industry in China, our difference-in-differences analysis shows that, compared with those having either higher- or lower-level social resources, employees with middle-level social resources are less likely to start a business after deregulation. We further find that, when the crisis of cognitive legitimacy is less a concern in the case of high technology popularity and low market competition, deregulation also promotes entrepreneurship among employees with middle-level social resources. Overall, our findings show that deregulation can have an unintended side effect on the composition of entrepreneurs. Our study and findings enhance our understanding of the effect of deregulation on employee entrepreneurship and the legitimacy challenges that potential entrepreneurs may need to consider in the face of institutional deregulation.

ENT: **Anti-Labor Environments and Employee Entrepreneurship: Evidence from Right-To-Work Laws**

Author: **DAEHYUN KIM**, *Max Planck Institute for Innovation and Competition*
Author: **Namil Kim**, *School of Management, Harbin Institute of Technology*
Author: **Haemin Dennis Park**, *U. of Texas at Dallas*

We explore how changes in labor union and related labor environments affect employees' likelihood of starting a new business. Using Michigan's and Indiana's adoption of right-to-work (RTW) laws as a natural experiment, we demonstrate that the likelihood of employees becoming self-employed increased by 50% as compared to that in states without RTW laws following the passage of the law. However, this tendency is more pronounced for less-educated and blue-collar workers. Moreover, newly created-firms are mostly small businesses with limited scalability. These findings offer novel insights on the relationship between anti-labor environments and employee entrepreneurship.

ENT: **Complex Antecedent Configurations of Employee Innovative Behavior in Digital Transformation**

Author: **Shulin Zhang**, *Nanjing U. School of business*
Author: **Fei Xiao**, *Nanjing U. School of business*
Author: **Shiyu Tan**, *Nanjing U.*
Author: **Xin Meng**, *Anhui U. of Finance and Economics*

Employee innovative behavior is the key to improving an organization's autonomous innovation capability and competitiveness. This study employs fuzzy set qualitative comparative analysis (fsQCA) to investigate the complex causal relationships that lead to employee innovative behaviors and confirming the multiple concurrent characteristics that drive employee innovative behaviors. First, based on a theoretical framework of the social information processing model, this study investigates the intrinsic mechanisms of employee innovative behavior using the logic of cue encoding and interpretation, clarification of innovative goals, response construction, response decision, and behavior enactment; second, this study brings together market uncertainty, digital transformation, individual entrepreneurial orientation, trust, perceived organizational support, task performance, and critical thinking ability, as well as contributions in employee innovative behavior; third, on the basis of 478 employee data from 72 Chinese firms and 368 employee data from 50 American companies, this study compares the configurational paths of employee innovative behavior in different dominant cultural contexts, providing evidence for generalizing the similarities and differences in employee innovation behavior in individualism and collectivism.

ENT: **Motivate Pathway of CEO Entrepreneurial Orientation on Employee Innovative Behaviours**

Author: **Siqi Liu**, *Nanjing U. School of business*
Author: **Shulin Zhang**, *Nanjing U. School of business*
Author: **Fei Xiao**, *Nanjing U. School of business*
Author: **Shiyu Tan**, *Nanjing U.*

The success of corporate entrepreneurship requires both the chief executive officer's entrepreneurial orientation (CEO EO) and the hard work by the frontline personnel. This makes the effect of CEO EO on grassroots employees' cognition and behaviour critical. We employ the fuzzy-set qualitative comparative analysis (fsQCA) to examine the various configuration pathways and causal relationships that exist between CEO EO and the process of motivating employees' innovativeness. Using a multi-level sample of Chinese firms with 117 firm-level and 468 individual-level matched data, and anchored in motivation theory, we explore whether CEO EO can stimulate employee innovative behaviour through internal motivators (self-efficacy), external motivators (human resource management), and achievement orientation. Motivating innovative employee behaviour can be classified into three first-level configurations. Through this study, we contribute to the theoretical understanding employee motivation. The results also have important practical implications.

Session Type: **Paper Session**
Program Session: **1401** | Submission: **20625** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Entrepreneurial Failure

Session Moderator: **FRANCIS DONBESUUR**, *U. of Leicester*

ENT: **Failure Experiences and Business Model Innovations in B2B Entrepreneurial Firms**

Author: **FRANCIS DONBESUUR**, *U. of Leicester*
Author: **Richard Nyuur**, *Northumbria U.*
Author: **Diana Owusu-Yirenkyi**, *U. of Leeds*
Author: **George Oppong Appiagyei Ampong**, *Ghana Communication Technology U.*

This study proposes and tests a model of how and when previous failure experience can impact on subsequent business model innovation of business to business (B2B) SMEs. Analysis of survey data from a sample of 182 B2B SMEs indicates that failure experience is positively related to business model innovation – and that coopetition capability mediates this failure experience. Further analysis of boundary condition effects reveals that high levels of financial resource slack strengthen the positive relationship between coopetition and business model innovation, while the level of managerial persistence has no effect on failure experience and coopetition relationship. We discuss managerial and theoretical implications of these findings.

ENT: **The Motivational Effect of Perceived Failure Stigma for Re-Starting Entrepreneurs**

Author: **Lu Zhang**, *Ulsan National Institute of Science and Technology*
Author: **Young Rok Choi**, *UNIST, Korea*

The current study challenges the prevailing perspective that failure stigma is uniformly detrimental to entrepreneurs. Drawing on social identity theory and stereotype reactance theory, we develop a model that portrays perceived failure stigma as a source of motivation for entrepreneurs' restarting endeavors. We predict that perceiving failure stigma may increase restarting entrepreneurs' desire to defy the negative stigma, which in turn leads to more opportunity recognition activities and improved new venture performance. We further consider entrepreneurs' external attribution of failure as a boundary condition in the relationship between perceived stigma and desire to defy stigma. We tested our hypotheses by collecting three waves of survey data from 348 Korean entrepreneurs who had entrepreneurial failure experience and restarted new venture after failure. Our findings provide support for the positive effect of perceived stigma on restarting entrepreneurs' opportunity recognition activities and new venture performance through their desire to defy stigma. We also find that entrepreneurs' external attribution of failure accentuated the effect of perceived failure stigma on desire to defy stigma. The research and practical implications of these findings are discussed.

ENT: **Should I Try Again? An Investigation of Entrepreneurs' Career Choice After Failure (WITHDRAWN)**

Author: **Nikan Rezvani**, *Macquarie Business School, Macquarie U.*
Author: **Anna Krzeminska**, *Macquarie Business School, Macquarie U.*

Failure is inseparable from entrepreneurship due to the uncertainties of new venture creation. Despite failure being an unpleasant and often dramatic experience, only some entrepreneurs exit after failure, while others reenter and start another venture. While the literature identifies some variables that facilitate or hinder reentry, our knowledge of how entrepreneurs decide what to do after business failure is limited. This interpretative phenomenological analysis investigates entrepreneurs' journeys after failure and explores how entrepreneurs choose their post-failure careers. We investigated the journey of eighteen Australian entrepreneurs after failure and discovered a process by which entrepreneurs' motivation, learning, and opportunity cost lead to different career choices after venture failure. Our findings contribute to entrepreneurial reentry literature in three ways. First, the findings enrich entrepreneurial learning theory by unpacking the role of learning on reentry. We discovered that action-oriented learning is necessary for reentry decisions. Second, besides the financial impact of failure on the ability to raise capital as an obstruction to reentry, we argue even if financial means are available, the individual opportunity cost influences the reentry decision. Finally, this study identifies "hybrid reentry" as a unique career trajectory besides reentry and employment.

ENT: **Shame on You: The Duality of Shame Culture and Fear of Failure for Entrepreneurship and Intrapreneur**

Author: **Chris Boudreaux**, *Florida Atlantic U.*
Author: **Hyungseok Yoon**, *U. of Leeds*

This paper theorizes and tests the duality of national shame culture and individual-level fear of failure in influencing multifaceted entrepreneurial activities. Building on avoidance and approach motivation theory, our multi-level framework postulates that shame culture—a culture in which constituents are sensitive to social norms and seek to avoid negative social judgement—encourages individuals to engage in intrapreneurship, at the expense of entrepreneurship. Additionally, we posit that at the individual-level, fear of failure is a key dispositional mechanism through which national shame culture influences both entrepreneurship and intrapreneurship. We test and find broad support for our theory using the individual-level Global Entrepreneurship (GEM) survey and the unique country-level data on shame from Honor-Shame Culture Survey. Our work highlights the dual nature of national culture and fear of failure that influence entrepreneurship and intrapreneurship in a distinctive manner.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1402** | Submission: **20987** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

Entrepreneurial Process: Strategy and organization

Session Moderator: **Leon Schjoedt**, *U. of Texas Rio Grande Valley*

ENT: **Small Ventures' Proactive and Reactive Motivations for Coopetition and the Role of Partner Trust**

Author: **Leon Schjoedt**, *U. of Texas Rio Grande Valley*
Author: **Mark Kroll**, *U. of Texas Rio Grande Valley*

Research on small ventures' coopetition is scant. In this cross-sectional study, we examine both proactive and reactive motivations for coopetition and the critical role of partner trust among 527 small ventures from multiple industries. We find both types of motivations to be directly related mutual benefits and that there is no difference in strength between the two relationships. We find that trust in coopetition partners acts in interesting ways as a moderating factor. We illustrate how these findings add new insights into and enhance our understanding coopetition among small ventures.

ENT: **The Double-Edged Sword Effect of Certification in Firm Performance: The Case of Spanish Quality Wine**

Author: **Fernando Campayo-Sanchez**, *U. of Alicante (Spain)*
Author: **Sohvi Heaton**, *Santa Clara U.*
Author: **Simon Parker**, *Ivey Business School*
Author: **Ricardo Sellers-Rubio**, *U. of Alicante (Spain)*

Certification as a tool for reducing information asymmetry between buyers and sellers has become popular among new ventures, yet its full impact on firm performance remains under-studied. Drawing on signaling theory and a dynamic capabilities perspective, we shed light on the double-edged sword effect of certification on firm performance. Using a sample of 319 Spanish wineries producing craft-based luxury wines in the years 2004 to 2014, we empirically test the relationship between protected designation of origin (PDO) certificates and firm performance. Our findings derived from linear mixed-effects regressions and multilevel models that account for endogeneity offer broad support for a positive signaling effect of certification, but performance can suffer when a firm's ability to adapt to changing environments is limited due to a high cost of complying with requirements imposed by a PDO. Our findings hold important implications for craft-based ventures that need to leverage tradition, authenticity, and innovation simultaneously.

ENT: **Environmental Uncertainty, Entrepreneurial Governance, and Entrepreneurial Strategic Change**

Author: **Weiliang Zhang**, *Univevrsity of Science and Technology of China*

Entrepreneurial strategic change is a central topic of entrepreneurship literature. Previous literature on entrepreneurial strategic change emphasized endogenous uncertainty as the driver of entrepreneurial strategic change, while the traditional strategic change literature also emphasizes the role of environmental uncertainty. This study examines how three kinds of environmental uncertainties (i.e., macroeconomic uncertainty, economic policy uncertainty, and political uncertainty) can affect the likelihood of two types of industry-related entrepreneurial strategic change (diversifying entry and change of the dominant business) by utilizing strategic management theory from resource-based view and opportunity-threat framework. Moreover, I investigate how ownership structure as an entrepreneurial governance institution can moderate the above relationships. Using a novel dataset of over nine million Chinese firms newly registered from 2005 – to 2014, I corroborate my theory-driven hypothesis.

ENT: **Updating Strategy and Beliefs: Experimental Evidence on Entrepreneurial Pivoting**

Author: **Andrea Coali**, *Bocconi U.*

Identifying promising business ideas is key to the introduction of novel firms, and research shows that entrepreneurs frequently pivot during the process of idea identification. We argue that if entrepreneurs adopt a scientific approach by formulating problems clearly, developing theories about the implications of their actions, and testing these theories, they positively update their beliefs, identifying changes leading to more promising development patterns of their ideas. We test these predictions with a field experiment with 250 nascent entrepreneurs attending a pre-acceleration program, where we taught the treated group to formulate the problem scientifically and to develop and test theories about their actions, while the control group followed a standard training approach. Results show how treated entrepreneurs who pivot positively update their beliefs on the potential value of their ideas, and pivot when they perceive higher uncertainty. We also show that pivots conducted by entrepreneurs taught to follow a scientific approach focus more on customer desirability. The paper provides novel evidence on pivoting activities and contributes to the growing literature on how entrepreneurs learn and adapt over time.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1403** | Submission: **20973** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **111**

Entrepreneurship and Effectuation

Session Moderator: **Michael Asenkerschbaumer**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

ENT: **Fueling Effectual Behavior in Public Leaders? The Role of Imaginativeness and Environmental Dynamism**

Author: **Katrin Bauer**, *TU Dortmund U.*

The public sector is a crucial player in the arena of citizens' well-being. Not only since the COVID-19 pandemic radical uncertainty increasingly burdens public leaders. However, research so far less focuses on public leaders' uncertainty coping routines and factors fueling them. With our study, we transfer findings on individual behavior and skills from the entrepreneurship field, in which handling uncertainty is inherent, to the public sector. Drawing upon the creative problem-solving lens, we explore public leaders' effectual behavior fueled by their creative, social, and practical imaginativeness. Assuming an external contingency on that relationship, we investigate environmental dynamism, a major root of uncertainty, as a moderator. 324 responses from public leaders contribute interesting results. We reveal effectual behavior as uncertainty coping routine in a new domain, the public sector, thereby delivering a novel effectuation antecedent and boundary condition relevant for the interface of entrepreneurship, specifically effectuation, and public sector research. While a relationship between creative imaginativeness and effectual behavior is not confirmed, we find that both the public leader's social and practical imaginativeness are directly associated with their effectual behavior and moderated by environmental dynamism. Our findings have practical implications both for public leaders and practices in public sector organizations.

ENT: **Strategic Flexibility - The Role of Effectuation and Entrepreneurial Implementation Intentions**

Author: **Michael Asenkerschbaumer**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

How can new ventures, operating in resource-scarce environments, increase their strategic flexibility in order to sustain? We provide an answer to this research gap concerning antecedents of strategic flexibility in new ventures by drawing on effectuation logic and implementation intention theory. We validate a theoretical framework proposing effectuation, as decision-making logic, and action planning, in the form of entrepreneurial implementation intentions, to increase the level of perceived strategic flexibility in the resource-scarce context of new venture creation. Based on a sample of 155 entrepreneurs we find support for three of our four proposed hypotheses. Effectuation is associated with higher levels of strategic flexibility, whereas entrepreneurial implementation intentions have no association with strategic flexibility. The interaction of effectuation and entrepreneurial implementation intentions is positively associated with higher levels of strategic flexibility. The access level to resources for optimal work performance is a boundary condition leading to ambiguous results – At lower levels, up to a certain point, the moderation effect is increased. Our study sheds light on how perceived strategic flexibility can be increased in new ventures through effectuation and entrepreneurial implementation intentions.

ENT: **Taking an Entrepreneurial Storytelling Perspective on Pivoting**

Author: **Rohny G. Saylors**, *Washington State U.*
Author: **Jillian Saylors**, *Washington State U. Vancouver*

By taking the perspective that entrepreneurship is storytelling, we investigate pivoting as a trial-and-error based structural course correction to an entrepreneurial story. This process is often taken for granted in entrepreneurship scholarship. Presently, some studies of pivoting focus on legitimacy work, which is when a firm works to make sure that stakeholders perceive the firm as both socially valid and personally appropriate. Other pivot studies focus on identity work, which is the process of maintaining a consistent sense of self, even while changing how one sees oneself. While legitimacy work is theorized at the level of legitimating stakeholders and identity work is theorized at the level of the individual founder, there is presently no theory to guide researchers studying the process of pivoting from the perspective of workers. By bringing into view those who presently work in a pivoting firm, we surface a paradox: during a pivot, workers must continue to see the entrepreneurial venture as a meaningful place to work, even while the meaning of their work changes. To address this paradox, we present the idea of authenticity work, which is the process whereby a firm maintains a sense among its workers that it is a meaningful place to work. In doing so, we contribute a description of the restorying process, which is a process that integrates identity, authenticity, and legitimacy work during a pivot.

ENT: **Organizational Sensemaking, Adaptive Marketing Capability, and Effectual Problem Setting**

Author: **Zhi Yang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Xiao Liang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Jinglan Yang**, *School of Management, Huazhong U. of Science and Technology*

How an organization sets the problem space leads to the different logic of prediction or control and the venturing model choice between effectuation and causation. But what factors cause the differences in problem space is still underdeveloped. Based on sensemaking theory, this study explores the influence mechanism and the boundary condition of organizational sensemaking on effectual problem setting. Based on data from 162 valid questionnaires, this study found that: organizational sensemaking has a negative effect on effectual problem setting and a positive impact on adaptive marketing capability; adaptive marketing capability has a negative effect on effectual problem setting; adaptive marketing capability plays a partially mediating role in the relationship between organizational sensemaking and effectual problem setting. Organizational size not only negatively moderates the relationship between organizational sensemaking and adaptive marketing capability, but also negatively moderates the indirect effect of organizational sensemaking on effectual problem setting through adaptive marketing capability. The above findings have important implications for relevant theoretical research and management practice.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1404** | Submission: **21029** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Entrepreneurship and Other Individual Characteristics

Session Moderator: **Esther Leibel**, *Boston U.*

ENT: **Making Friends While Pitching Investors—Exploring Different Paths of Resource Acquisition**

Author: **Esther Leibel**, *Boston U.*
Author: **Denise Falchetti**, *George Washington U.*
Author: **Siobhan O'Mahony**, *Boston U.*

Entrepreneurs use business pitches to persuade investors to provide resources to their firms. Scholars have examined how pitches attract investments. What is less appreciated is that successful pitches also can increase network ties - but tie formation may vary by stage. Drawing from extensive field work and the literature on framing, we hypothesize that entrepreneurial frames used at various stages of firm development attract different types of resources. We test our hypotheses on a database of 79 social entrepreneurs pitching impact investors. We show that when early-stage entrepreneurs pitch with higher social emphasis, they increase social ties with investors. Conversely, when late-stage entrepreneurs pitch with lower social emphasis, they acquire more financial capital. These findings suggest that entrepreneurs' pitching can be a proactive strategy for forming new ties – but how strategies resonate with investors varies by stage. In contrast to theories of resource acquisition that focus on the importance of preexisting networks in acquiring the resources needed for new venture formation, our research explains how entrepreneurs can leverage open, competitive pitches to form new relationships with investors.

ENT: **Transgender Emancipatory Entrepreneurship in Southern Context: Insights from Pakistan**

Author: **Fayaz Ali Shah**, *Islamia College Peshawar*
Author: **Sonia Sethi**, *Department of Management Sciences, Islamia College Peshawar*

A recent stream of entrepreneurship literature highlights the surfacing of transgender individuals' involvement in entrepreneurial activities as a novel subject matter particularly in the Southern context. To date, although a great deal of prior studies have detailed about the entrepreneurial opportunities trans community but yet there is a nascent literature on transgender entrepreneurship as emancipation process. Our study intends to learn about whether the transgender entrepreneurial initiations have potentially facilitated them to reconfigure their social status quo as being entrepreneur? Or does the transgender community understand entrepreneurship as a process of change or pursuit of freedom? Putting in simple words, this research paper endeavors to understand the transgender entrepreneurship through the perspective of entrepreneurship as emancipation in southern context particularly Pakistan. To do this, the study tends to understand the transgender emancipatory entrepreneurship from two broad perspectives i.e. (1) entrepreneurship facilitates to alter or remove societal constraints (identity – based emancipation/cognitive), (2) entrepreneurship may facilitate to realize a sense of individuality or construct their own dreams, representations, ideas and freedom to work independently (autonomy). The current research study theoretically contributes to the existing body of knowledge in two major ways; (1) articulates the idea of entrepreneurship as emancipatory entrepreneurship to the nascent literature on transgender entrepreneurship (2) extends the existing knowledge on emancipatory entrepreneurship by deepening our understanding as to whether the entrepreneurship 'emancipates' the transgender entrepreneurs from their stigmatization or create constraints otherwise, and also extends the contextual literature on transgender emancipatory entrepreneurship in southern context particularly Pakistan.

ENT: **How to Get Published: Optimal Distinctiveness of Entrepreneurship Articles**

Author: **Marie Madeleine Meurer**, *Jönköping International Business School*
Author: **Maksim Belitski**, *U. of Reading*
Author: **Christian Fisch**, *U. of Luxembourg*
Author: **Roy Thurik**, *Erasmus School of Economics, Rotterdam*

Optimal distinctiveness theory highlights that authors need to balance the distinctiveness of a paper and the expectations of audiences, such as of editors and reviewers, to get published (i.e., to achieve publication legitimacy). However, while the literature points to several mechanisms of balancing distinctiveness and audience expectations, current research does not account for situations in which authors face diverse audience expectations, such as theoretical contributions, societal relevance, and conventions of academic writing. Thus, to understand how different forms of expectations, in combination with distinctiveness, may influence publication legitimacy, we use computer-aided text analysis to investigate the last version of paper submissions' abstracts and their related editorial decisions for two leading entrepreneurship journals, Entrepreneurship: Theory & Practice (ETP, 4,151 papers) and Small Business Economics Journal (SBEJ, 4,043 papers). We find that the positive impact of distinctiveness disappears in competitive journal environments that receive papers from a large variety of topics, methods, and theories. Furthermore, we find that authors cannot meet varying expectations regarding contributions simultaneously - theoretical contribution claims play a role for ETP and empirical ones for SBEJ. Lastly, we show that language use is critical for the comprehensibility and signaling of paper narratives – analytical thinking increases publication legitimacy in both journals, and authenticity increases publication legitimacy in SBEJ.

ENT: **Not All Entrepreneurs Are Equal**

Author: **Sonia Siraz**, *U. of Essex, United Kingdom*
Author: **Sharon Alvarez**, *U. of Pittsburgh*
Author: **Bjorn Paul Claes**, *The Open U.*

This paper sheds light on how ethno-racial status characteristics affect legitimacy perceptions about entrepreneurs. Our findings causally establish that compared to nonminority entrepreneurs; minority entrepreneurs are perceived less legitimate due to their ethno-racial attributes. Moreover, we reveal the presence of an ethno-racial hierarchy among different minority groups that increases the harshness of legitimacy perceptions for ascribed lower status minority groups. While entrepreneurs' higher level of education alleviates some of those inequalities, it fails to eliminate them completely. Worse, the gap in legitimacy perceptions increases unfavorably for minorities when comparing highly educated nonminority and highly educated minority entrepreneurs. We further demonstrate that observers' beliefs in a just world play a fundamental role in mitigating or increasing the harshness of legitimacy perceptions. Through three conjoint experiment studies, totaling 22,608 evaluations nested in 1,413 observers in the United States, we examine how entrepreneurs from two minority groups, Black Americans and Latinx, are judged relative to nonminority entrepreneurs (White Americans) after their endeavors have failed. We then examine whether there are differences when these two groups of minority entrepreneurs are judged relative to each other. This study contributes to a deeper understanding of how system inequality and prejudice endure in business lowering the economic potential of minority entrepreneurs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1405** | Submission: **20984** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Experimental approaches to Entrepreneurship Research

Session Moderator: **Yun Hou**, *Hong Kong U. of Science and Technology (Guangzhou)*

ENT: **Learning to Let Go: Field Experiment on Benchmarking and Exit**

Author: **Yun Hou**, *Hong Kong U. of Science and Technology (Guangzhou)*
Author: **Ivan Png**, *National U. of Singapore*

Entrepreneurs persist in business despite low returns. Following the Dunning-Kruger effect and threshold model of exit, we argue that entrepreneurs display general overconfidence in evaluating their relative ability and benchmarking information thus induce exit. To investigate, we administered a randomized controlled trial of benchmarking among 194 Singapore food-stall owners. Both control and treatment owners were informed of their own performance. Additionally, treatment owners were informed of their relative performance and best practices. We find that owners in the treatment group are more likely to exit and report lower aspired performance percentiles in the future. Further, we show that the positive effect of benchmarking on exit is more pronounced among entrepreneurs who are more likely to be overconfident and less likely to stay status quo.

ENT: **Curbing the Addition Bias: Scientific Approaches and Propensity to Subtract in Entrepreneurial Ideas**

Author: **Diego Jannace**, *Bocconi U.*
Author: **Arnaldo Camuffo**, *Bocconi U.*

Aspiring entrepreneurs are often biased toward addition and undervalue subtraction when seeking to perform changes to their ideas. We theorize that adopting "scientific" approaches to entrepreneurial decision-making has positive effects on reducing this bias for entrepreneurs and increasing the likelihood of removing unneeded or less coherent components from their business idea. This is relevant because it could allow entrepreneurs to focus on the few elements that are really meaningful to develop their ventures, rather than on too many elements which create unmanageable complexity and waste. A randomized control trial experiment with 200 early-stage entrepreneurs shows empirical support that scientific approaches increase subtraction when developing a business idea.

ENT: **Political Ideologies and Perceptions of 'Underdog Entrepreneur'- Run Ventures**

Author: **Subhadeep Datta**, *NEOMA Business School*
Author: **Sourjo Mukherjee**, *BITS PILANI*
Author: **Syeda Nimra Batool**, *Ruhr U. Bochum*

This research explores how the political ideology of consumers influence their views about underdog entrepreneurs. Through two well-powered experimental studies, we show that the external disadvantages faced by minority entrepreneurs drives the perception of their 'underdog'-ness, which also has a positive influence on the organizational reputation of their ventures in the aftermath of a product harm crisis. Our findings suggest that underdog entrepreneurs are better off disclosing their underdog identity to take advantage of their otherwise disadvantaged positions.

ENT: **External Venture Idea Evaluation and Venture Idea Revisions? The Role of Opportunity Confidence**

Author: **Martin Wurzer**, *Aarhus BSS, Aarhus U.*
Author: **Kim Klyver**, *U. of Southern Denmark*
Author: **Michael Zaggl**, *Aarhus BSS, Aarhus U.*
Author: **Carsten Bergenholtz**, *Aarhus BSS, Aarhus U.*

In this study, we investigate how venture idea assessments from prestigious and non-prestigious external stakeholders impact effort in venture idea revision by changing opportunity confidence. Building on cultural evolution theory, we hypothesize that optimistic venture idea assessments increase opportunity confidence and therefore in turn decrease efforts to revise venture ideas. This effect is stronger when the assessment is received from a prestigious stakeholder. To test our hypotheses, we conducted two online experiments (total N = 600) following a manipulation-of-mediation design. With overall empirical support for our hypotheses, our study contributes with insights into the heterogeneous effects of stakeholder assessment and the role of opportunity confidence.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1406** | Submission: **20551** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Gender and Investor Behavior

Session Moderator: **Kevin Koziol**, *U. of Passau*

ENT: **Investor Intuition Promotes Gender Equality in Access to Finance**

Author: **Katharina Fellnhofer**, *ETH Zurich, Harvard U.*
Author: **Yu Deng**, *ETH Zürich*
Author: **Ursula Renold**, *ETH Zürich, D-MTEC*

Although intuition is difficult to distinguish decisively from deliberation and thus poorly understood, it has been often used to explain away gender biases. By contrast, we argue that women's success in access to finance in crowdfunding is rooted in the use of intuition. We measured investors' use of intuition in two complementary ways: self-reports and behaviorally through fast investment decision making related to past real-world crowdfunding campaigns. Our Bayesian analysis, incorporating 2,911 subjects equally from Europe and the United States collected from July 2021 to August 2022 across three randomized controlled experiments, shows that regardless of whether investor intuition actually predicts willingness to invest, it does not significantly interact with presenter's gender. Although gender preferences can be in play, intuition cannot be used as an explanation. Our work points toward the importance of intuition for promoting gender equality and makes clear that the poor scientific reputation around using intuition requires serious rethinking.

ENT: **Power of Kindred Spirits: The Influence of Gender Stereotype Homophily in Entrepreneurial Pitches**

Author: **Kevin Koziol**, *U. of Passau*
Author: **Maja Schmitz**, *U. of Passau*

Drawing on homophily theory, we examine how investor–entrepreneur similarity in gender-stereotypical behaviors affects intentions to fund early stage ventures. For this purpose, we analyzed around 700 investor–entrepreneur dyads during their initial contact in pitches. As hypothesized, gender stereotype homophily, in both feminine and masculine ways (femininity and masculinity homophily), has a positive influence on the willingness to invest in pitching situations. Moreover, we found that uncertainty amplifies the impact of gender stereotype homophily. Specifically, as masculinity homophily increases, the negative effect of a venture's low growth orientation, i.e., investment uncertainty, on willingness to invest is weakened. Our results highlight that investors do not rely solely on objective evaluation criteria, but are also vulnerable to subjectively perceived impressions that the entrepreneur delivers during a pitch.

ENT: **How Women Entrepreneurs' Physical Appearance Affects Men's Investment Decisions (WITHDRAWN)**

Author: **Robert Schreiber**, -
Author: **Manuel Hess**, *U. of St. Gallen*
Author: **Philippe Tobler**, *U. of Zurich*
Author: **Dean Shepherd**, *mendoza*
Author: **Dietmar Grichnik**, *U. of St. Gallen*
Author: **Joakim Wincent**, *Luleå U. of Technology*

Women entrepreneurs are assessed differently than men but are some women assessed differently than other women? In this study, we theorize the physical attractiveness of women entrepreneurs' influence men's investment decisions. Data from a field study with men business angels in which we combined cognitive with physiological responses—cortisol and testosterone hormones as well as eye gaze—supported our hypotheses. Cognitively, women entrepreneurs' attractiveness increased men investors' perception of the entrepreneur's competence and increased likelihood of investment. Our findings on the physiological body reactions show that women entrepreneurs' attractiveness increased men's cortisol levels, which was positively related to likelihood of investment. Although investors may believe their decisions are based on "cold" cognitive factors, our study provides evidence of "hot" emotional factors in investment decisions and funding progress for women entrepreneurs and their ventures. These findings provide new insights into gender stereotypes in the entrepreneurial funding context. By incorporating physiological reactions in investment decision-making, we discuss the implications to a key theoretical concern of research that suggests the mind and the body could advise differently.

ENT: **Gritty Women: Entrepreneurial Grit and Funding Outcomes**

Author: **Anushka Iyengar Daunt**, *U. of Pittsburgh*
Author: **Sharon Alvarez**, *U. of Pittsburgh*

Entrepreneurs exhibit grit when bringing their nascent ventures to market. Grit may demonstrate an entrepreneur's ability to persevere in spite of obstacles and a passion to ensure their venture's success. We propose the existence of a positive correlation between the grit demonstrated during an entrepreneur's pitch and the funding they receive. Additionally, we posit that this relationship is moderated by the entrepreneur's gender. We conducted a mixed-methods study using content analysis and an experimental approach to test our hypotheses. Our findings suggest that grit significantly impacts an entrepreneur's likelihood of receiving a deal.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1407** | Submission: **16451** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Managing Marginalized Identities for Entrepreneurial Success

Organizer: **Yun Ha Cho**, *U. of Michigan*
Organizer: **Diana Jue-Rajasingh**, *Rice U.*
Organizer: **William Reuben Hurst**, *U. of Michigan, Ross School of Business*
Discussant: **Martin Ruef**, *Duke U.*
Participant: **Tiantian Yang**, *U. of Pennsylvania*
Participant: **Suntae Kim**, *Johns Hopkins Carey Business School*
Participant: **Peter Younkin**, *U. of Oregon*
Participant: **Ouafaa Hmaddi**, *City College - City U. of New York*

Prior work has shown that the observable social identities of entrepreneurs – such as their marginalized gender, race, religion, or social class – play a significant role in their ability to mobilize resources and successfully engage stakeholders (Fairlie & Robb, 2007; Freeland & Keister, 2016; Snellman & Younkin, 2021; Younkin & Kuppuswamy, 2018). Motivated by these findings, we propose a symposium to better understand the barriers faced by those from historically marginalized groups and examine how members of these groups manage their identities to overcome these barriers. Specifically, we considered three related questions. First, why and when do marginalized entrepreneurial identities lead to lowered resource mobilization and stakeholder evaluation? Second, what strategies do entrepreneurs with these identities and the institutions supporting them undertake to overcome obstacles that entrepreneurs may face due to these marginalized identities? Third, under what conditions are these identity-based entrepreneurial strategies effective, and under what conditions are they not? We hope our symposium will contribute to ongoing discussions about the presence of inequality among entrepreneurs. Our scholars will address these questions in a wide range of empirical contexts, including North Korean refugee entrepreneurs in South Korea, Muslim American entrepreneurs, and entrepreneurs in Morocco, using a diverse collection of qualitative, archival, and experimental methods. After providing comments and integrating lessons learned from the presenters, our discussant Martin Ruef, an authority on entrepreneurship among historically marginalized groups (see, for example, Ruef, 2010, 2014; Ruef & Grigoryeva, 2020), will lead a group discussion composed of prepared questions and audience question and answer session to synthesize understanding and outlining avenues for future research.

Organizational Blueprints: What Does it Take to Build an Organization?

Author: **Tiantian Yang**, *U. of Pennsylvania*

Playing A Serious Game: North Korean Refugees' Journeys to Becoming Entrepreneurs in South Korea

Author: **Suntae Kim**, *Johns Hopkins Carey Business School*
Author: **Hyo Young Lee**, -
Author: **Yunjung Pak**, *U. of Alberta*
Author: **Simon (Seongbin) Yoon**, *U. of California, Irvine*

Managing Marginalized Entrepreneurial Identity to Create New Markets: A case of Muslim Entrepreneurs

Author: **Yun Ha Cho**, *U. of Michigan*
Author: **Diana Jue-Rajasingh**, *Rice U.*
Author: **William Reuben Hurst**, *U. of Michigan, Ross School of Business*

Accelerators or Brakes?: A Field Experiment on Encouraging Entrepreneurship in Morocco

Author: **Ouafaa Hmaddi**, *City College - City U. of New York*
Author: **Peter Younkin**, *U. of Oregon*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1408** | Submission: **20544** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Family Firm and Value Creation

Session Moderator: **Marco Mismetti**, *Free U. of Bozen-Bolzano*

ENT: **Restricted and Extended Socioemotional Wealth and Entrepreneurial Orientation in Family Businesses**

Author: **Atul Karwasara**, *Indian Institute of Management, Ahmedabad*

Calling upon socioemotional wealth (SEW) and mixed gamble perspective, we bridge the conflicting findings in the entrepreneurial orientation literature in the family business (FB) by investigating the role of types of SEW on the entrepreneurial orientation of FBs. We validate the two-dimensional measurement of SEW (extended and restricted SEW) using computer-aided text analysis and report that entrepreneurial activities in FBs depend on the type of SEW family owners' values the most. FBs that value restricted SEW have a lower level of entrepreneurial orientation, while FBs that value extended SEW more have a higher level of entrepreneurial orientation. The theoretically derived model is tested using panel data of the large listed Indian family firms in the NSE 500 index and supports our claim.

ENT: **Family Firm Innovation Intentions: The Role of TMT Functional Diversity and Open Discussion**

Author: **Mara Bergamaschi**, *U. degli Studi di Bergamo*
Author: **Marco Mismetti**, *Free U. of Bozen-Bolzano*
Author: **Paola Rovelli**, *Free U. Bozen, Bolzano*
Author: **Cristina Bettinelli**, *U. of Bergamo*

Interest in family firm innovation is drastically increased in recent times, generating contrasting findings about family versus nonfamily firms' innovation. In this paper, we investigate whether family firms differ from nonfamily counterparts with respect to innovation intentions. Drawing on upper echelon theory, we examine the role that TMT characteristics and interaction norms play in this regard. The empirical analyses on survey data from a sample of 437 Italian firms reveal that family firms are less willing to innovate than nonfamily firms, and this result is fully mediated by the functional diversity of their TMT. In other words, family firms develop lower innovation intentions due to their lower TMT functional diversity compared to nonfamily firms. In a second step, we focus on family firms only and find that for family firms the relation between TMT functional diversity and innovation intentions is positively moderated by open discussion in the TMT. Our findings show that TMT functional diversity and TMT open communication are essential to stimulate family firms' intention to engage in innovation; family firms should indeed mimic nonfamily firms and further develop the functional diversity and open communication of their TMT to the benefit of triggering innovation intentions. We thus contribute to the innovation and entrepreneurship research by highlighting the importance of creating a functionally diverse TMT, while fostering open discussion within it.

ENT: **Business Incubator Cooperation – Family Firms' Access to Knowledge within Entrepreneurial Ecosystems**

Author: **David Sauer**, *WHU Otto Beisheim School of Management*

Established firms, such as family firms face increasing challenges with absorbing external knowledge, despite its rising relevance as a strategic factor in organizational operations. One source that provides the means to absorb new knowledge is business incubators, which increasingly becoming part of entrepreneurial ecosystems worldwide, offering knowledge transfer for start-ups, and other ecosystem members. However, little is known about how incubators' services may also affect family firms. This is surprising as family firms are known for favoring cooperation activities on a local level and have experienced difficulties in valuing and acquiring new knowledge from the outside. Our qualitative study investigates how and why entrepreneurial ecosystems help family firms' absorption of new knowledge. We identify three knowledge management mechanisms of 'enforcing information exchange', 'dismantling emotional hesitations', and 'de-abstracting innovation', which family firms used within entrepreneurial ecosystems to absorb new knowledge, thereby addressing family firms' knowledge accumulation challenges. Moreover, we show insights into how space affects regional knowledge management practices in family firms. Thus, we contribute to the current literature reporting barriers to inter-organizational cooperation of family firms and add novel empirical insights into family firms' absorptive capacity to identify and obtain new external knowledge. Lastly, we extend the current understanding of family firms' knowledge-related gap between their willingness and ability to exchange knowledge, by revealing family firms' potential knowledge accumulation within entrepreneurial ecosystems.

ENT: **Entrepreneurial Passion and SEW in Family Firms: The Role of the Founder and Effects on Performance**

Author: **Héctor Pérez-Fernández**, *U. of Valladolid*
Author: **Víctor Temprano-García**, *U. of Valladolid*
Author: **Juan Bautista Delgado-Garcia**, *U. de Burgos*
Author: **Natalia Martin Cruz**, *U. of Valladolid*
Author: **Ismael Barros-Contreras**, *Austral U.*

Entrepreneurial passion plays a fundamental role in entrepreneurship, having been associated with different entrepreneurial behaviors and outcomes. However, it has not been related with these outcomes in the context of family firms even though these firms are very related to the emotions of family owners. Based on affect maintenance arguments, we argue that the domains of team entrepreneurial passion (inventing, founding and developing) of the family help to develop the socio-emotional wealth of the family firms, with consequences for their performance. Furthermore, we consider that the presence of the family founder moderates the aforementioned relationships. We test our hypotheses in a sample of 137 Chilean family businesses through PLS. We found that both the family entrepreneurial passion for inventing and developing positively influence socio-emotional wealth, but not the family entrepreneurial passion for founding. Additionally, the presence of the founder eliminates the effect of passion for inventing on socio-emotional wealth, while the no presence makes negative the effect of passion for founding on socio-emotional wealth. Finally, socio-emotional wealth fully mediates the influence of passion for inventing and developing on the performance of family firms.

ENT: **Resource Orchestration, Socioemotional Wealth and Radical Innovation in Family Firms (WITHDRAWN)**

Author: **R. Duane Ireland**, *Texas A&M U.*
Author: **Daniel Pittino**, *Jönköping International Business School*
Author: **Valeriano Sanchez-Famoso**, *U. of the Basque Country UPV/EHU*

Drawing from resource orchestration and socioemotional wealth (SEW) arguments, this study focuses on radical innovation in multi family-owned firms. We theorize that the weak coordinating mechanism multifamily ownership provides results in a negative impact on the positive family's SEW endowment/radical innovation relationship. Yet, we contend that low generational involvement – the number of family generations involved simultaneously in the family firm's top management team – mitigates the negative moderating effect of multifamily ownership by providing the mobilizing mechanism needed to ensure that the family firm deploys its SEW endowment to produce radical innovation. Our theory and related results, based on a sample of Spanish family firms, offer important theoretical contributions and confirms that firms realize the positive effect of SEW on radical innovation with the leadership governance mechanism of multifamily ownership coupled with low generational involvement. In the conclusion section, we describe the important theoretical contributions emerging from this study.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1409** | Submission: **10769** | Sponsor(s): **(ENT, DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Diversity in Entrepreneurship - An Experimental Investigation

Organizer: **Manuela Collis**, *U. of Toronto, Rotman School of Management*
Organizer: **Jana Gallus**, *UCLA Anderson School of Management*
Presenter: **Brent Goldfarb**, *U. of Maryland*
Participant: **Jonathan Thomas Eckhardt**, *Wisconsin Institute for Discovery*
Participant: **Minah Park**, *U. of Wisconsin, Madison*
Presenter: **Jana Gallus**, *UCLA Anderson School of Management*
Participant: **Tami Kim**, *U. of Virginia Darden School of Business*
Presenter: **Vera Rocha**, *Copenhagen Business School*
Participant: **Rhett Andrew Brymer**, *U. of Cincinnati*
Presenter: **Dana Kanze**, *London Business School*
Participant: **Alessandro Piazza**, *Rice U.*
Presenter: **Solene Delecourt**, *Haas School of Business, UC Berkeley*
Discussant: **Peter Younkin**, *U. of Oregon*

Women and members of many racial and ethnic groups remain starkly underrepresented in entrepreneurship worldwide. Recent literature attributes women's underrepresentation to heightened structural and normative barriers such as son-favorism or biases in startup evaluations. Diversity has also been shown to shape firm-level outcomes such as creativity or productivity. This presenter symposium advances our understanding in those two key areas - diversity and entrepreneurship. Specifically, the symposium focuses on the following two questions: First, how do we reduce barriers for women and minority groups and increase their representation and inclusion in entrepreneurship? Second, how do greater representation and inclusion of women and minority groups impact startup performance? The symposium broadens our understanding by shedding light on different stages in the entrepreneurial process and by promoting work which uses an experimental paradigm.

The Effect of Relatable Role Models on Increasing Female Participation in STEM Entrepreneurship

Author: **Jonathan Thomas Eckhardt**, *Wisconsin Institute for Discovery*
Author: **Brent Goldfarb**, *U. of Maryland*
Author: **Minah Park**, *U. of Wisconsin, Madison*
Author: **Molly Carnes**, *U. of Wisconsin–Madison*
Author: **Jennifer Sheridan**, *U. of Wisconsin–Madison*
Author: **Markus Brauer**, *U. of Wisconsin–Madison*

Relational structures, incentives, and performance implications for start-up firms

Author: **Jana Gallus**, *UCLA Anderson School of Management*
Author: **Tami Kim**, *U. of Virginia Darden School of Business*

Affiliation-based Hiring in Start-up Firms and the Evolution of Organizational Diversity

Author: **Rhett Andrew Brymer**, *U. of Cincinnati*
Author: **Vera Rocha**, *Copenhagen Business School*

"Gender Diversity Matching" Helps Ventures Raise Funding: Evidence from a Field Study of Techstars

Author: **Dana Kanze**, *London Business School*
Author: **Alessandro Piazza**, *Rice U.*

Increasing the Performance of Women-owned Businesses through Time-saving Services:A Field Experiment

Author: **Solene Delecourt**, *Haas School of Business, UC Berkeley*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1410** | Submission: **15684** | Sponsor(s): **(ENT, STR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

Strategies for Scaling-Up: Addressing Changing Nature of Challenges Over a Venture's Lifecycle

Organizer: **Sayan Sarkar**, *Hong Kong U. of Science and Technology*
Discussant: **Sayan Sarkar**, *Hong Kong U. of Science and Technology*
Organizer: **Vilma Chila**, *Amsterdam Business School, U. of Amsterdam*
Discussant: **Vilma Chila**, *Amsterdam Business School, U. of Amsterdam*
Participant: **David Hsu**, *The Wharton School, U. of Pennsylvania*
Participant: **Vinay Subramanian**, *The Wharton School, U. of Pennsylvania*
Participant: **Anu Wadhwa**, *Imperial College Business School*
Participant: **Mara Guerra**, *Bayes Business School*
Participant: **Bart Clarysse**, *ETH Zürich*
Participant: **Reddi R. Kotha**, *Singapore Management U.*
Participant: **Balagopal Vissa**, *INSEAD*
Participant: **Sam Garg**, *ESSEC Business School*
Participant: **Changjoon Rhee**, *HKUST Business School*
Participant: **Alex Michael Murray**, *U. of Oregon*
Participant: **Susan L. Cohen**, *U. of Georgia*
Participant: **Farhan Iqbal**, *Indiana U., Bloomington*

New ventures face the liability of newness, intense uncertainty, and a lack of resources, and numerous barriers to their growth and viability. Such challenges include but are not limited to assembling resources quickly, managing transactions and relationships with others, protecting intellectual property, and commercializing products. One intriguing element of such challenges is that their relative importance and intensity could well vary substantially with the new venture's life cycle. Our goal is to discuss how various challenges faced by entrepreneurs and their ventures change over time - and in complex and uncertain business contexts - thereby helping scholars gain deeper insights into strategy formulation and implementation as a whole. To that end, we aim to bring together several eminent scholars in our field to discuss and deliberate timely and fundamental issues in new venture growth and development, and provide a glimpse of what the near future holds in the academic research in this discipline.

Build or Buy? Venture Scaling Strategies and Innovation Outcomes

Author: **David Hsu**, *The Wharton School, U. of Pennsylvania*

Product market choices of entrepreneurial ventures: the role of prior experience

Author: **Anu Wadhwa**, *Imperial College Business School*

Is the Sharing of War Stories Effective Entrepreneurship Training Me

Author: **Reddi R. Kotha**, *Singapore Management U.*

Remedies for growing pains: how venture ceos resolve organizational conflicts with new professional

Author: **Sam Garg**, *ESSEC Business School*

Legitimacy buffers: how ventures maintain stakeholder support in the face of operational legitimacy

Author: **Alex Michael Murray**, *U. of Oregon*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1411** | Submission: **18917** | Sponsor(s): **(ENT, STR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Kirzner at 50: Putting Competition Back in "Competition and Entrepreneurship"

Organizer: **Brian Albrecht**, *The International Center for Law & Economics*
Participant: **Per L. Bylund**, *Oklahoma State U.*
Participant: **Walter J. Ferrier**, *U. of Kentucky*
Participant: **Mark D. Packard**, *Florida Atlantic U.*
Participant: **Vlad Tarko**, -
Discussant: **Peter G. Klein**, *Baylor U.*

Israel Kirzner's "Competition and Entrepreneurship" was published fifty years ago this year. In that half-century, many scholars in entrepreneurship and strategic management have built on and criticized his conception of the entrepreneur. However, Kirzner himself saw the work as an explanation of the nature of competition and the entrepreneur's role in the competitive market process. The panel will discuss the role of competition in Kirzner's work and what that means for management and strategy scholars today. More importantly, the panel will discuss what we know today about the nature of competition that Kirzner missed and what Kirzner knew that subsequent scholars have yet to appreciate. Kirzner was responding to a structure-conduct-performance paradigm within industrial organization and an Arrow-Debreu general equilibrium model, both of which dominated economics research in the 1960s and 1970s. Today, research connected to Kirzner's ideas is quite different and spans many more fields. Game theory, evolutionary theory, and simulations are much more prevalent in economics journals. Empirical and policy research is much more micro and digs into the details of how firms and markets organize. Strategy and entrepreneurship scholars increasingly emphasize time, process, uncertainty and judgment, dynamic competition, temporary advantage, and Schumpeterian evolution. With these developments in mind, the panel will discuss the following questions and more: • How has our understanding of competition grown since 1973? • In which ways did Kirzner anticipate subsequent research that moved away from static general equilibrium theorizing? • What insights did Kirzner contribute that we haven't incorporated yet?

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1412** | Submission: **20857** | Sponsor(s): **(HR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Incentives and Compensation

Session Moderator: **Hanho Lee**, *Ohio State U.*

HR: **The Double-Edged Effects of Group Incentives: The Role of Peer Monitoring and Individual Incentives**

Author: **Hanho Lee**, *Ohio State U.*
Author: **Jia Hu**, *Ohio State U.*

While pay for performance (PFP) is widely implemented in organizations to boost employees' performance, the empirical evidence on its incentive effect has been mixed. Based on Park and Sturman's (2021) PFP perception framework, we developed and tested a theoretical model suggesting that the implementation of a team-based incentive pay strategy should be cautious in organizations because of its double-edged effects on employees' motivational and behavioral outcomes. In a three-wave survey study, we found the interactive effects of group-based PFP and individual-based PFP on peer monitoring behavior. Also, we highlighted the double-edged effects of peer monitoring where peer monitoring can increase citizenship behaviors and job satisfaction through group identification, whereas peer monitoring can also facilitate conflict with other peers, which in turn leads them to show incivility within groups. This research provides a more comprehensive and nuanced way of the motivational functions of perceived PFP-G and peer monitoring, as well as critical insights into how organizations can use PFP to motivate employees more effectively.

HR: **How Collective Pay-for-Performance Motivates Organizational Citizenship Behaviors**

Author: **Xiaoyue Wu**, *Nanjing U. School of business*
Author: **Haiyan Cheng**, *Nanjing U. School of business*
Author: **Wenxing Liu**, *ZUEL*
Author: **Kong Zhou**, *Nanjing U. of Science and Technology*

Collective pay-for-performance (collective PFP) contributes to achieving collective goals, but it can also blur individual performance that weakens the effectiveness of collective PFP. We explore when and how collective PFP gets employees to transfer their focus from personal interest to collective goals, particularly on organizational citizenship behaviors (OCBs). Building on self-concept and identification literature, we propose that employees with higher group (relational) identity will have higher group (relational) identification under collective PFP than employees with lower group (relational) identity, thus having more organizational citizenship behaviors towards organization (organizational citizenship behaviors towards individual). We found support for our hypotheses using data from one longitudinal three-wave study of 301 full-time employees. We discuss the implications of our research for theory and practice.

HR: **Modern Performance Management Practices and the Gender Pay Gap**

Author: **Isabella Grabner**, *WU Vienna*
Author: **Aleksandra Klein**, *Vlerick Business School*
Author: **Katharine Patterson**, *WU Vienna*
Author: **Karen L. Sedatole**, *Emory U., Goizueta Business School*

Despite gender parity in education and an accelerated movement of women into the workforce, the gender pay gap persists. Most prior research focuses on the impact of human capital and occupation characteristics on wage inequalities across organizations and occupations; however, recent evidence suggests that pay inequity within organizations causes a large share of the gender pay gap. Accordingly, we take an organizational design perspective and propose that the design of the performance management system at the organizational level plays a key role in explaining the gender pay gap at the employee level. More specifically, we explore whether performance evaluation practices targeted at increasing the accuracy of performance ratings and mitigating performance evaluation biases, i.e., calibration committees, forced distribution systems, and multi-rater systems, act as a buffer for or accelerator of the gender pay gap within organizational ranks. Our unique dataset comprises both survey data of organization-level performance management practices and archival data of individual-level compensation and personnel data of the employees working in these companies. Using this unique dataset, we find evidence that the degree to which male and female employees are compensated differently for comparable jobs is associated with the degree of discretion individual supervisors have in the rating process, and the information sources used to evaluate the performance of individual employees.

HR: **Promotion Decisions under Formal Compensation Rules**

Author: **Jaime Ortega**, *U. Carlos III Madrid*

We study promotion decisions when salaries must comply with firm-level compensation plans that include pay scales and pay setting rules. In practice, these rules imply that employees within the same job level may earn different pay raises if they are promoted. Because these are company-wide rules, line managers cannot choose the pay raise that each employee will receive. However, they can decide whom to promote and can therefore choose to give a greater chance of promotion to employees whose incentives would be otherwise low due to a low pay raise. We use detailed personnel records to study whether promotion decisions are consistent with this hypothesis. We find that the probability of an employee being promoted is negatively associated with the pay raise that the employee would earn if promoted. We also find that this effect is larger in organizational units that are more constrained by their personnel budget.

HR: **Pay Learning Theory: How Pay Understanding Leads to Better Quality Pay Decisions**

Author: **Ormonde Cragun**, *U. of Minnesota, Duluth*
Author: **Jason Kautz**, *U. of Texas at Dallas*
Author: **Lin Xiu**, *U. of Minnesota, Duluth*

Despite the theoretical and practical importance of pay, there is no unifying theory which integrates the differing, yet related perspectives from the literatures on pay transparency, pay communication, pay information disclosure, referent selection, and pay satisfaction to provide an accurate description of why an individual is motivated to learn about their pay, how they learn about their pay, and how their understanding of their pay affects the quality of their pay related decisions. Integrating the theories from these related literatures fundamentally shifts the theoretical focus away from questions regarding how pay design characteristics and mechanisms (e.g., transactions, pay levels, motivation) impact individual motivations and outcomes (e.g., effort and performance) to questions regarding how individuals are motivated to gather and interpret, act upon, and ultimately value pay information. Therefore, integrating and organizing the constructs, relationships, and underlying theories from these compensation literatures and drawing on components that are common across learning theories, we develop a theory of pay learning, which posits individuals strive toward complete pay understanding through an incremental learning process which develops a realization and understanding of the various pay-related factors and their interconnected influence towards the objective of achieving pay satisfaction by making quality pay related decisions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

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Remote Work and Virtual Collaboration

Session Moderator: **Ajay Rama Ponnapalli**, *Wayne State U.*

HR: **Blessing in Disguise? Remote Work Modality and Psychological Contract Fulfillment**

Author: **Ajay Rama Ponnapalli**, *Wayne State U.*
Author: **Joseph Yestrepsky**, *Wayne State U.*
Author: **Amanuel G. Tekleab**, *Wayne State U.*

In this study, we explore how experiences with remote work impact employees' relationship with their employers. Specifically, we argue that employees experiencing greater autonomy over their work due to them being remote, in conjunction with their observations of normative standards of widespread remote work adoption, leads to perceived obligations of their employers to provide more autonomy. When such autonomy is granted, remote workers may perceive their organizations as fulfilling its obligations to them, thus strengthening the psychological contract. We also explore how manager communication frequency influences this relationship. Overly frequent manager communication may undermine the autonomy available from remote work and diminish psychological contract fulfilment. However, more judicious and mindful manager communication may underscore employees' experience of autonomy and enhance psychological contract fulfilment. We link these experiences to key outcomes of employee stay intentions, job satisfaction, and employee burnout. Tests of these assumptions using data from a sample of remote workers provides overall support for our theoretical model.

HR: **To Trust or Not to Trust? Toward Understanding Remote Work and Its Implications for Managers**

Author: **Timothy Golden**, *Rensselaer Polytechnic Institute*
Author: **Michael Thomas Ford**, *U. of Alabama*
Author: **John Joseph Cocco**, *Rensselaer Polytechnic Institute*

The rapid growth in remote work has highlighted the need to understand how working remotely affects managers and those who work for them. Although research is beginning to uncover a number of remote work's implications, we know relatively little about how remote work affects trust. Rather than being able to directly observe and develop judgments of a remote manager's trustworthiness from personal observations, subordinates must instead form views with more limited information. In this paper we therefore investigate the effect of teleworking on the trust that subordinates have in their manager. Additionally, we suggest characteristics and behaviors of managers play an especially influential role in shaping the alterations in trust that arise from teleworking. We test our assertions using a multi-source dataset and find that teleworking is negatively associated with trust. We also find that a manger's tendencies to exert control and foster relationships have countervailing effects. Our findings offer implications for both the research and practice of remote work arrangements.

HR: **Remotely Engaged? A Multilevel Study on Telecommuting and Work Engagement**

Author: **Daniel Lourenco**, *U. of Mannheim*
Author: **Torsten Biemann**, *U. of Mannheim*

In the last years, telecommuting has become an increasingly well-established work practice and has attracted the attention of many researchers. However, few authors explored the impact of telecommuting on work engagement, and we know relatively little how organizational policies and social dynamics influence this relationship. With the help of multilevel modeling and using a large multicompany data set (study 1: 1,589 employees nested in 562 companies; study 2: 2,630 employees nested in 869 companies), we propose and test a model that explains the relationship between telecommuting policy, availability of telecommuting, work engagement, and extent of telecommuting. Results revealed that availability of telecommuting is positively related to work engagement and that this relationship is moderated by telecommuting policy, so that telecommuting policy reduces the effect. Moreover, work engagement was positively associated with extent of telecommuting. Overall, results provide evidence for the hypothesized paths between telecommuting and work engagement. Implications of these findings for research and practice are discussed.

HR: **Mobile Work Dispersion: Effects on Positive Affect and Firm Performance from a Social-identity View**

Author: **Marvin Neu**, -
Author: **Leon Barton**, *U. of St. Gallen*

Recent developments regarding the adoption of mobile flexible work practices urge the question about the potential consequences of observed inequalities in the access to mobile flexible work. The present study enriches the research field on telework and unequal working conditions by investigating mobile work dispersion at the organizational level of analysis and examining the consequences for emotions in and performance of organizations. Therefore, drawing on social identity and self-categorization theory, we argue for a negative relationship between mobile work dispersion and positive affective tone. We subsequently theorize that mobile work dispersion has a negative indirect effect on firm performance through decreases in the positive affective tone within companies. Finally, we propose that a strong collective organizational identification acts as a buffering mechanism and can thereby dissolve the negative direct and indirect effects of mobile work dispersion. Our moderated mediation model is tested, and supported, by multiple regression analyses in a multisource data set containing 11,154 employees from 71 companies. These results are discussed in light of their contribution to the literature on telework, unequal working conditions and social identity as well as their implications for practitioners.

HR: **Conditions of Employee Engagement in Global Virtual Teams**

Author: **Farheen Fathima Shaik B**, *XLRI-Xavier School of Management, Jamshedpur, India*
Author: **Upam Pushpak Makhecha**, *Indian Institute of Management, Tiruchirappalli*
Author: **Sirish Gouda**, *Indian Institute of Management, Tiruchirappalli*

The advent of globalization and the pandemic have forced organizations to adopt the use of virtual teams. Multinational organizations now rely heavily on teams composed of members from different cultures, nationalities and time zones that communicate through technological means. These teams are referred to as global virtual teams because they are global and virtual (GVTs). Organizations now need to ensure that employees in such teams are engaged and working in a cohesive manner. The lack of research on employee engagement in GVTs offers HR professionals a limited understanding of the impact of context on employee engagement in GVTs. In addition, the difficulties of working in GVTs, such as less FtF interactions, time zone differences, underlying conflicts, lack of trust and extensive use of technology, make it challenging for GVT members. To address this challenge, this study examines the individual, team, organizational, and contextual conditions of employee engagement in GVTs. This white paper examines the conditions that HR professionals can ensure to increase employee engagement in GVTs.

KEY TO SYMBOLS

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Workforce Inclusivity: HRD, Diversity, and Overcoming Barriers

Session Moderator: **Alessia Sammarra**, *U. of L'Aquila*

HR: **The Effectiveness of HRD Practices among Chronically Ill Employees: The Role of Intrinsic Motivation**

Author: **Alessia Sammarra**, *U. of L'Aquila*
Author: **Silvia Profili**, *European U. of Rome*
Author: **Laura Innocenti**, *U. of L'Aquila*

Chronically ill employees (CIEs) are among the largest and fastest growing minority groups of today's workforce, which creates a challenge that organisations must address in order to induce them to stay at work motivated and productive. This study draws on the Job Demands–Resources framework to develop and test a model that examines whether and when HR Development (HRD) practices enhance CIEs' work engagement and continuous commitment, focusing on the role of intrinsic motivation as a moderator in these relationships. Results from a field study among 259 CIEs and 1,558 employees of a large company operating in Italy demonstrate that HRD practices have a significant and positive influence on both CIEs' work engagement and continuous commitment. Next, we found that HRD practices elicit greater engagement when CIEs report higher levels of intrinsic motivation. We found a similar trend for the HRD practices-continuous commitment relation, although the moderation of intrinsic motivation only reached slight significance among CIEs. Therefore, our findings showed differences between CIEs and the referent sample regarding the influence played respectively by intrinsic and extrinsic motivation on the relations investigated, with a prominent role of intrinsic motivation among CIEs.

HR: **Employee Responses To Diversity Initiatives: A Tripartite View and Latent Profile Analysis**

Author: **Rouven Kanitz**, *Rotterdam School of Management, Erasmus U.*
Author: **Max Reinwald**, *LMU Munich*
Author: **Katerina Gonzalez**, *Suffolk U.*
Author: **Anne Burmeister**, *U. of Cologne*
Author: **Yifan Song**, *Texas A&M U.*

Diversity initiatives have become ubiquitous in organizations and employees' cognitive, affective, and behavioral responses to those are critical to understand the effectiveness of diversity initiatives. However, prior researchers have largely considered the isolated effects of specific positive or negative responses (e.g., support or resistance) from a variable-centered perspective. This narrow focus overlooks the potential (a) coexistence of more complex configurations of cognitive, affective, and behavioral responses within individuals, and (b) the existence of subpopulations of employees who may respond both positively and negatively displaying ambivalence. To address these shortcomings, we build on the tripartite response model and adopt a person-centered approach to examine responses to diversity practices. Using latent profile analysis, our results across two studies incorporating cognitive, affective, and behavioral components as profile indicators reveal (Study 1, n = 605) and replicate (Study 2, n = 514) four distinct profiles (i.e., excited champions, unagitated compliers, torn critics, and lost opponents). Furthermore, we identify relevant person-, situation-, and content-related predictors of profile membership and show how employees across profiles differ on reported relevant work-related outcomes. Taken together, our work advances research on employee responses to diversity initiatives. We discuss the implications of our work for research and practice.

HR: **Signaling, Screening & Statistical Discrimination in the NFL Draft**

Author: **Dirk Laschat**, *U. of Münster*

The concepts of signaling, screening and statistical discrimination are closely related to each other and are used to explain various economic and social phenomena, especially in the realm of labor markets. As conventional firms, the National Football Leagues' franchises seem to use target universities as a recruiting strategy, since players from colleges with prestigious football operation departments are regularly picked earlier in its annually talent acquisition process the NFL Draft. So far, literature reveals contradictory results about the efficiency of such a targeted hiring strategy. In this paper, we reevaluate the information content of college affiliation as a signal for productivity of NFL players while using more informative variables than previous studies and focusing on possible top quantile effects in place. On this way we are able to make a statement about the efficiency of franchises hiring strategies as well as the kind of statistical discrimination at hand.

HR: **When is Business Necessity a Necessity: How Status and Limitation Influence Accommodations**

Author: **Lauren Offermann**, *Montclair State U.*
Author: **Jennifer Bragger**, *Montclair State U.*
Author: **Pamela Farago**, *Clemson U.*
Author: **Cheryl Gray**, *Montclair State U.*
Author: **Valerie I. Sessa**, *Montclair State U.*

Recent discrimination court cases regarding disability and pregnancy accommodations in the workplace have brought to light questions regarding inconsistency in outcomes of such cases. One possible answer to these questions may be the role that "business necessity" and "essential duties" play in whether or not a disabled or pregnant employee is granted accommodation. The current study sought to explore potential bias in such perceptions. HR professionals were presented with repeated measure vignettes and asked to make decisions about whether they would accommodate pregnant or disabled applicants of various statuses and types of accommodations. Analyses suggested that when business necessity was held constant, employees in high status occupations were more likely to be granted accommodations than employees in low status occupations. Pregnant employees were more likely to be granted accommodations when they faced physical limitations (e.g., limits on climbing, bending, and lifting) than stress limitations (e.g., limits on irregular hours or psychologically stressful situations). Findings suggest the importance of further clarifying the legal definition of business necessity in the equitable treatment of pregnant and disabled applicants and employees in the workplace.

KEY TO SYMBOLS

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Embracing the AI Revolution

Session Moderator: **Guanglei Zhang**, *Wuhan U. of Technology*

HR: **Take the Bull by the Horns: How Artificial Intelligence Awareness Motivate Employees to Get More?**

Author: **Guanglei Zhang**, *Wuhan U. of Technology*
Author: **Puzhen Xiong**, *Wuhan U. of Technology*
Author: **Huan Cheng**, *Huazhong U. of Science and Technology*

Artificial intelligence (AI) awareness might raise concerns about the layoff in popular consciousness, but it also encourages frontline workers to seek and build more resources to avoid dismission. To survive in the era of big data, those employees might develop specific human capital that could be nurtured by a high-performance work system (HPWS). Drawing on conservation of resources theory and the Ability-Motivation-Opportunity (AMO) framework, this study investigates the impacts of HPWS on specific human capital and subsequent innovation and task performance of frontline workers in the manufacturing industry. In addition, the moderating effect of AI awareness was tested, given the greater risk of unemployment that AI poses to people doing simple repetitive tasks. Structural equation modelling was employed to test the model, with data collected from 386 employees in Chinese manufacturing enterprises through a two-wave online survey. Results indicate that HPWS has a significant positive effect on innovation and task performance at the individual level, and specific human capital mediates the effect of HPWS on frontline workers' performance. Moreover, AI awareness can strengthen the indirect effect of HPWS on frontline workers' performance (via specific human capital). Our research focuses on the specific human capital of low-skilled frontline workers who are extremely vulnerable to being affected. It finds the bright side of AI awareness as a boundary condition and contributes to filling the blank of research on softening the blow of emerging technologies.

HR: **Classification Performance of Supervised Machine Learning to Predict HRM Outcomes: A Meta-analysis**

Author: **Adam J. Vanhove**, *James Madison U.*
Author: **Brooke Z. Graham**, *James Madison U.*
Author: **Tatjana Titareva**, *James Madison U.*
Author: **Alisa Udomvisawakul**, *City of Virginia Beach*

There has been much discussion of machine learning (ML) within the field of HRM in recent years. Our purpose was to meta-analyze the classification performance of supervised ML models used to predict categorical HRM outcomes. Our meta-analysis contained 1,921 effect sizes from 100 samples cross nested by study (k1 = 74) and unique dataset (k2 = 59). We conducted separate cross-classified multilevel models predicting seven different confusion matrix classification performance indices. We compared eight different algorithms, with boosting and random forest algorithms performing best and discriminant analysis, logistic regression, and Bayesian algorithms performing worst across indices. We found limited evidence that models differed in effectively classifying different types of HRM outcomes, despite these outcomes varying in number of outcome categories and balance of observations across categories. We observed study sample size to positively effect classification performance but with a diminishing return at N > 20,000. Finally, we found evidence that testing model accuracy is greatest with around 20 predictors used to train the model. Fewer predictors are associated lower model accuracy and more predictors likely introduces sample-specific artifacts that are poorly replicated in testing data. This meta-analysis provides insights to HRM researchers seeking to conduct their own ML research.

HR: **Leveraging Artificial Intelligence and Human Intelligence for HRM in Uncertainty**

Author: **Surabhi Singh**, *Doctoral Scholar, Indian Institute of Management, Indore, India*

The current study aims to present a new perspective on HRM functions during uncertainty. We present a novel framework of 'AI—HI synergies' across three critical HRM functions, viz. talent acquisition, skill development, and performance appraisal. We root our framework in dynamic capability literature. In doing so, we highlight the importance of AI and HI in building dynamic capabilities for organizations across all three stages, viz. sensing, seizing, and shifting. Our focus is to trigger fresh debates on AI's application to HRM and the need to balance AI and HI to create synergies that can help to achieve dynamic capabilities for organizations.

HR: **Is my Manager AI Capable? Identifying Managerial Competencies in Implementing AI in HRM**

Author: **Deepa R.**, *Loyola Institute of Business Administration*
Author: **Srinivasan Sekar**, *Indian Institute of Technology, Madras*

The application of Artificial Intelligence in Human Resource Management (HRM) is prevalent across the employee lifecycle. The study consolidated the current research trends on the adoption of AI in HRM and investigated the managerial competencies required for adopting AI-based technologies in HRM. To understand the research direction toward adopting AI in HRM, a systematic literature review (SLR) based on PRISMA methodology and bibliometrics analysis using BIBLIOMETRIX was conducted. Directed content analysis of the full text based on the theoretical premise of the Dynamic Capabilities View (DCV) identified the themes and sub-themes of the managerial capabilities and competencies that must be mapped for adopting AI in HRM. SLR identified applications of various AI tools and techniques in multiple HR functions. The bibliometric analysis yielded recruitment and selection as an important function with wider AI applications. Managerial cognition, managerial human capital, and managerial social capital were considered as initial coding categories, under which various managerial competencies required to adopt AI in HRM were listed from the literature. The study utilised SLR, Bibliometric analysis, and directed content analysis as three distinctive methodologies that yielded interesting insights into the adoption of AI in HRM and the associated managerial competencies that must be mapped for its adoption.

HR: **Human Resource Professionals' Coping with Artificial Intelligence-Induced Change to Decision-Making**

Author: **Philipp Heintz**, *RPTU Kaiserslautern-Landau*
Author: **Tanja Rabl**, *RPTU Kaiserslautern-Landau*

Although the use of artificial intelligence (AI) for human resource (HR) activities continues to grow, we still know little about its impact on HR professionals. Based on the theory of stress and coping, we integrate the literatures on identity and organizational change to investigate HR professionals' coping responses to two different approaches of AI-induced change to decision-making: AI-automation and AI-augmentation. Specifically, we consider their intention to resist and intention to proactively support the AI-induced change to decision-making. Moreover, we examine the mediating role of HR professionals' anticipated identity threat and the moderating roles of supervisor support as a social and general change self-efficacy as a personal coping resource. Findings from an experimental scenario-based study with 131 HR professionals show that for HR professionals with low general change self-efficacy lower levels of anticipated identity threat from AI-augmentation compared to AI-automation lead to a weaker intention to resist and stronger intention to proactively support AI-augmentation compared to AI-automation. By putting the HR professional front and center, this study offers insights into the identity-related implications of AI-adoption for HR activities which help to successfully manage AI-induced change.

KEY TO SYMBOLS

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Artificial Intelligence in HR Decision-Making

Session Moderator: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*

HR: **More to Lose: High Performers' Opposition to the Adoption of Powerful AI Aids**

Author: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*

Artificial intelligence (AI) systems for decision support are becoming increasingly critical to the daily operation of organizations. Yet opposition to the adoption of such systems is still prevalent among professional employees. This article highlights the overlooked role of employees' (high) performance ranking relative to peers in predicting their opposition to the adoption of reliable AI decision aids by their organizations. Study 1 – a correlational field study conducted among US and UK employees – revealed that employees' (higher) self-reported performance ranking was positively related to their opposition to the potential integration of reliable AI decision aids in their work domain. Study 2 – a laboratory experiment conducted among undergraduate students with manipulation of performance ranking in an estimation simulation – provided causal evidence for the effect of performance ranking on opposition to AI adoption. Finally, Study 3 – an experimental online simulation conducted among US employees – replicated this effect and found that it was mediated by one's perceived potential loss of standing compared to peers, and that it persisted even when accounting for previously theorized mechanisms, such as confidence in one's ability to perform well and self-reliance preference. Further pointing to perceived downstream consequences, the positive link between one's perceived loss of standing and opposition to AI adoption was amplified when pay determination criteria were relative (vs. absolute). Theoretical and practical implications for understanding high performers' opposition to reliable AI decision aids and its management are discussed.

HR: **Recruiters' Behaviors Faced with Dual (AI and Human) Recommendations in Personnel Selection**

Author: **Alain Lacroux**, *Panthéon Sorbonne Paris 1*
Author: **Christelle Martin Lacroux**, *CERAG - U. Grenoble Alpes*

Artificial Intelligence (AI) is increasingly used for decision-making support in organizations, and especially during the recruitment process. Consequently, recruiters may sometimes find themselves having to process different sources of information (human vs. algorithmic decision support system, ADSS) before deciding to preselect an applicant. Our study aims to explore the mechanisms that lead recruiters to follow or not the recommendations made by human and non-human experts, in particular when they receive contradictory or inaccurate information from these sources. Drawing on results obtained in the field of automated decision support, we make a first general hypothesis that recruiters trust human experts more than ADSS and rely more on their recommendations. Secondly, based on the Judge Advisor System Paradigm (Sniezek & Buckley, 1995), we make a second general hypothesis that the accuracy of the recommendations provided by the dual source of advice influences in different ways the accuracy of recruiters' preselection decisions. We conducted an experiment involving the screening of resumes by a sample of professionals (N=746) responsible for screening job applications in their work. As hypothesized, the recommendations made to recruiters do influence the accuracy of their decisions. Our results suggest that recruiters comply more with ADSS than human recommendations even if they declare a higher level of trust in human experts. Finally, implications for research and HR policies are discussed

HR: **Why AI-enabled Interviews Might Reduce Candidates' Job Application Intention?**

Author: **Wenhao Luo**, *North China U. of Technology*
Author: **Yuelin ZHANG**, *North China U. of Technology*

Despite the widespread use of artificial intelligence technologies in human resource management functions such as recruitment, how job candidates perceive and react to AI-enabled interviews remains uncertain. Integrating signaling theory and fairness heuristic theory, we proposed that AI-enabled interviews reduce candidates' job application intention via the mediating role of procedural justice and organizational attractiveness. Utilizing an online scenario-based experiment by adopting a 2(type of industry) × 3(format of interview method) between-subject factorial design, our results indicate that AI-enabled interviews would decrease both perceived procedural justice and organizational attractiveness of applicants, thus further reducing their intention to apply for jobs. We also find the fit of industry and interview format could contribute to the functioning of AI-enabled interviews. Specifically, AI-enabled interviews are more likely to trigger desirable reactions in high-tech industries rather than traditional industries. We discuss the theoretical contributions and practical implications for organizations.

HR: **Artificial Intelligence (AI) in Employee Selection: How Algorithm-based Decision Aids Influence Dec**

Author: **Dan Chen**, *Marshall U.*
Author: **George Benson**, *U. of Texas At Arlington*

With the development of artificial intelligence (AI), algorithm-based decision aids have been adopted by more and more organizations to help recruiters and hiring managers screen and review job candidates. This study assesses how managers integrate selection information produced by algorithms into assessments of job candidates' qualifications to make the hiring decisions. To assess how algorithm-based decision aids are used, we first investigate how individual characteristics of managers influence their perceived usefulness of algorithm selection information. We then examine how managers rate applicant employability when they are given different types of jobs (HR Assistant vs. Data Engineer) and algorithm-based selection information. Results showed that younger managers and managers with experience using these systems perceived algorithm-based decision aids useful. The same relationships were found when managers rated employability of applicants using information from both resumes and algorithm-based decision aids. Managers were less likely to see algorithm-based information as useful if they reported algorithm aversion, but no less likely to use the information when assessing candidates. Finally, we found that applicant information from algorithm-based decision aids had more influence on manager ratings of employability when the job requires more technical skills than when the job requires more soft skills. Theoretical and empirical implications are discussed.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
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High-Performance Work Systems and HR Configurations

Session Moderator: **Joonyoung Kim**, *Cornell U.*

HR: **Building Cooperative and Successful Organizations with HPWS: Role of Firm Age and Industry Dynamism**

Author: **Joonyoung Kim**, *Cornell U.*

Although numerous empirical studies have linked HR systems, or a set of systematic HR practices, such as high-performance work systems (HPWS), to the superior organizational performance, we have limited understanding of how these benefits differentially influence younger vs. older firms. In reality, younger firms are known to be more reluctant to invest in systematic HR practices than their older counterparts, particularly when they are operating under uncertain environments. Integrating insights from the liability of newness and liability of aging, I theorize that organizations' internal and external environments—firm age and industry dynamism—influence the extent to which they benefit from HPWS. Using longitudinal data on 1,585 firm-year observations from five waves of data between 2009 and 2017, I demonstrate that the positive effect of HPWS on organizational performance is the most salient for younger firms operating in a highly dynamic industry. In contrast, among older firms, such positive effects of HPWS are weaker as the industry becomes more dynamic. In addition, I find that cooperative norms serve as an important mechanism. My findings represent an important step forward in advancing our understanding of when and how younger vs. older firms differentially benefit from HPWS, particularly in the context of highly dynamic industries.

HR: **The Quality of Employee Turnover in High Performance Work Systems and Firm Performance**

Author: **Kiwook Kwon**, *Konkuk U.*
Author: **Chiho Ok**, *Kangwon National U.*
Author: **Kwanghyun Kim**, *Korea U. Business School*

This study aims to investigate (a) how skill-enhancing, motivation- enhancing, and opportunity-enhancing human resource (HR) practice bundles differ in accounting for high performers' (versus non-high performers') turnover; (b) whether high performers' turnover has a stronger impact on firm performance than non-high performers' turnover; and (c) whether high performers' turnover (rather than non- high performers' turnover) mediates the relationships between HR practice bundles and firm performance. Research hypotheses were tested with data collected from 153 South Korean companies. HR practices and turnover rates were reported by each firm's senior HR manager and were combined with publicly available firm performance information for each company. The results indicated that (a) motivation-enhancing HR practice bundles were most effective in retaining high performers compared to skill-enhancing and opportunity-enhancing HR practice bundles; (b) high performer turnover had a substantially stronger impact on firm financial performance compared to non-high performer turnover; and (c) high performer turnover mediated the impact of motivation-enhancing HR practices on firm financial performance. This study contributes to accumulating knowledge regarding why high performance work systems (HPWS) have positive implications for firm performance in terms of maintaining top performers. This study differentiates the quality of employee turnover and provides a more fine-grained investigation regarding the role of two groups of employees' turnover in the relationship between HPWS and firm performance.

HR: **High-Performance Work Systems, HR Flexibility, Size, and Performance: The Advantage of Being Large**

Author: **Michael Ulrich**, *Utah State U.*
Author: **Sean Alexander Way**, *Monash Business School*
Author: **Patrick Wright**, *U. of South Carolina*

For over two decades, there has been increasing theory and research on HR flexibility, however, there is still much to be understood regarding its relationship with other constructs and the potential boundary conditions to its effectiveness. This study replicates and extends this work using a global multi-source, multi-respondent sample composed of 8,139 respondents from 306 organizations. The results provide additional evidence for the mediating role of HR flexibility in the high-performance work system—organization performance relationship. Additionally, they illuminate the mediating role of HR flexibility in the organization high technology focus—performance relationship and the mediating effects of organization size on this relationship as well as on the relationship between HR flexibility and organization performance. In sum, the findings underscore the advantage of being large and contributes to our understanding of HR flexibility's impact on organization performance and further illustrates that HR flexibility can be an organization-level asset in certain circumstances (for very large organizations) and a liability in others (for smaller organizations)

HR: **HR Configurations and Innovation: Mediating Role Capacity for Learning and Transformation**

Author: **Peng Wang**, *Miami U. Ohio*
Author: **Mohammad Moradi**, *PhD candidate Human Resources Management Allameh Tabatabaei U.*

Despite decades of advancement in the management of innovation in organizational studies, conversations on how employees can keep firms on the edge of external knowledge and technology are still open to many questions. We extend research on strategic human resource management (SHRM) by examining the mediating role of employee innovative work behavior (IWB) and firm capacity for learning and transformation (CLT) between HR configurations and product innovation. Thus, we propose a theoretical framework explaining that IWB and CLT serially mediate the relationship between Intellectual Capital (IC)-enhancing HR configurations and product innovation. We designed a rigorous time-lagged study, gathering data from the healthcare industry in three waves of time. Our findings reveal that employees' IWB mediates the relationship between IC-enhancing HR practices and firms' CLT and that IC-enhancing HR practices are associated with firm product innovation through subsequent mediation of IWB and CLT. Further, we found that the indirect effect of IC-enhancing HR practices on a firm's CLT through IWB is moderated by transformational leadership (TL) in such a way that the mediation effect of IWB is stronger when TL exists. Therefore, the current study timely extends prior research on three fronts: SHRM, learning and transformation, and product innovation.

HR: **HR System Complementarity: Examining Effects on Firm Performance and Roles of HR Department**

Author: **Minjong Jun**, *Binghamton U.-State U. of New York*
Author: **Rory Eckardt**, *Binghamton U.-State U. of New York*
Author: **Corine Boon**, *U. of Amsterdam*

Although a lot of HR research has proposed the organizational effectiveness of HR system complementarity, there remains a need for theoretical and empirical evidence to examine how the internal fit of HR practices affects firm profits in a parsimonious way. Based on the previous findings on HR system complementarity and the ability-motivation-opportunity (AMO) framework, this study hypothesizes that there are positive effects of HR system complementarity on firm performance and that those effects are anticipated by the presence of the HR department. To examine this, this study used two different datasets: (1) the Human Capital Corporate Panel date in 2005 and (2) the U.S. longitudinal dataset involving Thomson Reuters Asset4 data on firm environmental, social, and corporate governance (ESG) and COMPUSTAT. Especially, this study utilizes the Cobb-Douglas specifications for capturing the complementarity effects of the HR system. The results supported our hypotheses. We discuss the theoretical implications of this study in terms of the contributions to the AMO framework, the consistent measurement of HR practices, and a new method for capturing the effects of HR system complementarity.

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Target-Oriented HRM Systems

Session Moderator: **Promila Agarwal**, *Indian Institute of Management, Ahmedabad*

HR: **Managing Machiavellianism in Organizations: Role of Ethical Leadership and Oriented HRM System**

Author: **Promila Agarwal**, *Indian Institute of Management, Ahmedabad*

The current study investigates the significance of ethics-oriented HRM systems (EHRMS) and ethical leadership in addressing the unethical behavior of Machiavellians in professional services firms. Based on data collected from 364 employees, our results reveal that EHRMS moderates the relationship between Machiavellianism and unethical behavior, while ethical leadership does not significantly moderate this relationship. Overall, our results suggest that EHRMS have a more significant impact on managing the unethical tendencies of Machiavellians than ethical leadership, thereby suggesting that organizations need to institutionalize the ethical behavior in their EHRMS to control the unethical behavior of Machiavellians given the limited impact of ethical leadership. Implications for theory and practice are discussed.

HR: **The Effectiveness of Well-Being-Oriented Human Resource Management in the Context of Telework**

Author: **Philip Gubernator**, *Helmut Schmidt U.*
Author: **Sven Hauff**, *Helmut Schmidt U.*
Author: **Niklas Günther**, *Helmut-Schmidt U.*

Organizations can support employee well-being through a wide variety of HRM practices, which can be summarized as well-being-oriented HRM (WBHRM). It is unclear, however, whether these practices can also foster the well-being of teleworkers. Indeed, due to reduced visibility and salience, it is likely that WBHRM is less or even not effective in the telework context. To prove this assumption, we analyze how strong specific domains of WBHRM are related to different dimensions of employee well-being (including happiness, health, and relational well-being) in a non-telework and telework context. In the telework context, we also analyze the moderating role of telework intensity. Our analyses are based on data of 1,980 German employees from two consecutive points of time. Our findings reveal that the overall relationship between WBHRM and employee well-being in terms of happiness (engagement, job satisfaction) and health (strain) is not weakened in the context of telework. Nevertheless, we found differences in the importance of specific domains to foster happiness and health well-being. In terms of relational well-being, we found that WBHRM is positively related to social isolation in the telework and non-telework context (which is counterintuitive). We did not find support for any moderating effect through telework intensity.

HR: **Common Good HRM Practices and Employee Involvement in Sustainability: A Social Exchange Perspective**

Author: **Teng Li**, *Macquarie Business School, Macquarie U.*
Author: **Mingqiong Mike Zhang**, *Monash Business School*
Author: **Ying Lu**, *Macquarie Business School, Macquarie U.*
Author: **Miles M. Yang**, *Macquarie U.*
Author: **Yue Wang**, *Macquarie Business School, Macquarie U.*
Author: **Lingfeng Yi**, *Faculty of Economics and Management, East China Normal U.*

Existing literature provides limited understanding of how organizational level factors translate into more sustainable employee behaviors. Integrating institutional theory and social exchange theory, this study proposes a cross-level serial mediation model that links firm perceived institutional pressures for sustainability and employee involvement in organizational sustainability behaviors. Specifically, we propose that firm perceived institutional pressures is the main driver for firms to adopt common good human resource management practices, which initiates a micro social exchange mechanism that affects employee perceived organizational support and the subsequent employee efforts toward organizational sustainability. Empirical results based on time-lagged multi-source survey data collected from 96 firms in China support our theoretical model. With its theoretical and practical implications, this study contributes to both organizational sustainability and human resource management literature.

HR: **When SRHRM Encounters Customer Mistreatment: A Cognitive Dissonance Perspective**

Author: **Ying Zhang**, *School of Economics and Management Tsinghua U.*
Author: **Dongmei Zhao**, *Zhongnan U. of Economics and Law*
Author: **Maojiao Mei**, *Wuhan U.*
Author: **Yidong Tu**, *School of Economics and Management of Wuhan U.*
Author: **Wenxing Liu**, *ZUEL*

Although SRHRM has been found to be associated with a series of positive outcomes, we suggest an unexpected consequence might occur when considering the role of external stakeholder. Drawing from the cognitive dissonance theory, we propose a novel explanation for how the interaction between SRHRM and customer mistreatment influence emotional exhaustion and subsequently customer-oriented behavior. Utilizing a scenario experiment (Study 1), we find that SRHRM interacts with customer mistreatment to predict employees' emotional exhaustion, such that the effect of customer mistreatment on employees' emotional exhaustion will be more positive when SRHRM is high than when it is low. We replicate the results and test the role of customer-oriented attitude using a multi-time point multi-source matched field study (Study 2). Moderated mediation hypotheses are also supported across the two studies. Theoretical and empirical implications are discussed.

HR: **Rekindling Relationships: Leveraging Relationship-oriented HR After Disrupted Workplace Socializing**

Author: **Gihyun Kim**, *U. of Massachusetts, Amherst*

Workplace socializing, or friendly interactions at work, is an important informal channel for a number of organizational outcomes, such as the development of work relationships and knowledge sharing. The COVID-19 pandemic interrupted workplace socializing for many employees, but extant research does not tell us how it might be impacted by such a disruption, nor does it tell us how disrupted workplace socializing might influence future work relationships. Drawing on temporal comparison theory and appraisal theory of emotion, I examine how emotional responses to interrupted workplace socializing effects relationship behaviors when employees return to work, and under what conditions human resources practices can support rekindling work relationships. A mixed-methods study, including qualitative analysis of open-ended survey responses (Study 1) and a time-lagged survey using critical incident technique (Study 2) enhanced the understanding of the phenomenon of disrupted workplace socializing, shedding light on the important role of relationship-oriented HR in rekindling and broadening work relationship behaviors.

KEY TO SYMBOLS

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Strategic Human Capital Resources

Session Moderator: **Yi Ke**, *Shanghai Lixin U. of Accounting and Finance*

HR: **The Firm R&D Personnel and Investment in Exploitation and Exploration**

Author: **Yi Ke**, *Shanghai Lixin U. of Accounting and Finance*

Unlike prior studies that found a positive relationship between education level and firms' R&D investment, using a panel data of Spanish firms during the 2006 - 2011 period, we find that education stimulates a firm's exploratory R&D investment but reduces exploitative R&D investment. Moreover, it is only the high level of education, such as university degrees, that influences a firm's R&D investment. Researchers with non-university degrees (e.g. with technical qualifications) do not have a significant effect on a firm's exploratory and exploitative R&D investment. This study generates the novel insights on how the variance in firms' exploration and exploitation investment can be explained by R&D personnel of firms. Our findings have implications for research as well as for managers and policy makers concerned with the supply of individuals' education to balance firms' exploration and exploitation.

HR: **General Human Capital, Mobility Concerns and the Moderating Role of Firm-Specific Competences**

Author: **Andrea Lanza**, *U. of Calabria*
Author: **Giusy Simone**, *U. of Calabria*

Human capital and resource-based scholars maintain that human capital represents a source of competitive advantage only if it is firm-specific. However, this boundary condition raises a critical issue in those contexts wherein human capital must preserve its generality, because this is a sine qua non for seizing future employment opportunities. In particular, there are several business settings characterized by frequent mobility of human capital, wherein, although firm-specific competences may represent a source of competitive advantage, at the same time, they constitute a threat for human capital future employability, given that they require some degree of firm-level co-specialization. Accordingly, in this study, first, we endeavor to investigate whether valuable general human capital affects positively organizational results in those contexts characterized by human capital recurrent mobility. Subsequently, we commit to exploring whether firm-specific competences moderate this relationship, and how.

HR: **Structural Empowerment, Human Capital, and Organizational Innovation Capability**

Author: **Chanhyuk Shin**, *Korea U.*
Author: **DuckJung Shin**, *Korea U. Business School*

Building on workplace empowerment and human capital resource theory, we examine the role of human capital in the creation of organizational innovation capability through structural empowerment. We further propose the internal dynamic environment and strategic importance of human capital moderate the indirect effect of human capital in the relationship between structural empowerment and innovation capability. With a sample of 437 manufacturing firms representing 28,455 managers and employees from 2007 to 2019 in South Korea, we found that structural empowerment positively affects innovation capability via human capital. Moreover, we found that when structural empowerment is underpinned by a high internal dynamic environment or under high strategic importance of human capital, the indirect effect of structural empowerment on innovation capability.

HR: **The Development of Human Capital Resource Emergence and The Effects of Emergence-Enabling State**

Author: **Chun-Han Chao**, *Binghamton U.-State U. of New York*
Author: **Rory Eckardt**, *Binghamton U.-State U. of New York*
Author: **San-Fu Kao**, *National Tsing Hua U., Hsinchu, Taiwan*
Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*

This study aims to empirically investigate the effects of emergence-enabling states on human capital resource emergence (HCRE). The extant human capital resource theories suggest that emergence-enabling states bind unit members together, transforming and amplifying individual-level knowledge, skills, and abilities into a valuable unit-level human capital resource. Using data collected from basketball athletes in Taiwan, we deploy social network analysis and random coefficient modeling to test how different emergence-enabling states (i.e., trusting environment, coordination, and cohesion) can affect HCRE. Furthermore, we test the interaction effects among different emergence-enabling states. Our results indicated that standing alone, all emergence-enabling states tested in this study do not enhance HCRE. However, trust and cohesion can jointly facilitate HCRE, such that the teams with high levels of both trust and cohesion can have high HCRE. The theoretical implications are discussed.

HR: **The Role of Team Context on Performance Signals for Human Capital Resource Market Value**

Author: **Prisca Brosi**, *Kühne Logistics U.*
Author: **Marvin Schuth**, *TUM School of Management, Technische U. München*
Author: **Nicholas Folger**, *TUM School of Management, Technical U. of Munich*
Author: **Robert E Ployhart**, *U. of South Carolina*
Author: **Gilad Chen**, *U. of Maryland*

This research seeks to understand how the team context affects the market value of individual human capital resources. Specifically, we integrate signaling theory with the strategic human capital resource and team literatures to examine how team performance signals can distort or influence the market signals provided by individual performance and tenure. Using large, multi-year and multi-level data from the top five European professional football leagues, the results largely support the hypothesized meso-level model. Team performance sends an additional positive signal for individual's market value and strengthens the individual performance signal. Tenure, in contrast, sends a negative signal on individual's market value. Team performance distorts the negative signal of tenure, such that tenure is negatively related to market value on high performing teams but positively related on low performing teams. Finally, tenure weakens the individual performance signal. Together, these findings extend understanding how market values are formed by using a meso-level approach demonstrating that team membership sends independent and distorting signals on individual's market values.

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Expatriate, Repatriate, and Migrant Employees

Session Moderator: **Pi-Shen Seet**, *Edith Cowan U.*

HR: **Adjustment, Satisfaction, Host Country, Embeddedness & Self-Initiated Repatriates' Turnover Intention**

Author: **Nga Thi Thuy Ho**, *Hue U. College of Economics*
Author: **Hung Trong Hoang**, *Hue U., College of Economics*
Author: **Pi-Shen Seet**, *Edith Cowan U.*
Author: **Janice Jones**, *Flinders U.*

The repatriation process often involves readjustment issues, leading to high turnover among repatriates. However, studies on self-initiated repatriates (SIRs), particularly in emerging economies, are limited. This study develops and tests a theoretical model that elucidates the factors that explain SIRs' intention to quit and the processes underlying the repatriation readjustment-turnover intention relationship in an emerging economy, Vietnam. Data was collected from 445 Vietnamese professional SIRs who worked and/or studied for extended periods overseas, and subsequently returned to Vietnam. Data was analyzed using structural equation modelling. Results indicate that work and life repatriation adjustment difficulties have significant positive effects on turnover intentions, while only repatriation life adjustment difficulties have an indirect effect via life dissatisfaction. Further, the host country locations of SIRs affect turnover intentions, with SIRs who repatriated from non-Asian countries more likely to quit their jobs than those who returned from Asian countries. In addition, SIRs' on-the-job and off-the-job embeddedness negatively moderate the influence of repatriation work and life adjustment difficulties on turnover intentions respectively. The study provides a granular understanding of the factors and pathways in this increasingly important, yet under-researched repatriation adjustment-turnover intention relationship. It shows that job embeddedness can provide social and organizational support that may help professional SIRs deal with psychological issues related to their return to their home country, thereby potentially reducing turnover among this limited, highly-skilled talent. The study also extends repatriation research on an under-researched subgroup of self-initiated expatriates (SIEs), namely SIRs, from an emerging economy context.

HR: **Do Expatriates' Benefit from Cultural Intelligence to Thrive at Work?**

Author: **Michael Gyensare**, *Edith Cowan U.*
Author: **Priyanka Jain**, *Research Associate*
Author: **Eric Adom Asante**, *Hong Kong Metropolitan U.*
Author: **Evelyn Twumasi**, *U. of Education, Winneba*

We draw from socially embedded model of thriving to posit that cultural intelligence directly, and indirectly through local embeddedness enhances expatriates' thriving at work. We argue also that the relationship between local embeddedness and expatriates' thriving at work varies across different levels of relational attachment. Using a time-lagged data of 234 expatraites in eight multinational companies (MNCs) with subsidiaries in Ghana, we found support for our hypotheses. First, cultural intelligence fosters local embeddedness, and this, in turn, enhances expatriates thriving at work. High levels of relational attachment increase the effect of local embeddedness on expatriates' thriving at work. Implications for theory and practice as well as limitations and future research directions are discussed.

HR: **Job Integration of Highly Skilled Migrants: A Process Re-examination and Conceptual Framework**

Author: **Lynn Chahine**, *TBS-Research Center, U. of Toulouse Capitole, Toulouse, France*
Author: **Akram Al Ariss**, *Toulouse Business School*
Author: **Sophie D'Armagnac**, *Toulouse Business School*

Research on highly skilled migration has highlighted the discrepancy between the qualifications of highly skilled migrants and the jobs they occupy in the host country, without conclusive examination of the processes preceding and succeeding their employment in the corporate world. This systematic literature review analyzes 61 articles and accordingly, develops a multidimensional conceptual framework that integrates these processes. Additionally, our synthesis of the literature resulted in 4 emerging dimensions which could play a role in influencing the job integration process of a highly skilled migrant: 1) skill, qualification, and education transferability, 2) sense of belongingness, 3) language fluency, and 4) job searching. Propositions and avenues for future research were suggested based on these clustered themes.

HR: **Hide and Seek: The Antecedents and Process of Knowledge Hiding**

Author: **Ruoting Zhi**, *Nottingham U. Business School China*
Author: **Martin Lockett**, *Nottingham U. Business School China*
Author: **Jingzi Zhou**, *Nottingham U. Business School China*

Knowledge transfer through expatriates to emerging economies is a key part of the value proposition of outward foreign direct investment. However, whether expatriates hide knowledge during expatriation has not attracted much attention. This paper thus explores the popularity, antecedents and process of knowledge hiding among expatriates. Through semi-structured interviews with 26 Chinese organizational expatriates assigned to emerging economies, this paper concludes that not all knowledge hiding should be seen as a negative behavior, as rationalized hiding is distinct from playing dumb and evasive hiding. A process model is also developed based on the three-dimensional antecedents of knowledge hiding (individual, organizational and contextual dimensions), in which the dynamic interaction between knowledge hiders and seekers can be analyzed, even further opening the black box of knowledge hiding.

HR: **Refugees' Workforce Integration. Implications for Human Resource Management**

Author: **Washika Haak-Saheem**, *Henley Business School, U. of Reading*
Author: **Rita Fontinha**, *Henley Business School, U. of Reading, United Kingdom*
Author: **Sarah Jastram**, *Hamburg School of Business Administration*
Author: **Ahmed Zubair Ahmady**, *Hamburg School of Business Administration*

We use the theory of practice to explore how refugees experience capital losses and gains pre- and post-employment in their new country by examining how different actors (refugees, agency employees and managers) use different strategies to help refugees accumulate capital that is most valued in helping them gain and integrate into employment. Study I highlights the challenges refugees face pre-employment and study II uncovers whether and how refugees access and accumulate capital once they secure employment. Comparing unemployed refugees to those with a job, we show that the effects of employment-related capital devaluation persist and continue to impact refugee employment negatively. Our findings pave the way for future research and provide useful implication for practitioners and policy makers.

KEY TO SYMBOLS

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Promotion and Career Dynamics

Session Moderator: **Yunita Sofyan**, *Xi'an Jiaotong U. School of Management*

HR: **Unboxing Cynicism-Career Satisfaction Relationship: Role of Organizational Dis/identification**

Author: **Yunita Sofyan**, *Xi'an Jiaotong U. School of Management*
Author: **Wenjie Tao**, *Xi'an Jiaotong U.*
Author: **Elisabeth Mutiara Jemadu**, *Xi'an Jiaotong U.*
Author: **Adadu Michael Ushie**, *Xi'an Jiaotong U.*

This paper used conservation of resources theory to investigate when and how organizational cynicism affects employees' career satisfaction. We examine the indirect relationship between organizational cynicism and employees' career satisfaction via knowledge hiding and postulate the moderated mediation of organizational dis/identification. Overall, using three-wave data obtained from several organizations in Indonesia, our hypotheses gain supports; in particular, our results indicate that: (1) organizational cynicism enhanced the employees' knowledge hiding, in turn, diminished employees career satisfaction; (2) when organizational disidentification is high, the relationship between organizational cynicism on employees' knowledge hiding is stronger. Conversely, when organizational identification is high, the relationship between organizational cynicism and employees' knowledge hiding is weaker; and (3) the conditional indirect effects of organizational dis/identification predicting the indirect effect were stronger (lower) when organizational dis/identification is high (low). Implications for theory and practice are also discussed.

HR: **A Qualitative Study of Frontline Employee Career Calling Development in the Hospitality Industry**

Author: **Xiao Tan**, *U. of Nottingham Ningbo China*
Author: **Shijin Zhou**, *U. of Nottingham, China*
Author: **Wu Daoyou**, -

Extant antecedents of perceiving a calling literature concentrated on stable personal factors extensively. Previous literature has largely overlooked the role of interpersonal factors, while individual's attitude and career meaning is influenced by the relationship with others. In order to address this gap, the study adopted qualitative method to explore what social factors develop and hinder individual perceiving a career calling. Based on thematic analysis of 25 hospitality frontline employee interviews, this study identified six interpersonal factors developed hospitality frontline employees' presence of career calling: mentor's career support, mentor's psychosocial support, role modeling of mentor, guanxi closeness with mentor, coworker support, and customer recognition. Four interpersonal factors are identified hindering hospitality frontline employee from perceiving their career calling: negative mentoring experience, mentor's trait neuroticism, abusive leadership, and customer mistreatment. This study contributed to calling literature and calling in hospitality by proposing a conceptual framework to help frontline employee develop career calling, and practical implication for human resource management is discussed.

HR: **Affective Employee Reactions in Career Development: An Experimental Vignette Study**

Author: **Larissa Pomrehn**, *Heinrich Heine U. Düsseldorf*
Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

The use of artificial intelligence (AI) in career development has expanded over time as its implementation promises to facilitate the fit between talent, positions, and careers. However, knowledge about affective employee responses to AI usage in this field is still underdeveloped compared to other HR disciplines (e.g., recruiting). This study tries to close this research gap by investigating how employees react to either human or AI decision-making in different types of managerial decisions in career development. Drawing on the affective response model, this study proposes a mediating effect of affective reactions (i.e., opportunity to perform (OTP) and emotional creepiness (EC)) between AI usage and organizational parameters (i.e., affective commitment and turnover intention). By using a vignette study with German employees (N = 190), participants were randomly assigned to a scenario where a decision (i.e., work assignment, training assignment and performance evaluation) was made either by an AI or a human. SEM results show that employees had more adverse reactions towards training assignment compared to work assignment in the AI decisions. OTP and EC showed mediating effects between the decision entity and the organizational parameters. This study found that algorithmic decision-making should be introduced carefully as adverse affective reactions rise.

HR: **Promotion Incentives, Career Decisions, and Police Performance**

Author: **Taeho Kim**, *U. of Toronto*

Public sector organizations often struggle to provide adequate promotion incentives. I study how bureaucrats' performance and career decisions respond to changes in promotion incentives. I use a unique setting in Chicago Police Department, where strict eligibility criteria suddenly reduced the promotion chances of some officers relative to an otherwise similar group of officers. The deterioration of chances to become managers induced the ineligible officers to sharply raise arrest performance and join high-performance tactical teams. In a large frontline bureaucracy, a lack of promotion opportunities may not necessarily demotivate bureaucrats who may instead pursue alternative careers as individual contributors.

HR: **Employee Fairness Reactions to Promotional Procedures: A Longitudinal Study**

Author: **Sara M. Ahmed**, *U. of Surrey*
Author: **Neil Anderson**, *U. of Bradford*
Author: **Ana-cristina Costa**, *U. of Leicester*

Employees fairness perceptions of promotional procedures are of significant importance as their reactions can have direct consequences on organizational outcomes. However, existing literature focused mainly on selection fairness at the entry level, leaving a great gap in knowledge on internal applicant reactions to the promotion process. Thus, this study contributes to this gap by examining the impact of fairness perceptions on employees' organizational outcomes in a promotion context. A longitudinal design was used to collect the data at three points of time: Time 1, before the promotion; Time 2, after receiving the promotional decisions; and Time 3, one year later. Data were collected from employees applying for a promotion (N= 253 across the three points of time). The results showed that perceptions of procedural justice predicted employees' organizational trust, P-O fit and turnover intentions in the short and long run, whereas perceptions of distributive justice were only related to applicants' organizational trust. We also found significant differences between accepted and rejected applicants fairness perceptions and reactions over time. Implications for practice and future research are also discussed.

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Making Hiring Decisions

Session Moderator: **Philip L. Roth**, *Clemson U.*

HR: **Doxing, Political Affiliation, and Type of Information: Effect on Hiring Related Judgments**

Author: **Philip L. Roth**, *Clemson U.*
Author: **Phil Bobko**, *Gettysburg College*
Author: **Guohou Shan**, *Fox School of Business, Temple U.*
Author: **Emily Ferrise**, *College of Business, Clemson U.*
Author: **Rebecca Roth**, *Clemson U.*
Author: **Jason Thatcher**, *Fox School of Business, Temple U.*

Researchers have recently begun to focus on the influence of political affiliation in organizations. We investigated how doxing (i.e., using social media to post information online with malintent) influenced hiring-related decisions. Based on the integration of the political affiliation model (PAM) with a model of state suspicion, we investigated how a dox containing different types of information (affirming a political affiliation versus providing derogatory/negative information about an opposing party) and party affiliation similarity influenced hiring-related processes. Such concerns led us to expand the “decision space” of hiring-related dependent variables to include social media enabled effects related to expected organizational image and expected retaliation. Results revealed that doxing was related to expected retaliation and that information type and party similarity interacted to predict suspicion. We explain the interaction using the variable of symbolic threat. The effects of type of information and party similarity were pervasive. Our results support the similarity-attraction paradigm (and PAM) and show that expanding the theory to include suspicion helps understand politically related judgments in the enhanced “decision space” that included expected organizational image and retaliation.

HR: **Backlashes or Boosts: The Role of Warmth Perceptions in Hiring Decisions**

Author: **James Garrett Matusik**, *U. of Georgia*
Author: **Rebecca Mitchell**, *U. of Colorado, Boulder*
Author: **Russell Eric Johnson**, *Broad College of Business, Michigan State*

Both men and women who violate gender stereotypes incur backlashes, or penalties, for these transgressions. However, men who engage in warm, communal behaviors occasionally receive a boost (or benefit) for this female-stereotyped behavior. To understand how and why warmth and gender interact to predict backlashes or boosts, we integrate uncertainty reduction theory with the stereotype content model and examine this interaction. In our first study, we find that men receive a boost for exhibiting gender incongruent (i.e., high) levels of warmth (in obtaining a job offer) but women do not receive a backlash for exhibiting gender incongruent (i.e., low) levels of warmth. In our second study, we replicate and extend these findings by elucidating why they occur: because warmth reduces relational uncertainty for male applicants. In our third study, we again replicate and extend this model to identify when these effects are stronger: in male-dominated roles. Our investigation suggests that the valence of the gender stereotype violation matters for hiring decisions. Indeed, we find that displaying warmth may actually promote, rather than impede, career outcomes for men.

HR: **Testing the Efficacy of a New Faking-mitigation Strategy for Optimizing the Utility of SJTs**

Author: **Liyan Xi**, *school of management, USTC*
Author: **Qingxiong Weng**, *U. of Science and Technology of China*
Author: **Jan Corstjens**, *Singapore Management U.*
Author: **Xiujuan Wang**, *school of management, USTC*
Author: **Lixin Chen**, *U. of Science and Technology of China*

This research proposes a new and mild faking-mitigation strategy applied in situational judgment tests (SJTs), named constructed-response retest (CR-retest), which consists of first presenting SJT items with a constructed-response format followed by closed-end items with the same situation description. Two field experiments were conducted to compare the effects of this procedure with pretest warnings (another widely used procedure) on faking-mitigation, criterion-related validity, and applicants’ test perceptions. In study 1, we compared the effects of CR-retest with warnings on faking mitigation and criterion validity based on data from 733 hospital applicants. The results indicated that CR-retest was more effective in reducing score inflation and improving the criterion-related validity compared to warnings. In study 2, we compared the mechanisms and test fairness perception of the CR-retest and warning based on 204 hospital applicants. The results supported that both the CR-retest and the warning can reduce faking by triggering threat perceptions and fear emotions, but the warning evoked a higher level of fear. In addition, applicants reported more positive test perceptions on SJTs with CR-retest. Theoretical and practical implications are discussed.

HR: **The Devil You Know: Human Capital Selection in Temporary Organizations**

Author: **Mark Hand**, *Southern Methodist U.*
Author: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*

Although the use of temporary organizations and temporary organizing is on the rise, we have little theory about how human capital selection in temporary organizations occurs and how it might differ from permanent organizational forms. This paper examines the relationship between prior shared experience (team familiarity) and temporary organizational performance. We test our hypotheses in the context of political campaigns, temporary organizations with two primary goals, to maximize vote share and fundraising totals. We find mixed results; prior shared experience has an inverted u-shaped relationship with vote share, but a negative relationship or no relationship with fundraising. We theorize that for temporary organizations, hiring employees with more shared work experience can be an effective strategy for performance of temporary organizations, but may be ineffective for outcomes where network closure is detrimental to achieving organizational goals.

HR: **Family Firm Selection: A Relational Perspective**

Author: **Will Tabor**, *Mississippi College*
Author: **Darel Hargrove**, *PhD student at U. of Memphis*
Author: **Feigu Zhou**, *PhD student at U. of Memphis*

Although many scholars believe that family businesses face a human capital disadvantage when hiring nonfamily, research has returned ambiguous results. Drawing on agency theory, we propose that owner referral utilization in hiring mediates the relationship between family firm essence and firm performance. Owner referral utilization, as generated by hiring those within the firm's social network, lessens agency conflicts between owners and nonfamily members by reducing information asymmetries and goal conflicts common in the hiring process. Utilizing a sample of 194 family business owners, we found that owner referral utilization helps explain the relationship between family firm essence and firm performance. We discuss theoretical and practical implications for family business leaders.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Program Session: **1423** | Submission: **20492** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Immigration and Expatriation Management

Session Moderator: **Dongdong Huang**, *Business School, Nankai U.*

IM: **From Recipients to Contributors: A Review of Immigrants on Firms' Internationalization**

Author: **Dongdong Huang**, *Business School, Nankai U.*
Author: **Feiyue Sun**, *Business School of Nankai U.*

Pioneering immigrant leaders, as exemplified by Elon Musk, are revolutionizing the world and setting the course for humanity's future, calling for action to recognize their contributions. In this paper, we highlight the practical and theoretical importance of analyzing immigrants' impact on firms' internationalization. Based on results of a bibliometric and keyword co-occurrence analysis, we review the major theories used in the focal literature and identify the main focus, key arguments, level of analysis, outcome predictions and firm responses. This review enables us to synthesize an interplay of theoretical perspectives and develop a context–mechanism–outcome framework to guide research on relationships between immigrants and firms' internationalization. We conclude with a set of recommendations for further research on this important and timely topic.

IM: **Expatriate-Host Country National Interactions: A Bibliometric, Thematic, and Content Analysis Review**

Author: **Michal Wilczewski**, *U. of Warsaw*
Author: **Guro Refsum Sanden**, *BI Norwegian Business School*

This article systematically reviews the literature (197 empirical articles extracted from Scopus) on interactions between expatriates and host country nationals (HCNs), published in 126 journals between 1989-2022. We combined bibliometric analysis with thematic and content analyses to identify the most impactful journals, countries, and authors, as well as to map the thematic structure of the field, explore major research findings, and establish future research directions. Subsequent analyses consistently revealed three major research streams in the field: adjustment, language and communication, and expat-HCN relationships.

IM: **Expatriates' Work Engagement in Focus. A Qualitative Exploration**

Author: **Mette Strange Noesgaard**, *Aalborg U.*
Author: **Marian Van Bakel**, *U. of Southern Denmark*
Author: **Snejina Michailova**, *U. of Auckland Business School*

Research constantly show how work engagement is critical to company success, performance, and survival. Thus, putting the worker in the front as a subject for understanding how work engagement is experienced and fostered can be vital to organization. A context that has remained below the radar of researchers studying work engagement is expatriation. Equally, the expatriation literature has not paid sufficient attention to the phenomenon of work engagement. Through e-interviews with 27 Nordic assigned expatriates in 16 host countries, we explore the factors contributing to assigned expatriates' work engagement. We identify two clusters of antecedents — general and specific — and decompose each cluster into contextual and job-related factors. We establish how these antecedents lead to absorption, dedication, and vigor as three components of work engagement and depict the links in a conceptual framework. Our qualitative study contributes to the expatriate literature by exploring the creation of assigned expatriates' work engagement and the engagement literature by exploring engagement in a new occupational work setting, namely international assignments. Implications for research and practice are outlined.

IM: **Developing a Link between the Concepts of Expatriates and Top Management Teams: A Systematic Review**

Author: **Sana Mumtaz**, *FAST National U. of Computer and Emerging Sciences, Islamabad*
Author: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*

The purpose of this article is to bridge the conceptual gap between the distinct concepts of 'top management teams' (TMTs) and 'expatriates' through integrating the literature from the domains of strategic management and international business. Based on the thorough analysis and integration of the two literatures, this paper proposes the idea of a distinct role of 'expatriates in TMTs'. Based on the use of systematic review methodology, the researchers initially reviewed 5000+ articles from six databases published in the last 32 years i.e. between 1990 and 2021. After thorough analysis, 153 articles were included and analyzed in the final review process and themes were generated. The main topic(s) of discussion in each article was identified which led to four main themes namely: (i) the characteristics of individuals in each group; (ii) the challenges they face; (iii) how work assignments impact these individuals; and, (iv) how they impact organizational outcomes. Literature was analyzed to compare differences between expatriate managers and TMT members under each of these themes, and then discuss whether and how expatriates in TMTs are distinct from expatriate managers and other TMT members. Potential areas of research and theoretical perspectives which can help future research in examining the new themes for deepening understanding of the distinct role of expatriates in TMTs are also discussed.

KEY TO SYMBOLS

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Culture, Institutions and Entrepreneurship Across Borders

Session Moderator: **FRANCIS DONBESUUR**, *U. of Leicester*

IM: **Risk-taking Culture and Innovation Performance: A Cross-cultural Study of the Role of Resilience**

Author: **Yian Chen**, *Aalto U. School of Business*
Author: **Carl Fey**, *BI Norwegian Business School*

Product innovation is of strategic importance to firm innovation, which plays a crucial role in the growth and development of firms. Developing product innovation requires employees to take risks on explorative tasks with creativity. Moreover, firms must also deal with unexpected external market turbulence, often by innovating, to thrive in today's increasingly dynamic operating environment. Organisational resilience helps firms to absorb disruptions and adapt to changes. Drawing on Teece et al.'s (1997) Dynamic Capabilities View, we characterise risk-taking organisational culture and organisational resilience as important dynamic capabilities vital to product innovation and develop a conceptual model where organisational resilience mediates the relationship between risk-taking organisational culture and product innovation. Using empirical survey data from 123 Nordic firms and 200 Chinese firms, we use structural equation modelling for hypothesis testing and cross-country comparison. The two- group analysis reveals that risk-taking organisational culture is positively related to organisational resilience for both Nordic and Chinese firms, whereas organisational resilience only positively influences Chinese firms' product innovation. Finally, we find full mediation of organisational resilience for Chinese firms and non-mediation for Nordic firms, indicating that organisational resilience is more desirable for product innovation in highly dynamic environmental contexts.

IM: **Transnational Entrepreneurship in Business and Management Research**

Author: **Ricardo Ferraz Raats**, *Tallinn U. of Technology*
Author: **Wolfgang Dieter Gerstlberger**, *Tallinn U. of Technology*

The article reviews the literature on transnational entrepreneurship in the areas of business and management using bibliometric methods to provide an updated perspective on the field. It brings supplementary visual information for the analysis and explores the relationships among 98 documents obtained from the Web of Science and SCOPUS databases to advance our understanding of what is strategic about such literature. The objectives defined for this study help to describe how publications concerning the evolution of scientific production are organized, citation analysis, co-citation networks, topics trends, and thematic evolution; We identified the most relevant authors, and sources and discussed future research opportunities. To achieve the defined objectives, the database analysis focused only on articles listed in the Chartered Association of Business Schools' journal guide. Results point to the fact that transnational entrepreneurship is a fragmented field and has grown in scope during the last twenty years to include themes that relate diversity of networks, mixed- embeddedness, and regional transformation to immigrant-owned firm performance. We conclude with considerations for deeper analysis regarding the changes in the actual international business environment and its underlying assumptions affecting individuals, companies, and home and host countries.

IM: **Inter-organizational Social Capital, Ambidextrous Innovation and Post-entry Expansion Performance**

Author: **FRANCIS DONBESUUR**, *U. of Leicester*
Author: **Nadia Zahoor**, *Queen Mary U. of London*
Author: **Richard Nyuur**, *Northumbria U.*
Author: **Kalama Adefe**, *U. of Central Lancashire*

This study develops and tests arguments of the effects of three dimensions of inter-organizational social capital (ISC) – relational, cognitive and structural social capital on ambidextrous innovation and the effect of the latter on post-entry expansion performance. We test these relationships on a sample of 257 internationalized SMEs operating in the UK. Findings from the study indicate that all three dimensions of ISC have positive effects on ambidextrous innovation and that ambidextrous innovation in turn drives both initial and subsequent expansion performance of the sampled firms. The findings further revealed that, ambidextrous innovation mediates the relationships between all three dimensions of ISC and post-entry expansion performance. The findings extend the international entrepreneurship and network research streams by explicating the unique role of ISC in enhancing SMEs' ambidextrous innovation and post-entry expansion performance.

IM: **Institutional Support in SME Internationalization: Road to Rise or Demise?**

Author: **Aleksi Niittymies**, *Aalto U., Department of Management Studies*
Author: **Mika Yrjölä**, *Tampere U.*
Author: **Abdollah Mohammadparast Tabas**, *U. of Oulu*
Author: **Kalle Pajunen**, *Tampere U.*

This paper contributes to firm internationalization and international entrepreneurship research by explaining why governmentally sponsored institutional support helps SMEs to expand to foreign markets in some cases but not in others. Based on a qualitative analysis of 51 key informants representing internationalizing SMEs, we found that the specific implications of institutional support are driven by conditions emerging from complex interplay between two spectrums related to the relationship between the supporting institutions and the SMEs: (1) the closeness of their relationship and (2) the specificity of resources that could help SMEs in their internationalization.

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Sustainable Strategies in MNEs

Session Moderator: **Wen Helena Li**, *UTS Business School, U. of Technology Sydney*

IM: **Friend or Foe? Political Affinity and Foreign Subsidiary's CSR Strategy (WITHDRAWN)**

Author: **Wen Helena Li**, *UTS Business School, U. of Technology Sydney*
Author: **Shan Zhu**, *School of management, Zhejiang U.*
Author: **Vikas Kumar**, *U. of Sydney Business School*

In the context of political hostilities and economic nationalism, we examine whether a foreign subsidiary's country of origin, in particular its level of political affinity with the host country, matters for its corporate social responsibility (CSR) strategies in the host country. Political affinity is defined as the similarity of national interests in global affairs. Integrating international relations literature and international CSR literature, we argue that with decreasing political affinity, the host country stakeholders pose increasing legitimacy concerns and hostilities against foreign subsidiaries because of their home countries. As a result, foreign subsidiaries tend to initiate a high degree of CSR strategies to buffer themselves from the heightened legitimacy challenges in the host country. Furthermore, we expect the level of CSR needed in response to low-level political affinity is not constant but depends on the external environment that is shaped by the CSR of their compatriot firms and the local institutional development in the host country. We submit that performing below its compatriot firms' CSR aggravates the need to increase CSR levels in response to the same level of weak political affinity while performing above its compatriot firms' CSR does not have symmetric influence. In addition, we expect that a region with a well-developed institutional environment can alleviate a foreign subsidiary's legitimacy concerns by local stakeholders and thus decreases the need for CSR to address low political affinity. We found strong support for our arguments after analyzing a unique sample of foreign subsidiaries of large multinationals in China from 2010 to 2019.

IM: **Institutional Tension Within a Country and Foreign Subsidiary's Response (WITHDRAWN)**

Author: **Jingwen Sha**, *Ivey Business School*

The year 2006 is a shifting point for China because it is the first time for central government to consider "sustainability" and "environmental protection" as important agenda in the Fifth Year Plan (2006-2010). However, given the evaluation system of Chinese officials and the fiscal pressure on local government, such environmental initiative from central government lacks political legitimacy for local officials at city level who care more about fiscal revenue and economic performance of their jurisdiction. With such institutional tension between central and local government, understanding how foreign subsidiaries respond is important given that government at both levels are powerful institutional constituent for legitimacy attainment. This paper employed the data of foreign subsidiaries in China from 2006 and 2009 to test how field-level attributes (i.e., the political ties of city leaders, the prefectural priority on fiscal revenue) and firm-level attributes (i.e., whether the firm is located in an industrial park, whether the firm is a joint venture with centrally or provincially controlled SOE) influence firm's response to this institutional tension within the political hierarchy. Some hypotheses are supported, suggesting that how foreign subsidiaries experience and respond to the central-local tension varies based on the field-level and firm-level attributes.

IM: **Air Pollution Effect on Expatriate Assignments: An Interactive Perspective on MNEs and Expatriates**

Author: **Jae C. Jung**, *U. of Missouri, Kansas City*
Author: **DuckJung Shin**, *Korea U. Business School*
Author: **Guo-Liang Jiang**, *Sprott School of Business, Carleton U.*
Author: **Maoliang Bu**, *Nanjing U.*

Despite the devastating effects of air pollution on human health, it is still unknown how local air pollution affects multinational enterprises (MNEs) and their employees. Building upon the micro-foundation of Transaction Cost Economics (TCE), we propose expatriate deployment as an interactive contractual process between MNEs and expatriates. We contend that because local air pollution in the host country causes expatriate candidates' reluctance to relocate, MNEs incur additional transaction costs in expatriate deployment. Our empirical analysis, using samples of Japanese-owned subsidiaries in China, shows that local air pollution in the host country negatively affects expatriate assignments in subsidiaries. We further find that the effect of air pollution is contingent on several external and internal factors. Specifically, the negative effect of local air pollution on expatriate assignments is mitigated when MNEs have more experience in the local environment. Yet, the negative effect of air pollution is more pronounced when MNEs belong to low-pollution industries and when local talent is the most available.

IM: **On Socially Responsible GVC Governance Structures: Outsourcing or Internalization?**

Author: **Simon Iskander**, *Smith School of Business, Queen's U.*
Author: **Anthony Goerzen**, *Queen's U.*
Author: **Christian Geisler Asmussen**, *Copenhagen Business School*

To minimize costs, the traditional approach used by multinational corporations (MNCs) to optimize price and quality in the production and delivery of goods and services has been achieved through hierarchical and arm's length contractual means. This approach combines with the factors that propel economic globalization, yielding complex global value chains (GVCs). However, an emerging challenge facing lead MNCs is that they are unable to control the social and environmental implications of the activities throughout their GVCs. The traditional approach to deal with these issues has been that of "cascading contracts" where responsibility is handed along the GVC sequence of firms. Yet, consumers, civil society, and regulators are increasingly holding lead MNCs morally and financially responsible for social and environmental problems even when these issues do not arise within the MNC's hierarchical or contractual boundaries. To provide new insights into the organization of MNCs, we develop a formal analytical model that combines cascading responsibilities with the value-adding and value diminishing factors that have begun to arch from the "first mile" of the GVC directly to the lead MNC.

KEY TO SYMBOLS

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Cross-Border Governance Modes

Session Moderator: **Chiung-Jung Chen**, *Chung Yuan Christian U.*

IM: **The Impact of Past Successful Entry Modes on Choice of Subsequent Equity-based Entry Modes**

Author: **Chiung-Jung Chen**, *Chung Yuan Christian U.*

This study examines whether firms use rational or irrational organizational inertia to make mode decisions and uses organizational inertia theory to develop the hypothesis to explore the impact of past successful entry modes in foreign market on subsequent selection of equity-based entry modes. The results show that a firm's past successful mode and past preferred mode both have a positive impact on subsequent entry mode decisions in global and regional markets. In addition, past successful modes have a higher impact on subsequent entry mode choice than past preferred modes, and past successful modes strengthen the effect of past preferred modes on the subsequent mode choices. This signifies the importance of examining the long-term performance of past modes. Further, the past successful mode of a firm in general is the past preferred mode, indicating that most Taiwanese firms tend to apply rational inertia and past successful experience in making foreign direct investment decisions. This study concludes with theoretical and managerial implications and suggestions for future research.

IM: **Stock Market Valuation on the Sequence of Divestiture and Greenfield Investment Announcement**

Author: **Nate Xu**, *U. of Illinois at Urbana-Champaign*
Author: **Kun Yao**, *U. of Illinois at Urbana-Champaign*

From the resource redeployment perspective, this study examines when investors appreciate firms' sequential moves of divestitures and subsequent greenfield investments. Focusing on firms' resources and capabilities, this study maintains that investors value firms' sequential moves when the firms are capable of managing the process of redeploying the freed-up resources efficiently, the information regarding the sequence is available to the investors, and the external uncertainty does not substantially increase the cost of the redeployment. Using a sample of US pharmaceutical firms' divestitures and greenfield investments, this study finds empirical evidence for this proposition. Overall, this study suggests that joining international business (IB) and strategy scholarship helps advance theories and provide more insights into IB phenomena.

IM: **Can Friend at Home Help Me Go Abroad? Effects of Hometown Network on Firms' Foreign Location Choice**

Author: **Yi Xiang**, *Xi'an Jiaotong U.*

We develop a theoretical framework to explain how hometown network among firms affects MNE entries into a foreign country. We leverage insights from the social network theory to argue that common province of home country among firms can become unique channels of knowledge, providing firms with idiosyncratic benefits in foreign places, and overcome liability of outsidership. Such connections to network centrality of province should positively influence location choice through degree of knowledge sharing. Furthermore, if a firm is state-owned and the industry where it belongs to is more competitive, the positive influence of the network centrality of province on the location choice of firms is weakened; while if a firm is from a province where the merchant culture is strongly advocated, the positive influence of the network centrality of province on the location choice of firms is strengthened. Using data from a sample of foreign subsidiaries established in the Belt and Road countries by firms from China between 2013 and 2020, the results support those predictions. The study adds to research on social network, location choice strategy, and informal institution.

IM: **The Path of Offshore Outsourcing Innovation to International Expansion: The Real-Options View**

Author: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*

In this study, we explore two research questions: Why do firms adopt offshore outsourcing to conduct offshoring innovation under uncertainty? How do firms strategically respond to their choices over time? Drawing upon the perspective of real options, we argue that firms will be more likely to adopt the governance mode of offshore outsourcing for offshoring innovation when environmental uncertainty increases. In addition, a firm's experience in offshoring innovation can negatively moderate the main effect of environmental uncertainty on the likelihood of adopting offshore outsourcing to conduct offshoring innovation. Moreover, the increase in a firm's learning scope stemming from offshore outsourcing is more likely to lead to future expansion of offshoring innovation. Using the data from Offshoring Research Network, we find the central premises of this study validated and supported.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
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Session Type: **Paper Session**
Program Session: **1427** | Submission: **20475** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

Perceptions, Socialization and Awareness in MNEs

Session Moderator: **Hae-jung Hong**, *NEOMA Business School*

IM: **The Person-Perception Process and its Influence on Social Interpersonal Dynamics in Global Teams**

Author: **Hae-jung Hong**, *NEOMA Business School*

Multiculturals—individuals with notable cultural knowledge, skills, abilities, and other characteristics—are widely assumed to contribute to the effectiveness of global teams. This paper nuances this general belief by focusing on multiculturals' cognitive processes and their influence on social interactions in global teams. Based on a 20-month in-depth ethnographic study in three MNEs, I find that multiculturals and monoculturals have different cultural self-concepts. Moreover, these self-concepts influence their person-perception processes in global teams—multiculturals use specification in their cognitive processing, while monoculturals use categorization. These different cognitive processes influence social-interaction behaviors (inclusive versus exclusive) and, consequently, affect global teams' effectiveness.

IM: **Exploring Motivations and Outcomes of Language Brokerage in Multilingual Work Environments**

Author: **Youjeong Song**, *U. of Minnesota Carlson School of Management*

Following globalization, organizations and employees have been increasingly exposed to multilingual environments. Linguistically diverse work environments increase demands for employees with language skills, bringing distinctive opportunities and demands to language-skilled employees. This paper introduces the concept of language brokerage – a process occurring when an individual uses language skills in multiple languages to mediate information flow between different language users in multilingual work settings and facilitate communication. We develop and present a model of language brokerage, which theorizes antecedents, modes, and outcomes of language brokerage, explaining how and why language-skilled individuals utilize their linguistic ability to execute roles or requests imposed or to achieve personal- or group- goals. The model emerged from a qualitative inductive study of professionals who are proficient in two or more languages and who have full-time work experience in multilingual workplaces. We found meaningful themes in terms of language brokerage antecedents, methods, outcomes, and contingent factors. We discuss theoretical and practical implications of the model.

IM: **How the More Risk-Aware Post-2022 Global Environment Affects Multinational Company Strategies**

Author: **Farok Contractor**, *Rutgers U.*
Author: **Luciano Ciravegna**, *INCAE Business School*

The more risk-conscious post-2022 international business environment will alter multinational enterprise (MNE) strategies in terms of supply chain, geopolitical and other risks. (Buckley, 2020; Contractor 2021; and Ciravegna & Michailova, 2022. MNEs are today more alive to opportunism by partners, unexpected governmental risks, or just the inability of partners to comply with promised deliveries in supply chains. Transaction Cost Economics (TCE) assumes MNEs to be affected by bounded rationality (the reduced ability to foresee future eventualities and incomplete information) and by bounded reliability (where the MNE's contractual partners or affiliates, despite good intentions, may not be able to deliver reliably on commitments). Heightened risks in a VUCA world will move companies towards a more cautious approach. How do MNEs search for the most efficient mechanisms to counter geopolitical, environmental, supply chain risks, as well as ESG pressures, whilst also engaging in entrepreneurial resource orchestration to create and capture value across borders (Casson, 1979; Hennart, 1982; Toyne, 1989; Rugman & Verbeke, 1992, 2003; Buckley & Casson, 1998, 2003; Verbeke & Kano, 2015)? Aggregate indicators of globalization suggest that globalization is not in retreat. However, the post-2022 era is likely to mark a partial retreat from the previous strategy of extreme global cost-cutting and efficiency-seeking by fine-slicing and geographically spreading value chain components to operations in many countries. The new environment calls for a more risk-aware orchestration that trades away extreme optimization, for somewhat greater redundancy in return for more assured reliability and more predictable rationality, and augmenting relationships with partners and governments. This new risk averse international business environment suggests several areas for further research.

IM: **How Do People Perceive MNCs? Development and Validation of a Multidimensional Attitudes toward MNCs**

Author: **Shuojia Zhang**, *Australian National U.*
Author: **Sarbari Bordia**, *Australian National U.*

MNCs have rapidly expanded worldwide. As external agents, MNCs inevitably bring different cultures, values, and styles of governance into the host countries. Such differences can influence individuals' attitudes toward MNCs. These attitudes can have significant consequences for the MNCs in the host countries regarding talent attraction and retention, stakeholder relationships, and consumer choices, ultimately leading to financial viability. Yet, there is little clarity on host nationals' attitudes toward MNCs. Thus, this study creates and validates a scale on individuals' attitudes toward MNCs in host nations based on 1404 participants. First, we identify items for each scale component (abductively developed based on the literature and 55 inductive interviews). Then, we conducted a series of assessments of psychometric properties. Finally, we retested the scale and its antecedents and consequences via criterion-related and incremental validity tests. We conduct this research in the context of China. China is one of the largest recipients of FDI, with MNC units from various countries. Hence, China serves as an excellent context to study attitudes toward MNCs. This research contributes to the international business literature by presenting a contemporary and usable scale measuring host nationals' attitudes toward MNCs, the antecedents, and the consequences.

KEY TO SYMBOLS

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Session Type: **Paper Session**
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MNEs as Networks

Session Moderator: **XIAOCHEN CHANG**, *U. of Barcelona*

IM: **Network-based Subsidiary Autonomy: An Integrative Review and Research Agenda**

Author: **XIAOCHEN CHANG**, *U. of Barcelona*
Author: **Elio Shijaku**, *U. of Barcelona*
Author: **Fariza Achcaoucaou**, *U. of Barcelona*

The concept of autonomy is of critical importance in the study of subsidiary management. Despite the fact that most previous studies have focused on the interaction between dual network embeddedness and subsidiary autonomy on performance, it remains unclear how these two constructs are related and how they affect performance. To better explain its mechanism, we develop a novel integrative framework that clarifies high-quality international journal publications over the last 30 years. According to our framework, the bargaining process between subsidiary autonomy and HQ coordination mechanisms mediates the relationship between network embeddedness and performance outcomes. By taking advantage of subsidiary autonomy, our integrative review explains how, why, and when network embeddedness affects performance outcomes. Furthermore, we list specific moderators involved in the process. This facilitates the exchange of ideas among scholars from different fields and therefore contributes to the development of further theories.

IM: **A Network-centric Perspective on Foreign Direct Investment**

Author: **Soni K. Jha**, *Fox School of Business, Temple U.*
Author: **Snehal Awate**, *Indian Institute of Technology, Bombay*
Author: **Ram Mudambi**, *Temple U.*

Foreign Direct Investment (FDI) remains a preferred mode for multinational enterprises to access international markets and resources. There are vigorous debates in the academic literature about virtually every aspect of FDI, ranging from what it measures to its effects on both home and host economies. In this paper, we argue that many of the debates concerning FDI arise from the traditional “home-host” bilateral context in which it is analyzed. We argue that many of these debates can be resolved by incorporating the multilateral effects of FDI. The structural positions of source countries in the global economic network are the key metric associated with the outcomes of the host country. We use a quantitative network-centric lens to model the multilateral connectivity amongst nations engendered by FDI. Specifically, we use a panel data set of 170 countries spanning two decades to demonstrate that (a) the quality of FDI measured by the network position of source countries and (b) the diversity of FDI measured by the number of source countries is correlated with superior economic outcomes. The extant literature based on bilateral home-host FDI analysis only measures the volume of inward FDI and fails to capture both these critical metrics.

IM: **Entrepreneurial Orientation and Export Performance: Different Effects of Learning and Networking**

Author: **Shanika Perera**, *U. of Waikato*
Author: **Paresha N. Sinha**, *U. of Waikato*
Author: **Antoine Gilbert-Saad**, *U. of Waikato*

This article identifies two learning types—experiential and vicarious learning—and networking mechanisms—formal and informal networking—to propose how they can enhance the entrepreneurial orientation to lead to superior export performance in SMEs operating in emerging markets Based on the Ambidexterity theory and dynamic capability theory, we conceptualise a mediation model. The data were collected through a structured questionnaire and analysed using partial least squares - structural equation modelling. A sample of 150 SMEs in Sri Lanka supported the direct impact of entrepreneurial orientation and export performance, as well as the mediating role of experiential learning and formal networking. Further, the study failed to establish the mediating role of vicarious learning and informal networking in the relationship between entrepreneurial orientation and SME export performance. We conclude by emphasising that both learning and networking practices are not equally important in improving export performance in SMEs in emerging markets.

IM: **How do Domestic Networks Influence the Internationalisation Propensity of Chinese SMEs?**

Author: **Caifei Chen**, *Leeds U. Business School*
Author: **Alessandro Giudici**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Andrew Jones**, *Brunel U. London*

This study addresses the research question: ‘How do domestic networks influence Chinese SMEs’ internationalisation propensity?’ It contributes to the literature by analysing the impact of different types of domestic formal (sponsorship-based linkages and partnership-based linkages) and informal networks on the SMEs’ internationalisation propensity in emerging markets. Drawing on network perspectives and social network theory, this study builds on prior work that suggest that informal and formal domestic networks facilitate Chinese SMEs’ internationalisation activities in the early stages. Second, this study examines that domestic formal sponsorship-based linkages are stronger than domestic formal partnership-based linkages for Chinese SMEs’ internationalisation propensity. Informal networks are stronger than formal networks. Third, the moderating role of absorptive capacity establish in informal networks. Lastly, it proves that there are no mutually reinforcing effects between informal and formal networks and the internationalisation propensity of SMEs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1429** | Submission: **20456** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division Best Paper in OB / HRM / OT Award Finalists

Session Moderator: **Marketa Rickley**, *U. of North Carolina, Greensboro*

IM: **The Impact of Culture-related Linguistic Skills on Skilled Migrants' Workplace Integration in MNCs**

Author: **Jinju Xie**, *Hiroshima U.*
Author: **Vesa Peltokorpi**, *Hiroshima U.*

International business (IB) research suggests that employees with high corporate language proficiency are more integrated into workplaces in multinational corporations (MNCs). Yet, culture-related language skills have received less attention in IB research. This study uses the language attitude perspective and interviews with 168 skilled migrants (SMs) to examine how and why culture-related language differences affect SMs' workplace integration in local MNCs in Japan. Our analysis shows that three culture-related language differences – honorifics, indirect expressions, and empathic expressions – increased SMs' categorization as outgroup members by local employees and negative evaluations in terms of their professional and managerial abilities. Despite having high general local language proficiency, the disadvantaged positions of SMs were sustained in MNCs due to negative evaluations of actual/perceived differences in cultural-related language skills by local employees.

IM: **A Behavioral Perspective on General Manager Succession in Underperforming Foreign Subsidiaries**

Author: **Liang Li**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Vanessa C. Hasse**, *Ivey Business School*
Author: **Marketa Rickley**, *U. of North Carolina, Greensboro*

Underperformance is one of the most salient drivers of managerial succession. Yet, its role in influencing general manager (GM) succession in foreign subsidiaries of multinational enterprises (MNEs) has received limited attention and remains poorly understood. This is despite the fact that subsidiary management is critical to MNE success. To fill this important gap, we draw on the performance feedback perspective to argue that MNE decision makers interpret subsidiary performance against aspirations to make subsidiary GM succession decisions. Specifically, we hypothesize that a greater performance attainment discrepancy (a) between the focal subsidiary's performance and its historical aspiration and (b) between the focal subsidiary's performance and its social aspiration increases the likelihood of GM succession. However, as a critical contingency factor, we expect that cultural distance between parent home country and the subsidiary host country obfuscates MNE decision makers' interpretations of performance feedback signals, weakening the relationship between subsidiary underperformance relative to its historical and social aspirations and GM succession. Using Toyo Keizai Needs Merged Database from 1991 to 2020, we find empirical support for our predictions. We discuss the implications of these results and suggest directions for future research.

IM: **Language Proficiency or Cultural Intelligence? A Meta-Analysis of Effects on Intercultural Outcomes**

Author: **Kok Yee Ng**, *Nanyang Technological U.*
Author: **Thomas Rockstuhl**, *Nanyang Technological U.*
Author: **Catherine Wu**, *Nanyang Technological U.*
Author: **Soon Ang**, *Nanyang Technological U.*

Social identity theory suggests that language proficiency and cultural intelligence (CQ) are important predictors of intercultural effectiveness. However, existing research is equivocal about which is more important for intercultural effectiveness. We address the research question with a meta-analysis of 65 field samples (N = 18,237). Consistent with our hypotheses, results showed that both language proficiency and CQ predict job performance and cultural adaptation. These effects are qualified by two boundary conditions: 1) communication context (high- versus low context), and 2) the type of language proficiency (host-country, English, multilingualism). More importantly, relative importance analyses show that CQ is a stronger predictor of job performance and cultural adaptation. We discuss the implications of these findings for theorizing about language proficiency and cultural competence effects and suggest directions for future research.

IM: **"It is Difficult to Understand Them..."- The Role of Non-native Accents in Global Virtual Teams**

Author: **Carlo Brighi**, *Gustavson School of Business, U. of Victoria*
Author: **Michal Szymanski**, *Moscow School of Management Skolkovo*

This study explores the role of non-native accents in communication within global virtual team (GVTs). We conducted 43 interviews with multilingual team members and found that non-native accents are an important factor both in successful communication and in processes of social categorization. Through our data, we show how non-native speakers attempt to rationalize and limit accent-based miscommunication and biases through the use of three different coping mechanisms. Our study advances language-sensitive research in international management by moving the focus away from proficiency and demonstrates how non-native accents might undermine communication and play an important role in interpersonal relationships within GVTs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1430** | Submission: **11263** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

IM Division D'Amore-McKim School of Business, Northeastern University Award Finalists for Best Dissertation in International Management

Session Chair: **Davina E. Vora**, *State U. of New York at New Paltz*
Presenter: **Nana Yaa Antwi-Gyamfi**, *China Europe International Business School (CEIBS)*
Presenter: **Alison E. Holm**, *NOVA School of Business and Economics*
Presenter: **Kunyuan Qiao**, *Georgetown U.*
Presenter: **Ha Nguyen**, *U. of Sussex Business School*

Come and hear presentations by the finalists for the IM Division D'Amore-McKim School of Business Northeastern University Award for the Best dissertation in International Management.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1431** | Submission: **12596** | Sponsor(s): **(IM, ONE)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

States, Firms, and Sustainability

Session Chair: **Anna Grosman**, *Loughborough U.*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Aldo Musacchio**, *Brandeis International Business School*
Panelist: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*
Panelist: **Gerhard Schnyder**, *Loughborough U.*

State capitalism, the influence of the government in economic activity, is witnessing a renewal worldwide as governments increase their regulation of private firms and direct intervention as owners of companies and investment funds. In this symposium, we discuss how the state interacts with firms to improve sustainability. The panelists use evidence from studies of state-owned and state-affiliated firms, as well as privately-owned companies, operating in different regions of the world to discuss novel ways in which the government and firms collaborate to address sustainability challenges. They also discuss how states can influence firms in their sustainability practices indirectly through regulations, subsidies, and taxes. They reflect on past advances in various aspects of state capitalism and provide suggestions to guide future research on this increasingly important topic.

KEY TO SYMBOLS
Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1432** | Submission: **19944** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

MC Distinguished Keynotes Speaker

Participant: **Shola Ajiboye**, *Case Western Reserve U.*
Distinguished Speaker: **Steven Hatfield**, *Deloitte Consulting*

This session is reserved for the general members and friends of MCD to attend and honor the MC Distinguished Keynote Speaker, Steve Hatfield, Principal, Deloitte Consulting. Steve serves as the Global Leader for Future of Work for the Firm. He has over 30 years of experience advising Global Organizations on issues of Strategy, Innovation, Organization, People, Culture, and Change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1433** | Submission: **20210** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

Experiential Teaching Approaches

Session Moderator: **Christopher Craig**, *Murray State U.*

MED: **A STEM-Based Approach to Sustainability Learning**

Author: **Christopher Craig**, *Murray State U.*
Author: **Ismail Karabas**, *Murray State U.*

The complexity of sustainability-related challenges in the workforce necessitates skills and competencies in multiple disciplinary areas, including STEM areas. The application of STEM skills and competencies to the sustainability subject-area is known as STEM-based sustainability. STEM-based sustainability curriculum has previously been linked to improved cognitive sustainability learning, but not affective learning. Accordingly, we designed, developed, implemented, and evaluated a STEM-based sustainability M.B.A. course titled Managing Sustainability targeting improvement in cognitive and affective sustainability learning. Using pre-/post-tests and treatment/control groups, evaluation results indicate that students who participated in the curriculum improved cognitive learning but control students did not. Affective learning improved over twice the magnitude for treatment students than control students. To help instructors and administrators adopt STEM-based sustainability curriculum, we provide (1) a course description, outline, and learning objectives, (2) module-level learning objectives, (3) peer-to-peer discussion questions, and (4) learning activity descriptions.

MED: **Putting the 'Executive' Back in the EMBA: The Role of Learning Goals in Professional Development**

Author: **Pasi Aaltola**, *U. of Jyväskylä*
Author: **Eric H. Kessler**, *Pace U.*
Author: **Ari Manninen**, *U. of Jyväskylä*

This paper seeks to address the professional development of executive MBA (EMBA) students holistically and from the learners' perspective. The aim is to examine how more experienced managers outline their goals for professional development and how this in turn should be taken into account in designing the program pedagogy. We discuss the learning and development of these senior professionals as being more leadership oriented and wisdom based than knowledge based. We study participants in an internationally accredited executive education program using a consistent theoretically constructed comprehensive approach to managerial learning. The results of our qualitative research approach, developed in grounded theory following the Gioia method, shed light on this process and promise to (a) help executive learners outline key goals for their professional development as well as (b) guide educators in the further development of holistic learning in executive programs.

MED: **Keeping it Complex in Large Classroom Environments**

Author: **Nicola Mountford**, *Maynooth U.*
Author: **Gillian Moran**, *Maynooth U. School of Business, Ireland*

Beneath requests for ethical, theoretical, and practical graduates is a cry for adults who understand and can cope with complexity but teaching complex concepts is a complex process. The challenge, therefore, is to simplify basic concepts from a pedagogic perspective, while at the same time maintaining and "conveying their subtlety and ambiguity" (Dehler & Welsh, 1993, p. 80). Experiential learning has been credited with enhancing student engagement to combat "creeping passivity" and the belief among students that they are not "intellectually responsible for themselves" (Cutler, 2007, p. 6; Donovan & Hood, 2021). However, while experiential learning approaches offer a route towards teaching complexity, the implementation of experiential teaching itself may be difficult in the modern school of business where class size, particularly at undergraduate level, must be a factor in curriculum development and delivery (Cullen, 2011; Lyons & Buckley, 2021). This paper develops a conceptual model for how and where complexity intersects with large classroom teaching based on Daft's (1992) dimensions of complexity and suggests different approaches to maintaining the complexity required for experiential learning in the large classroom environment.

MED: **A Service-Learning Approach to Managing Diversity in International Business Education**

Author: **Hyejin Cho**, *State U. of New York (SUNY) Farmingdale*
Author: **Jing Betty Feng**, *State U. of New York (SUNY)- Farmingdale*

This paper highlights challenges facing today's international business (IB) education in developing a global mindset: 1) the complex personal backgrounds from the increasingly diverse college student demographics and 2) teaching materials focused on western MNEs practices and theories. To overcome these challenges, we propose a virtual service-learning project that focuses on forming partnerships to assist small businesses located in remote, rural and under resourced regions. Through the project students were able to engage in intercultural interactions while applying IB concepts to a small business setting. In a pilot study, we find that this project helps appeal to a diverse student background and allows students to draw connections from their own unique backgrounds and skillsets throughout the process of developing a global mindset. The result of the project demonstrates a positive impact on both students' academic and professional learning outcomes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1434** | Submission: **10184** | Sponsor(s): **(MED, HR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

Breaking the Frame: Innovative Approaches to Learning and Development

Organizer: **Tina Miedtank**, *Nijmegen School of Management*
Presenter: **Tina Davidson**, *Erasmus U. Rotterdam*
Presenter: **Alexia Mary Tzortzaki**, *Cardiff Metropolitan U.*
Presenter: **Carolin Ossenkop**, *Nijmegen School of Management, Radboud U. Nijmegen*
Presenter: **Aurora Díaz Soloaga**, *Almaty Management U.*
Presenter: **Tracy F. Chang**, *Rutgers U.*
Presenter: **Dirk C. Moosmayer**, *Kedge Business School*
Presenter: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*

Scholars and practitioners agree that effective leadership and diversity management in today's complex and ambiguous business environment requires more than learning about and mastering particular sets of behaviors. Rather, effective leadership and diversity management is rooted in being able to lead from one's true self, as well as being able to effectively apply such complex and multi-faceted self-understandings adaptively to changing demands and circumstances. Whereas scholars have called for innovative developmental approaches—especially in the realm of leadership development and diversity management (e.g., Kark, 2011; Kulik & Roberson, 2008)—empirical work heeding such calls remains scarce (Vogel et al., 2022). By presenting research on the conceptual underpinnings and practical effectiveness of innovative/non-traditional leadership development practices, this presenter symposium aims to broaden the horizon regarding the "how" of learning and development processes. Taken together, the research presented in this symposium aims to expand our current theoretical understanding of how employees, leaders, and organizations can learn about and develop their understanding of important organizational phenomena, such as leadership and diversity management.

Here For the Drama!? How participants of improvisational theater develop leadership skills

Author: **Arushi Bhardwaj**, *Rotterdam School of Management, Erasmus U.*
Author: **Tracy F. Chang**, *Rutgers U.*
Author: **Tina Davidson**, *Erasmus U. Rotterdam*
Author: **Tina Miedtank**, *Nijmegen School of Management*
Author: **Dirk C. Moosmayer**, *Kedge Business School*
Author: **Carolin Ossenkop**, *Nijmegen School of Management, Radboud U. Nijmegen*
Author: **Aurora Díaz Soloaga**, *Almaty Management U.*
Author: **Meredith Conlin Storey**, *PRME Secretariat / United Nations Global Compact Office*
Author: **Alexia Mary Tzortzaki**, *Cardiff Metropolitan U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1435** | Submission: **17102** | Sponsor(s): **(MH, CMS, ENT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Community-Based Enterprises, Histories, and Legacies across Diverse Contexts

Organizer: **Helen Haugh**, *U. of Cambridge*
Organizer: **Ana Maria Peredo**, *U. of Ottawa*
Organizer: **Rossella Rocchino**, *Technical U. of Munich*
Panelist: **Michela Giovannini**, *U. of Trento*
Panelist: **Ella Henry**, *Auckland U. of Technology*
Panelist: **Christina Julia Hertel**, *GSEM - U. of Geneva*
Panelist: **Onnolee Anne Nordstrom**, *North Dakota State U.*
Discussant: **Daniel Wadhwani**, *U. of Southern California*

Building on current debates in management and entrepreneurship scholarship, this panel symposium aims to merge conversations on the organizational dynamics of community entrepreneurship with the role of history and legacies in entrepreneurial action. Our motivation is to foster dialogue on the role that historical trajectories and legacies play in the creation, maintenance, and sustainability of community-based enterprises (CBEs). This symposium is guided by the research question, "How do community histories and legacies influence the creation, maintenance, and sustainability of CBEs?". To broaden the scope of our conversations, this proposal brings together seven scholars at different career stages engaged in community entrepreneurship research in several parts of the world, extending from Maori communities in New Zealand (Henry, Dana, & Murphy, 2018) the Hutterite in Canada (Nordstrom, McKeever, & Anderson, 2020), the Zapatistas in Mexico and urban movements in Barcelona (Giovannini, 2016, 2020), rural communities in Germany (Hertel, Bacq, & Belz, 2019), indigenous and non-indigenous communities in South America and Canada (Peredo, 2001, 2003, 2004; Peredo & Chrisman, 2006; Peredo & McLean, 2010), rural communities in Scotland and UK (Haugh, 2007; Haugh, 2021), and ongoing research on Italian CBEs (Rocchino). Our discussant Dan Wadhwani brings extensive research experience in understanding the role of history in organization and entrepreneurship scholarship (Wadhwani, Kirsch, Welter, Gartner, & Jones, 2020; Wadhwani, Suddaby, Mordhorst, & Popp, 2018).

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1436** | Submission: **14128** | Sponsor(s): **(MOC, DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Power, Status, and Leadership: How We Form, Portray, and React to Social Rank at Work

Organizer: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Organizer: **Pamela K. Smith**, *U. of California, San Diego*
Discussant: **Melissa J. Williams**, *Emory U.*
Presenter: **Anyi Ma**, *U. of Wisconsin-Madison*
Presenter: **Clarissa Cortland**, *UCL School of Management*
Presenter: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Presenter: **Jo K. Oh**, *U. of Connecticut*
Participant: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Participant: **Nicholas Hays**, *Michigan State U.*
Participant: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*

Social rank is a fundamental element of interpersonal interaction at work. It can come in different forms, including disparities in power, status, and leadership. Our symposium aims to bring new perspectives to the study of how social ranks are formed, portrayed, and reacted to at work. The four talks address important questions, including how people's gender influences the personal traits that help them attain social rank, how people with different social identities describe their paths to leadership success, how people's beliefs about the moral effects of having high social rank influence their preferences for organizational policies, and how people's status characteristics influence their reactions to supervisor feedback. These talks provide more nuanced views about social rank dynamics and open fruitful directions for research on social rank at work.

Evidence for an Inverted-U Shaped Relationship Between Ambition and Leadership Emergence for Women

Author: **Anyi Ma**, *U. of Wisconsin-Madison*

Social Identity and Motivated Attributions for Leadership Success

Author: **Clarissa Cortland**, *UCL School of Management*
Author: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*

Power Corrupts or Power Reveals: Lay Beliefs about the Power-Morality Link and Their Consequences

Author: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Author: **Pamela K. Smith**, *U. of California, San Diego*

Tough Love or Abuse: The Moderation of Social Status on the Effects of Critical Feedback

Author: **Jo K. Oh**, *U. of Connecticut*
Author: **Nicholas Hays**, *Michigan State U.*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1437** | Submission: **10665** | Sponsor(s): **(MOC, OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Advancing Research on Identity Threat

Organizer: **Christine Deborah Bataille**, *Ithaca College*
Participant: **Heather Ciara Vough**, *George Mason U.*
Participant: **Mailys George**, *EDHEC Business School*
Participant: **Achira Sedari Mudiyanselage**, *Austin Peay State U.*
Participant: **Pascale Fricke**, *U. of British Columbia*
Participant: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Participant: **Mari Kira**, *U. of Michigan*
Participant: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*
Participant: **Haoying Xu**, *Stevens Institute of Technology*
Participant: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Participant: **Danielle Van Jaarsveld**, *U. of British Columbia*
Participant: **David Douglas Walker**, *U. of British Columbia*
Participant: **Lingtao Yu**, *U. of British Columbia*
Discussant: **David Sluss**, *ESSEC Business School*

The purpose of this symposium is to provide an assessment of the current state of the identity threat literature as well as introduce new streams of research that are advancing this literature. The four papers bring together authors from Canada, France, Germany and the United States and include a literature review, a conceptual piece and two empirical studies - one qualitative and one quantitative.

Identity Threat under Scrutiny: A Review and Future Research Agenda

Author: **Mailys George**, *EDHEC Business School*
Author: **Heather Ciara Vough**, *George Mason U.*
Author: **Christine Deborah Bataille**, *Ithaca College*

Am I Next? Vicarious Identity Threat Through Observed Workplace Interactions

Author: **Achira Sedari Mudiyanselage**, *Austin Peay State U.*
Author: **Haoying Xu**, *Stevens Institute of Technology*
Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*

Identity Threats, Threat Emotions, and Identity Work Among Workers Suffering From Post-COVID

Author: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Author: **Mari Kira**, *U. of Michigan*
Author: **Ute-Christine Klehe**, *Justus-Liebig U. Giessen*

Introducing Expressed Occupationalism and Considering its Identity Implications

Author: **Pascale Fricke**, *U. of British Columbia*
Author: **Danielle Van Jaarsveld**, *U. of British Columbia*
Author: **David Douglas Walker**, *U. of British Columbia*
Author: **Lingtao Yu**, *U. of British Columbia*

Session Type: **Symposium**
Program Session: **1438** | Submission: **12560** | Sponsor(s): **(MOC, OB, SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

New Frontiers in Community Research: Community Experiences Within & Beyond Organizational Boundaries

Organizer: **Reut Livne-Tarandach**, *Manhattan College*
Moderator: **Reut Livne-Tarandach**, *Manhattan College*
Panelist: **Neil M. Boyd**, *Bucknell U.*
Panelist: **Sargam Garg**, *California State U. Sacramento*
Panelist: **Gretchen Marie Spreitzer**, *U. of Michigan*
Panelist: **Kimberly Rocheville**, *Creighton U.*
Panelist: **Cristina Gibson**, *Pepperdine Graziadio Business School*

Humans have a fundamental need to belong and to be a part of a community, yet the changing nature of work offers limited opportunity to create the social glue that binds us together, and thus exacerbates social disconnection. Putting the workers front and center inspires us to acknowledge workers' needs and calls our attention to explore how community experiences can be cultivated within and beyond organizational boundaries. Our panel symposium brings together diverse panelists who are leaders in community research to spark generative, interactive conversation about new frontiers of community experiences at work. Together we'll explore (1) how community experiences emerge in crisis situations, (2) unpack the practices employees and leaders can engage in to seed and nurture community experiences in organizations and (3) explore how cultivating community experiences can be achieved in hybrid, remote work settings and non-traditional work contexts. Considering ways by which community experience can transcend far beyond the organizational boundaries, we'll examine how organizations can best partner with external actors to unlock community organizing that can tackle grand challenges of our society and explore how corporate-community co-development can create synergistic settings to cultivate prosperity and social sustainability.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1439** | Submission: **11522** | Sponsor(s): **(MOC, OMT, OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Situation, Motivations, Cognition: Reconsidering the Fundamentals of Sensemaking

Organizer: **McKenzie Lloyd-Smith**, *U. of Toronto, Rotman School of Management*
Moderator: **Marlys K. Christianson**, *U. of Toronto*
Panelist: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Panelist: **Samer Faraj**, *McGill U.*
Panelist: **Claus Rerup**, *Frankfurt School of Finance & Management*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*

Sensemaking is a critical organizational activity that occurs throughout an organization, from supporting leadership in making strategic decisions to underpinning the construction of organizational actors' identities. Much of our understanding of sensemaking comes from studies of short-term, face-to-face events and assumes relatively homogenous cognitive processes across actors. Today's reality is often far removed from that, leaving us with little understanding of how individuals engage in collective sensemaking over time and physical space, and how individual motivations and cognitive differences interact to complicate that sensemaking. The goal of this panel is to (re)consider contemporary issues of sensemaking by exploring three topics: situation, motivations, and cognition. By exploring these topics, the six panelists, each leading scholars in the sensemaking domain, share their views on enduring challenges within sensemaking theory and how these might be addressed. Through group discussions and the panelists' own thoughts, this symposium promises to further our understanding of sensemaking by exploring both the situated and psychological nature of sensemaking within contemporary organizational contexts.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1440** | Submission: **20443** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Religion, Business, and Society: Exploring Values and Influences

Session Moderator: **Stephen L. Hawkins**, *U. of Wisconsin - Milwaukee*

This session will cover research papers that examine the intersection of religion, business, and society. Specifically, the papers will focus on the influence of religious values on business angel investment, the impact of the Jewish ethos Tikkun Olam on business practices, antecedents of exploitation among parish pastors due to anomie in American churches, and the importance of faith in determining race and happiness in the United States. Attendees will gain insights into the complex interplay between religion, society, and business, and how these factors can shape individual and organizational behavior. Overall, this session will offer a thought-provoking discussion on the role of religion in the modern world.

MSR: **Race and Happiness in the United States: The Importance of Faith**

Author: **Randi L. Sims**, *Nova Southeastern U.*
Author: **Baiyun Gong**, *Nova Southeastern U.*
Author: **Will Hawks**, *Nova Southeastern U.*

Although Black Americans face systemic racial discrimination and inequities throughout their lives, they report the same level of happiness as White Americans. Apparently, some unique factors play distinctive roles in the experience of various social groups, as they overcome challenges in their lives. In this study, we establish religious faith as one of the factors that support Black Americans in their pursuit of happiness. We employ resilience theory to explore the process through which economic security influences happiness among U.S. residents. We propose that people rely on their sense of internal control and religious faith to enable positive adaptation to cope with stress caused by low economic security. Findings from the World Values Survey (N = 426) suggest that, while control moderated the effect of low economic security on neighborhood safety among White Americans, it did not play a significant role for Black Americans. In contrast, religious faith plays an important role in the resilience process of Black Americans, moderating the negative impact of low economic security and neighborhood safety on their feelings of happiness. We conclude with the discussion of the importance of faith, as it changes the narratives of life stories and allows a positive perspective in spite of disadvantaged environmental conditions.

MSR: **Religious Values and Business Angel Investment The influence of the Jewish Ethos Tikkun Olam (WITHDRAWN)**

Author: **Gilberto Sarfati**, *FGV-EAESP*
Author: **Ethel Berdugo**, *FGV EAESP Sao Paulo School of Business Administration*

This study investigates the role of religious values in the investment decision-making process of Jewish business angels. We show that respondents' worldview is influenced by Jewish spiritual principles, specifically Tikkun Olam, which affects their investing behavior by providing them with motivational and attitudinal orientation. In-depth interviews were conducted with 15 business angels based in France, Brazil, and Israel. Using thematic analysis, we identified Tikkun Olam-related dimensions on which respondents' decision-making tended to rely. Themes such as collective cohesion, ethical guidelines, improving the world, never-ending search for perfection, and belief in mystical purpose took the leading role over traditional wealth- maximization factors expected in investment decision-making. This work shows that non-rational, social identity-related factors support business angels' decision-making and help them cope with early-stage investment's high risk and uncertainty.

MSR: **Anomie in American Churches: Antecedents of Exploitation among Parish Pastors**

Author: **Stephen L. Hawkins**, *U. of Wisconsin - Milwaukee*

"Calling" provides motivation for one's work, yet research indicates it also increase susceptibility to exploitation. Complexities arise when recognizing not all professions are equally porous. Subject to the constraints of "gateless" total institutions, clergy have limited external networks and work alternatives, despite high education. Clergy frequently face the difficult choice of either remaining where they feel undervalued or denying their authentic calling. When clergy choose the latter, congregations lose highly trained leaders in a period defined by anomie. Addressing this concern requires identifying the antecedents of exploitation commonly experienced by individuals with a sense of calling aimed at reducing voluntary turnover. This paper contributes to the literature by proposing two antecedents to workplace exploitation pertaining to calling: (1) participation in a total institution and (2) modest independent work experience. These antecedents are mediated through networking opportunities and self-perceptions of job alternatives, which are moderated by the specificity of one's calling. Keywords: anomie, work as calling theory (WCT), clergy, exploitation, voluntary turnover

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1441** | Submission: **19899** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:00PM ET (UTC-4)** at **Offsite** in **Boston Public Library**

Organizational Behavior Division Making Connections Committee Meeting

Organizer: **Katelyn Zipay**, *Purdue U.*
Organizer: **Margaret M. Luciano**, *Penn State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1442** | Submission: **19901** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Organizational Behavior Division Lifetime Achievement Award

Organizer: **Rebecca J. Bennett**, *U. of Central Florida*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1443** | Submission: **20729** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Research on Individual Behavior in OB

Session Moderator: **David Cross**, *Southampton Business School, U. of Southampton*

OB: **Conflicts of Client Commitment: Experience, Bases, and Action Strategies**

Author: **David Cross**, *Southampton Business School, U. of Southampton*
Author: **Juani Swart**, *U. of Bath*

Individuals can commit to multiple targets and these targets can interact in dynamic ways to patinate the everyday experience of work and life. While commitments are known to interact, including conflict, empirical evidence on the causes of commitment conflict and that which is multi-party and intrapsychic is lacking. Even less developed is knowledge of the action strategies and coping mechanisms that individuals deploy in relation to conflicts of commitment. Third, we currently know little about workplace commitment outside of the boundaries of organisational employment. Drawing on a pragmatist-informed qualitative study and interviews with 50 independent consultants, we address these issues and investigate the causes and action strategies used in cases of conflict of client commitment. In our model, we show that these are based on time, knowledge, and expectations and develop the responses of avoiding, turning the conflict into a synergy, preventing, and changing the nature of the relationship. We further develop an understanding of how these conflicts become triggered and manifest, the situated and deep-structured responses, and then how the commitment becomes dormant or is no more. Our paper develops important knowledge on the interaction of commitment in a dynamic system of multiple targets. We respond to calls to examine commitment conflict, investigate workplace commitment experiences through qualitative methods, and consider commitment in alternative yet increasingly common ways of working. Throughout, we differentiate commitment conflict from dyadic conflict, and from that centred on roles, teams, and identity thus developing commitment conflict as a discrete and standalone concept.

OB: **The Bright Side of Commuting: The Impact of Commute Enjoyment on Post-commute Recovery and Work**

Author: **Vivien Lim**, *National U. of Singapore*
Author: **Egan Lua**, *Georgia Institute of Technology*
Author: **Thompson Teo**, *National U. of Singapore*

This paper examines the spillover of commuting on work and well-being. Premised upon conservation of resources theory, we propose that commute enjoyment, a positive affective commute appraisal and resource, buffers the negative effect of engaging in work-related thoughts and activities (WRAT) during the commute on post-commute recovery. Further, we examine a three-way interaction between WRAT, commute enjoyment, and the direction of the commute on post-commute recovery. We also examined the moderated mediation effect of post-commute recovery on the interaction between WRAT and commute enjoyment and its outcomes, specifically work engagement and cognitive fatigue. Utilizing an experience sampling methodology, data on commute enjoyment, recovery and outcomes were collected over a period of seven workdays from 106 public transit commuters in Singapore. Results showed that the interaction effect of WRAT and commute enjoyment on post-commute recovery differed between the commute to and from work. In addition, post-commute recovery mediated the interaction between WRAT and commute enjoyment on work engagement and cognitive fatigue in the morning but not cognitive fatigue in the evening. Results of the study suggest that employees should actively reframe their commute to view it as an important resource for alone time.

OB: **The Double-edged Effect Of Green Performance Management On Employee Non-green Behavior**

Author: **Yufei Cheng**, *Lingnan U.*
Author: **Wei Liu**, *Shandong U., China*
Author: **Yu KOU**, *Lingnan U.*
Author: **Zhang Shujie**, *Shandong U., China*
Author: **Yifeng Chen**, *Lingnan U.*
Author: **Nan Wang**, *Lingnan U.*

Along with the growing public concerns over significant environmental issues, the interest of organizations go “green” is increasing. As employee’s behavior plays an important role in promoting organizational sustainability, organizations begin to highlight employee non-green behavior in the workplace. However, current studies in environmental fields mainly focus on employee pro-environmental behaviors, with little research focusing on employee non-green behavior. Based on ego depletion theory and norm activation theory, this study explores the double-edged effect of green performance management on employee non-green behavior by testing the mediating roles of emotional exhaustion and personal green norms as well as the moderating effect of employee attribution. Data were collected from 257 employees of a company in North China, and were analyzed by SPSS 24.0 and Mplus 7.4. The research results show that: first, green performance management could increase employee non-green behavior by aggravating their emotional exhaustion; second, green performance management could decrease employee non-green behavior by activating their personal green norms; third, the total indirect effect of green performance management on employee non-green behavior is positive; fourth, employee’s substantive and symbolic attribution of green performance management play moderating roles in this indirect process. The theoretical and practical implications are discussed.

OB: **Government Subsidies, Executive Incentives and Green Innovation Performance**

Author: **Chao Liu**, *Shandong U., China*
Author: **Kunru Han**, *Shandong U., China*
Author: **Jingshu Du**, *EMLV Business School, Paris*

Because of increasing environmental concerns, green innovation has been a hot topic in recent years. However, the existing research overlooks the joint impact of both internal and external factors on green innovation. Based on the resource-based theory and principal-agent theory, this paper applies the moderated mediation effect model on a panel data of Chinese manufacturing firms to empirically test the impact of government subsidies, firms' R&D funding intensity as well as executive incentives on green innovation performance in the manufacturing industry. The results show that: (1) Government subsidies have a positive impact on green innovation performance. (2) Firms' R&D funding intensity mediates the relationship between government subsidies and green innovation performance. (3) Executive compensation incentives positively moderate the impact of government subsidies on green innovation performance, whereas executive equity incentive has a negative effect. (4) The opposite moderating effect of executive compensation incentives and equity incentives works mainly on the relationship between firms' R&D funding intensity and green innovation performance. That is, executive compensation incentives positively regulate the relationship between firms' R&D funding intensity and firms' green innovation performance, while the effect of executive equity incentives is the opposite. This paper adds to the literature on green innovation, especially in the context of green innovation in China's manufacturing industry.

Session Type: **Symposium**
Program Session: **1444** | Submission: **14208** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

Beneath the Surface: Theorizing and Testing the Microfoundations of Team-level Constructs

Organizer: **Semin Park**, *U. of Iowa*
Organizer: **Karl Henry Reinke**, *Tippie College of Business, U. of Iowa*
Discussant: **John Mathieu**, *U. of Connecticut*
Presenter: **Adam A. Roebuck**, *U. of Massachusetts Lowell*
Participant: **Mikhail Alexander Wolfson**, *U. of Kentucky*
Participant: **Peter Gallagher**, *North Carolina A&T State U.*
Presenter: **Jinhee Moon**, *Binghamton U.-State U. of New York*
Participant: **Chunghyun Oh**, *Binghamton U.-State U. of New York*
Participant: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*
Presenter: **Amanda Ferguson**, *Northern Illinois U.*
Participant: **Stephen L. Jones**, *U. of Washington, Bothell*
Participant: **Randall S Peterson**, *London Business School*
Participant: **Pri Pradhan Shah**, *U. of Minnesota*
Presenter: **Stephen Humphrey**, *Pennsylvania State U.*
Participant: **Federico Aime**, *Oklahoma State U.*
Participant: **Sherry (Qiang) Fu**, *Colorado State U.*
Participant: **Shereen Fatimah**, *Singapore Management U.*
Participant: **Nikos Dimotakis**, *Oklahoma State U.*

Our symposium organizes conceptual and empirical research addressing the microfoundations of team-level constructs. By integrating individuals, dyads, and teams into their theories, each of our collected papers shows how team phenomena cannot be viewed as simple aggregates of member characteristics or interactions. We showcase work which demonstrates how researchers can adopt microfoundations perspectives to better understand how surprising outcomes emerge in groups that are hard to predict based on knowledge of individual members.

Talent influx or talent in flux? Performance consequences of types of dynamic team composition

Author: **Adam A. Roebuck**, *U. of Massachusetts Lowell*
Author: **Mikhail Alexander Wolfson**, *U. of Kentucky*
Author: **Peter Gallagher**, *North Carolina A&T State U.*

Subgroups via a Co-Evolution Network Framework: A Review of Faultlines, Coalitions, and Cliques

Author: **Jinhee Moon**, *Binghamton U.-State U. of New York*
Author: **Chunghyun Oh**, *Binghamton U.-State U. of New York*
Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*

Information Exchange as a Public Good: A Team Development Study

Author: **Stephen Humphrey**, *Pennsylvania State U.*
Author: **Federico Aime**, *Oklahoma State U.*
Author: **Sherry (Qiang) Fu**, *Colorado State U.*
Author: **Shereen Fatimah**, *Singapore Management U.*
Author: **Nikos Dimotakis**, *Oklahoma State U.*

Team Conflict Resolution When Things are Not Always as They Seem

Author: **Amanda Ferguson**, *Northern Illinois U.*
Author: **Stephen L. Jones**, *U. of Washington, Bothell*
Author: **Randall S Peterson**, *London Business School*
Author: **Pri Pradhan Shah**, *U. of Minnesota*

Session Type: **Symposium**
Program Session: **1445** | Submission: **15892** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

GLOBE 2020: The Latest Findings on National Cultural Norms Across 144 Countries/Societies

Session Chair: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*
Panelist: **Carolyn Egri**, *Simon Fraser U.*
Panelist: **Richard Cotton**, *U. of Victoria*
Panelist: **Medha Satish Kumar**, *Simon Fraser U.*
Panelist: **Anirban Kar**, *York U., Canada*
Panelist: **Amanda Bullough**, *U. of Delaware*
Panelist: **Peter W. Dorfman**, *New Mexico State U.*

Organizations continue to globalize despite declarations of its demise or the global pandemic. Working effectively with a multitude of stakeholders despite hiccups and obstacles requires collaboration and rigorous studies of the various aspects of international management. GLOBE 2020 offers rigorous and contemporary insights on national culture and trust. In this panel, we will provide a review of our theoretical framework and research methodology of the GLOBE 2020 research study and share the latest findings regarding cultural norms with illustrative countries/societies and share insights regarding culture dimensions, geography, and gender and other demographics across countries. We also seek to gain feedback from the audience on the early findings of this study that will help with its interpretation and dissemination techniques.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1446** | Submission: **20586** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

Artificial Intelligence and Workplace Digitalization

Session Moderator: **Hongxia Peng**, *Rouen U.*

OB: **When and Why Implementing Bad AI Algorithms Feels Worse Than Self-initiating Them**

Author: **Bar Shlomo**, *Ben-Gurion U. of the Negev*
Author: **Amos Schurr**, *Ben Gurion U. of the Negev*
Author: **Simone Moran**, *Ben Gurion U. of the Negev*

Algorithm regulation – i.e., the question of who should be authorized to decide which algorithms to implement, portrays a key ethical debate regarding AI. We focus on AI programmers, who play a central role in AI deployment processes. Findings of three studies suggest that compared to Low-agency programmers who are instructed which algorithm to implement, high agency programmers who freely choose which algorithm to employ, engage in a pre-justification process, and are thus better equipped to overcome cognitive-dissonance when encountering fatal unfavorable outcomes, and feel less responsibility, guilt, and regret about both their programming and the outcome.

OB: **Apprehending the Workplace Digitalization from a Future-Oriented Imagination: A Triptych Perspective**

Author: **Hongxia Peng**, *Rouen U.*

Scholars have highlighted the potential of future-oriented imagination (FOI) for research on the future of workplaces. Recognizing the relevance of existing studies, this research contributes to the management literature by examining the future of workplace digitalization from a spatio-tempo-cognitive triptych (STECOT) perspective. Empirical data were collected through a FOI-based process and analyzed from the STECOT perspective. The contributions of this work are thus threefold. First, it proposes a new perspective—formalized by the STECOT framework—for studying the workplace and its digitalization, and identifies three distinct forms of the future workplace from this perspective. Second, it pinpoints, by extending existing knowledge (Weick, 2002, 2006), the puzzling and organizing effects of the utilization of FOI in the future-making of the workplace. Third, it provides new knowledge on the future of workplace digitalization by scrutinizing the spatio-tempo-cognitive dynamics (re)framing the workplace and its digitalization. Keywords: Future-oriented imagination, workplace, digitalization, spatio-tempo-cognitive dynamics, Triptych

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OB: **When Ghost Work Becomes (Relatively) Good Work**

Author: **Benjamin Shestakofsky**, *U. of Pennsylvania*

Recent scholarship on the social production of artificial intelligence (AI) systems has drawn attention to the hidden labor that enables innovation. Research on computational labor—routinized, information-processing tasks that support software algorithms—focuses on popular platforms designed to connect workers with employers. These studies have raised important concerns about wages and working conditions while spurring speculation about how changes in regulations and platform design might improve workers' experiences. Yet because they focus on platform-based workers, rather than the organizations who hire them, they tend to overlook how organizational design can shape computational workers' experiences. This article uses an anomalous case to advance an underexamined perspective on how computational labor arrangements may be improved. I draw on 19 months of participant-observation research inside a tech startup I call AllDone, which employed 200 computational workers in the Philippines. Rather than sourcing anonymous, temporary workers to complete computational tasks, the company used an online freelancing platform to recruit and build long-term relationships with workers. In the article's first empirical section, I examine how this arrangement addressed some of the problems commonly associated with computational labor while leaving others unaddressed. I then turn to the team's organizational culture of familial love, which endowed work with meaning while simultaneously obscuring how the company's labor practices perpetuated vast inequalities. Although this study suggests how computational labor can be structured in ways that advance organizational goals while simultaneously supporting the dignity of workers, it also reveals the durability of the disparities that characterize tech companies.

OB: **Algorithmic Management and the Objectification of Workers**

Author: **Shane Schweitzer**, *NUS Business School*
Author: **David De Cremer**, *NUS Business School*

The introduction of algorithmic management—AI technology functioning as supervisor to human workers—may influence how workers subordinate to algorithms are perceived. Across four experiments, we explored these perceptions and show that algorithmic management leads to objectification of workers. Objectification of workers, in turn, predicted multiple downstream consequences: workers were assigned more dull work tasks and viewed as having less leadership potential, and in an experiment with professional recruiters, job candidates with prior experience being managed by an algorithm were offered lower starting salaries. Including humans in the algorithmic management process (i.e., augmentation) did not mitigate the effect on objectification. In our final experiment, data from subordinate-supervisor dyads showed that algorithmic management was positively related to objectification of subordinates, which in turn predicted subordinates' perceptions of being objectified. We discuss the theoretical and practical implications of our findings.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1447** | Submission: **20605** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

Taking Back Control at Work: Employee Bootlegging, I-deals, and Anti-Work Orientation

Session Moderator: **Jinzhao Qu**, *School of Labor and Human Resources, Renmin U. of China*

OB: **How Does CPB Stimulate Employee Bootlegging? The Role of Work Engagement and Uncertainty Avoidance**

Author: **Jinzhao Qu**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Maria Tims**, *Vrije U. Amsterdam*
Author: **Zhijie Xing**, *Nanjing U.*
Author: **Lihua Zhang**, *Renmin U. of China*

Research concerned with bottom-up innovation has focused on the understanding the phenomenon of bootlegging, which refers to individual proactive research and development activities that employees carryout without formal approval or support. While much is known about the positive consequences of bootlegging for organizations, little is known how to create environment which would spark individual bootlegging. In this paper we propose that coworkers proactive behaviors can significantly influence employee bootlegging. Building on the job demands-resources theory, we propose that coworker proactive behavior will lead to employee bootlegging through work engagement. We further propose that employee uncertainty avoidance as a boundary condition for such an association. We test the model on three-wave, time-lagged data from 234 employees nested in 39 teams. The results of multilevel regression analysis showed that coworker proactive behavior was positively related to employee bootlegging through work engagement. The effect of work engagement on employee bootlegging was stronger when employee uncertainty avoidance was high rather than low. Additionally, the indirect effect of coworker proactive behavior on employee bootlegging through work engagement was stronger when uncertainty avoidance was high instead of low. We conclude this paper with a discussion of theoretical and practical implications and recommend directions for future research.

OB: **Coworker Instigated Bootlegging: The Roles of Leadership and Goal Orientation**

Author: **Jinzhao Qu**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Yan Shao**, *U. of Groningen*
Author: **Maria Tims**, *Vrije U. Amsterdam*
Author: **Lihua Zhang**, *Renmin U. of China*

With a growing recognition that bootlegging happens without managers' awareness, we focus on examining the effects of coworkers' behaviors on employee bootlegging. Drawing on social information processing framework and social comparison theory, we propose our theoretical model that coworker proactive behavior will relate to employee bootlegging through instigated learning goal orientation (LGO) and performance-avoid goal orientation (PAGO), we further propose that employees' perception of transformational leadership as a boundary condition for such an association. We tested our hypotheses in a three-wave time-lagged study. The results showed that coworker proactive behavior relates positively to employee bootlegging via LGO and PAGO. The effect of PAGO on bootlegging was stronger when transformational leadership was high rather than low. The indirect effect of coworker proactive behavior on bootlegging was also stronger when transformational leadership was high rather than low. While these effects of LGO was insignificant. These findings of this study offer a novel perspective on the antecedents of bootlegging and provide evidence to the important effects of coworkers' behaviors on employee bootlegging.

OB: **I-deals Making: A Review and Sequential Framework of the Creation of i-Deals**

Author: **Imogen Sykes-Bridge**, *Australian National U.*
Author: **Prashant Bordia**, *Australian National U.*
Author: **Rajiv Amarnani**, *U. of Western Australia*
Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*

Idiosyncratic deals (i-deals) allow individual workers to customize their work conditions, with mutual benefit for both employees and their employers (Rousseau, 2005). I-deals are a quintessential method for organizations to put their workers "front and center". Since the original foundation and classification of i-deals phenomena, over 100 empirical papers have been published on the topic of i-deals. With such a wealth of i-deals knowledge accumulating, we present an empirically- and theoretically-informed sequential framework which describes the process through which i-deals are created and implemented – from employees' i-deal motivations, to i-deal request and receipt, and i-deal outcomes. We use this framework to structure our literature review, compiling empirical evidence from nearly two decades of i-deals research. This structured literature review makes two key contributions to the i-deals literature. First, we contribute to a richer and more realistic understanding of i-deals, by inviting researchers and practitioners to consider i-deals development as a holistic process that unfolds sequentially. Our sequential model provides a straightforward map of i-deals creation, within which existing research can be arranged and identified. Second, with over 55 papers published since the last major literature review of i-deals (Liao et al., 2016), a fresh literature review is timely. To date, many different facets of i-deals have been examined, driving a strong need for an integration based on a sequential framework. We discuss significant areas for theoretical expansion that are highlighted by our model and propose key topics for future research directions.

OB: **Not About the Grind: Emergence and Consequences of Employee Anti-Work Orientation**

Author: **Jared Scruggs**, *The Wharton School, U. of Pennsylvania*

Millions of workers are pushing back on the notion that "work is worth" in the ever-growing anti-work movement. Despite the prevalence of anti-work sentiments among real workers, little extant research has investigated if "anti-work" is just a pop culture label applied to workers who are dissatisfied with present economic and working conditions, or if it is a new, meaningful construct. In this paper, I address this problem by conceptualizing anti-work orientation as a new construct with strong normative traditions, defined as a contentious rejection of the belief that work is foundational to one's self-worth or worth to society. I differentiate anti-work orientation from related concepts (e.g., alienation, work centrality, anti-capitalism) and identify its unique relationships with antecedents (low status, work beliefs, and repeated justice violations) and outcomes (counterproductive and organizational citizenship behavior). In a two-part mixed-method study, Study 1 uses latent Dirichlet allocation (LDA) topic modeling to code a qualitative dataset of 189,436 posts from the Reddit anti-work community and reveal themes of status, injustice, work and meaning. Study 2 validates a new scale of anti-work orientation, finding across two independent samples that this orientation is common in full-time working US adults, distinct from related constructs, and holds unique relationships.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1448** | Submission: **20645** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

Who Am I? New Directions in Identity Research

Session Moderator: **Jenna-Lyn Rounsaville Roman**, *Kennesaw State U.*

OB: **To Conceal or Reveal? Personal Identity Networks and the Management of Devalued Identity at Work**

Author: **Paul Ingram**, *Columbia U.*
Author: **Yixi Chen**, *Columbia Business School*

As personal identity becomes more prominent, issues of identity management matter more and more to individuals and organizations. Among the most important questions of identity management is "what elements of personal identity do people conceal at work?" We use a novel whole-person identity network approach, combined with natural-language processing of identity content to offer an original answer to this question. We consider both the motivation and the capacity to conceal an identity element. In terms of motivation, we find that devalued identities, which we measure as an identity element's association to the broad cultural concept of stigma and to lower social class standing, are predictors of concealment. We also find that more important identity elements in terms of structural proximity to the core self are less likely to be concealed. Regarding capacity to conceal, we find that structural indicators of an identity element's salience, and autobiographical interdependence with other elements, which represent social and cognitive challenges to concealment, negatively predict concealment.

OB: **Concealable Social Identities and the Workplace**

Author: **Jenna-Lyn Rounsaville Roman**, *Kennesaw State U.*
Author: **Nicholas P. Salter**, -

All individuals in the workforce are made up of a complex array of overlapping identities, some of which are apparent to others that they interact with and some of which are concealable. Recent research has focused on aspects of certain identities of interest (e.g., race, sexual orientation, disability status) to diversity, equity, and inclusion scholars, while less theoretical and empirical ground has been covered for all workers. We introduce a framework for understanding how individual preferences and organizational factors may influence relationships between the concealable social identities of workers and their experience of social connectivity and belonging at work to job performance. We will outline future research opportunities for scholars and practical implications for organizations based on this framework.

OB: **The Role of Place Identity in Worker Geographic Preference and Psychosocial Benefits**

Author: **Kimberly K. Merriman**, *U. of Massachusetts, Lowell*

Recent management research demonstrates that, for some workers, living wherever they geographically choose holds personal utility that in turn benefits the workplace. This presents a black box regarding the underlying mechanisms at play. This study examines the construct of place identity as a distinct factor in geographic preference and an antecedent of psychosocial benefits that spill to the workplace. Place identity as established in environmental psychology represents incorporation of a geographic place into personal identity. It is distinguished herein from the more frequently studied financial and relational motives for worker geographic preference. To empirically parse this distinction, I analyze individual qualitative descriptions about intended or completed moves at a time of heightened geographic flexibility. This is followed with a second sample to examine place identity's conceived psychosocial benefits in the form of individual subjective vitality and willingness to help colleagues. Together this research substantiates place identity as consequential for management scholarship and extends understanding of this extant construct's motivational underpinnings. Implications for research and practice are discussed, including relevance to management discourse on human sustainability and the intertwined nature of work and nonwork lives.

OB: **Should I Stay or Should I Go? The Contextualized Intersectionality Among Global Professionals**

Author: **Xin Lucy Liu**, *Columbia Business School*
Author: **Michael W. Morris**, *Columbia U.*
Author: **Yihan Becca Wang**, -

After studying or working for a period in the United States, young professionals from all over the world face a migration dilemma--whether to stay or go. One of the largest groups, East Asians, are found to face drawbacks (e.g., bamboo ceiling) in their prospect in the United States, yet it is unclear how gender, another prominent status characteristic, plays a role in their status calculus and migration decision. Taking heritage culture as an important context into the intersectional analyses, we propose that compared to East Asian women, East Asian men can expect more social privileges in heritage countries and more social penalties from incongruence with the agentic norm in the United States. The expected status differentials in heritage countries and the host country may motivate East Asian women rather than East Asian men to stay. As the visible representation of a group in public fields can be one source of the expected social status, in Study 1a-1b, we found that the male advantages in Congress positions and Netflix exposures disappeared or became reversed among East Asians in the United States. In Study 2, by analyzing global MBA job placement records from an elite business school across five years, we found actual rates of staying in the United States differ sharply by gender, especially among East Asians. In Study 3, a survey on another MBA cohort, we found that the greater rate of female stayers is explained by their social status expectancy differential in their heritage countries and the United States.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1449** | Submission: **20844** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Transformational and Visionary Leadership

Session Moderator: **Gang Wang**, *Florida State U.*

OB: **Transformational Leadership, School Climate, Work Engagement and IWB: A Serial Mediation Analysis**

Author: **Furkan Khan**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*
Author: **Kathan Shukla**, *Indian Institute of Management, Ahmedabad*

Teachers' innovative behaviour plays an important role in improving the school performance. In spite of the importance of teacher innovative work behaviour, little is known about the different factors that are associated with innovative behaviour. Anchoring this study into the JD-R theory, we attempted to explain the relationship between transformational leadership, school climate, work engagement and innovative work behaviour. In order to explain how the transformational leadership style of school principal influences innovative behaviour, this study first examines the relationships between these constructs, and then develops a serial mediation model by fully integrating these links. We collected the data from 755 senior secondary school teachers working under Directorate of Education, New Delhi, India and adopted a mix of structural equation modelling (SEM) and ordinary least squares regression (OLS) to measure the relationship between these constructs. The result shows that transformational leadership is positively associated with innovative work behaviour through serial mediator school climate and work engagement. This study theoretically contributes to school leadership and teachers' innovative work behaviour literature by revealing sequential mechanism between transformational leadership and innovative work behaviour, and offers practical implications by focusing on the importance of transformational leadership. Limitations of this study and future research directions have been discussed below in the later sections of the paper.

OB: **The Role of Leader Emotional Labor Strategies in Follower Perceptions of Charismatic Leadership**

Author: **Gang Wang**, *Florida State U.*
Author: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*

Unfortunately, after decades of research on charismatic leadership, we have relatively little knowledge of the tactics leaders use to be seen as charismatic. By integrating the dramaturgical perspective of charismatic leadership with Gardner, Fisher, and Hunt's (2009) model of leader emotional labor strategies, we develop a theoretical framework in which we examine the main and interactive effects of three leader emotional labor strategies (i.e., display of genuine emotions, deep acting, and surface acting) on follower perceptions of charismatic leadership. The results based on employees and their supervisors in three organizations show that leader surface acting was negatively related to follower perceptions of charismatic leadership. Further, the three emotional labor strategies interactively affected follower perceptions of charismatic leadership, such that when leader surface acting was infrequent, leader deep acting strengthened the positive relationship between leader display of genuine emotions and follower perceptions of charismatic leadership, whereas when leader surface acting was frequent, leader deep acting weakened this relationship.

OB: **A Future-Oriented Emotion Process: How Visionary Leadership Contributes to Team Member Proactivity**

Author: **Wenjing Cai**, *Vrije U. Amsterdam*
Author: **Yangyi Chen**, *Nanjing U. School of business*
Author: **Xueling Fan**, *Nanjing U. School of business*

This multi-study research examines the relationship between visionary leadership and employees' team member proactivity via exploring the mediator of anticipated emotions and the moderator of conscientiousness. Study 1, an experimental study, employs a scenario-based design to show that visionary leadership contributes to employees' team member proactivity by increasing their anticipated positive emotions. Study 2 utilizes multisource data from 206 employees and their direct supervisors to constructively replicate and expand the results of Study 1. The results show that the indirect effect of visionary leadership on employees' team member proactivity through anticipated positive emotions is stronger when employees are more conscientious. These findings contribute to visionary leadership literature by clarifying why (through anticipated positive emotion) and when (high conscientiousness) visionary leadership is positively related to employees' team member proactivity. Theoretical and practical implications are discussed.

OB: **Can Team Proactivity Compensate for Differentiated Transformational Leadership in Work Teams?**

Author: **Hai Viet Nguyen**, *National Sun-Yat Sen U.*
Author: **Chia-Yen Chiu**, *U. of Adelaide*
Author: **Hao-Chieh Lin**, *National Sun Yat-Sen U.*

While previous research has identified transformational leadership as an essential factor of team effectiveness, recent studies have also highlighted that team managers usually face a dilemma in practicing this leadership style. On the one hand, because of individual focus, transformational leaders can provide personalized support that directly benefits individual team members' development and growth. On the other hand, the perceived within-group variability of the leadership support received by members – that is, differentiated transformational leadership – can have detrimental impacts on teams and organizations. Drawing on the conservation of resources theory and contingency leadership perspectives, we propose that team proactive personality (i.e., the mean of individual members' proactivity ratings) acts as a buffer to alleviate the potential negative influence of a leader's differentiated transformational leadership. Using a time-lagged survey of 92 professional work teams in Taiwan, we find that differentiated transformational leadership can damage team helping norms. Furthermore, team members' satisfaction with supervision suffers, especially in teams with a low proactive personality. However, this harmful effect is neutralized in high proactive personality teams. Our research contributes to the literature of transformational leadership and team leadership. We provide concrete advice for team leadership development and team leaders' career advancement.

Session Type: **Paper Session**
Program Session: **1450** | Submission: **20622** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

Understanding Employee Engagement at Work

Session Moderator: **Jian Shi**, *Vrije U. Amsterdam*

OB: **Embracing Employee Vulnerability: Individual Differences in Infectability Shape Employee Engagement**

Author: **Jian Shi**, *Vrije U. Amsterdam*

The COVID-19 pandemic has posed a significant impact on employees' work patterns and work experiences worldwide. However, it remains unclear whether some employees fared worse than others during the pandemic and what role of individual differences in vulnerability played in shaping work engagement. Drawing from evolutionary psychology literature on the behavioral immune system, we argue that a fundamental factor in how employees coped with the pandemic is the extent to which they perceived themselves as vulnerable to infectious diseases. Employees with higher susceptibility to infectious diseases were expected to upregulate concerns about workplace safety and to engage less with their work during the pandemic, as a functionally avoidant response to the COVID-19 threats. Additionally, we argued that a health-oriented leadership style could decrease safety concerns and increase work engagement, especially for the most vulnerable employees. To test these assumptions, we conducted a three-wave field survey and a scenario experiment with parallel designs on working adults in the United Kingdom at different stages of the pandemic. The results partially supported our predictions. We discuss the theoretical and practical implications of these findings for fostering a safe and healthy post-pandemic workplace, especially for the most vulnerable employees.

OB: **Antecedents of Financial Wellbeing & Consequences on Work Engagement: A Moderated Mediation Approach**

Author: **Bright Malema Mbeye**, *National Dong Hwa U.*
Author: **Chia-Wu Lin**, *National Dong Hwa U.*
Author: **Pon-Han Lee**, *National Dong Hwa U.*
Author: **Chih-Ying Wu**, *Department of Administration, National Taipei U.*

Employee work engagement is as important determinant of organizational effectiveness. Despite the many external and organizational antecedents of work engagement that have been studied, personal level antecedents may also play an important role. Using an approach of moderated mediation, this study examines how self-control and frugality as antecedents of subjective financial well-being influence employee work engagement. A total of 297 valid responses were collected from full-time employees working in diversified industries. The results show that both self-control and frugality positively influence subjective financial wellbeing and work engagement, and subjective financial wellbeing partially mediates the relationship between both self-control and frugality on work engagement. Moreover, the positive effect of self-control on work engagement is moderated by mindfulness. Furthermore, the study confirmed the moderating role of mindfulness on the indirect effect of self-control and frugality on work engagement through subjective financial well-being when the level of mindfulness is higher. The findings of the study enhance the literature on work engagement by suggesting person-level characteristics as antecedents of work engagement. Furthermore, the findings provide actionable insights for managers in various industries to understand that employees' traits and financial wellbeing can be considered as indicators of employees' outlook and behavior towards work.

OB: **Heading in My Headphones: The Negative Effects of Music Listening on Perceived Work Engagement**

Author: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Author: **Trevor Foulk**, *U. of Maryland*
Author: **Michael Schaerer**, *Singapore Management U.*

Personal music listening is ubiquitous in contemporary organizations. Extant research suggests that music listening is beneficial at work because it can help employees concentrate and focus on their tasks; however, the present research argues that taking third-party reactions into account may reveal surprising consequences for music listeners. Specifically, building off of attribution theory, we argue that while employees indicate that they listen to music to help them focus, observers ironically perceive music listeners as less engaged with their work, which, in turn, leads to decreased peer support behaviors (i.e., less training, motivating, compensating, and more rejection) from observers toward music listeners. Furthermore, we propose that making extrinsic motives for music listening (e.g., listening to music to focus) more salient for observers can mitigate the negative effects of music listening at work. Five experimental studies (three preregistered) provide support for our hypotheses.

OB: **Looking Before Leaping: The Impact of Work Engagement on Passive Job Search**

Author: **Mike Halinski**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Jennifer A. Harrison**, *EM Normandie Business School, Métis Lab, France*
Author: **Janet Boekhorst**, *U. of Waterloo*

Although research has started to show that work engagement relates to careers, research has not fully accounted for the nuanced effects of work engagement on specific career behaviors, such as passive job search behavior. Drawing from broaden-and-build theory, we posit that work engagement encourages employees to broaden their skills through personal development and, subsequently, employees use those skills to build their resources through passive job search behaviors. We further propose that protean career orientation moderates this indirect effect. Study 1 (n = 104) reveals a positive direct effect between work engagement and passive job search behavior. Building on Study 1, Study 2 (n = 250) reveals a positive indirect effect of work engagement on passive job search behavior via personal skill development, and further reveals that protean career orientation significantly moderates this indirect effect. These findings not only highlight the theoretical and practical importance of work engagement in developing personal skills, but also provide a nuanced understanding of how work engagement may lead to job search.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1451** | Submission: **20794** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

You Complete Me: Interpersonal Relationships and Workplace Outcomes

Session Moderator: **Hasagani Tissera**, *U. of Toronto*

OB: Actual vs. Perceived Liking Gaps: How Adjustment Relates to Liking Judgments in First Impressions

Author: **Hasagani Tissera**, *U. of Toronto*
Author: **Norhan Elsaadawy**, *U. of Toronto*
Author: **Erika Carlson**, *U. of Toronto*
Author: **Gus Cooney**, *Harvard U.*
Author: **Lauren Human**, *U. of British Columbia, Okanagan*

People's beliefs about how much they are generally liked (i.e., meta-liking judgments) are less positive than liking judgments, a finding termed the "liking gap". We build on this past literature by distinguishing between an actual liking gap (i.e., the experience of believing one is less liked by others than one actually is) and a perceived liking gap (i.e., the experience of believing one likes others more than how much others like them). Using a platonic and romantic first-impression sample, we examined the links between adjustment and these liking gaps. Overall, people displayed both liking gaps. Although there was some evidence that more adjusted people were less likely to display a perceived liking gap, adjustment was not related to displaying an actual liking gap. In fact, adjustment was simply related to holding more positive meta-liking judgments. Thus, the present work contributes to the advancement of the social perception and judgment literatures.

OB: Grateful Exchanges: A Theory of How, When, and Why Gratitude Does and Does Not Occur at Work

Author: **Florencio F. Portocarrero**, *Columbia Business School*
Author: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*

Relationships at work are central to employees' worklife. However, the changing nature of work has reduced opportunities for meaningful, high-quality, workplace relationships. We propose that the emotion of interpersonal gratitude can be an effective way of increasing meaningful interactions and relationships between people in organizations. To this end, we develop the grateful exchange process (GEP), a novel theoretical framework which unpacks workplace exchanges that cause the emergence of interpersonal gratitude. This theory also explains why gratitude at work is so rare, by pointing to specific components of the GEP in which organizational actors engage in "wrong turns" (i.e., behaviors that prevent the emergence of gratitude). In addition, as part of the GEP, we propose a variety of individual- and organizational-level interventions to increase the likelihood of successful grateful exchanges between employees at work. Moreover, we propose organizational emotional culture as a crucial moderator of the GEP, and consider key interpersonal outcomes of the framework: interpersonal trust, work-relationship quality, and sense of community. Finally, we discuss the contributions of the GEP to the literatures on workplace gratitude, positive relationships at work and positive organizational scholarship, and emotions and social exchange.

OB: Beyond High and Low Social Power: Affective Well-being in Equal and Unequal Relationships

Author: **Tammy Rubel - Lifschitz**, *Hebrew U. of Jerusalem*
Author: **Alexandru D. Bucevschi**, *Hebrew U. of Jerusalem*
Author: **Lilach Sagiv**, *Hebrew U. of Jerusalem*

How does social power influence affective well-being? The predictions of different theoretical perspectives on the affective experience evoked by power were investigated in equal and unequal interactions in three experimental studies. Studies 1 and 2 used novel methods of sentiment analysis to investigate affect in high-, low-, and equal-power conditions. Low-power evoked the most negative affect, and high-power and equal-power evoked the most positive affect. Study 3 replicated these findings using self-report measures of discrete emotions; in this study, both high- and low-power evoked higher guilt and lower gratitude and pride than equal-power. We propose these similarities may stem from a common underlying emotional experience of unequal relationships. Overall, findings support an inequality aversion approach to power and affect, suggesting (a) equal relations are more emotionally rewarding than unequal relations, and (b) it is low-power that reduces affective well-being, rather than high-power that elevates it. We discuss the conceptual and methodological implications of these findings for the study of power and hierarchy.

OB: How Gender Shapes Ambivalence in Differentially-Powered Workplace Friendships

Author: **Ella Lee**, *U. of Kansas*
Author: **Jill Ellingson**, *U. of Kansas*

Although workplace friendships are typically seen as being beneficial, intensely close relationships often view it as a costly burden, especially with coworkers having different levels of power. Drawing from a social distance and social role theory, we examine how differentially-powered workplace friendship shapes an employee's ambivalence and how gender amplifies or mitigates the ambivalence. We propose and test diverse behavioral responses to ambivalence between high-power men/women and low-power men/women. Our results show that high-power and low-power individuals feel a similar level of ambivalence from differentially-powered friendships, yet men feel more ambivalence than women. Then, we found that three patterns of behavioral responses (moving away, toward, and against) to ambivalence were revealed similarly between high-power and low-power men. Also, high-power and low-power women respond to ambivalence similarity. We offer theoretical contributions in understanding differentially-powered workplace friendships as ambivalent relationships and their behavioral responses, and provide practical implications for practitioners.

Session Type: **Paper Session**
Program Session: **1452** | Submission: **20804** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

New Directions for Organizational (In)Justice

Session Moderator: **Aline Endreß**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

OB: **When Injustice Hits Close to Home: How Comparing Oneself to Similar Peers Reduces Job Satisfaction**

Author: **Aline Endreß**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Social comparison processes are a main mechanism in the context of organizational justice. Still, research on the interplay of organizational justice and social comparisons is limited and, consequently, many aspects of this interplay are not revealed yet. We draw on social comparison theory and fairness heuristic theory to investigate further levels of detail in the relationship of justice social comparison and job satisfaction. In an online experiment (n=309), we generate evidence for the relation of upward and downward social comparison in the context of organizational justice. Additionally, we examine the impact of the perceived similarity to a comparison target. Our results reveal that low justice social comparison (upward comparison, meaning an individual is treated less fairly) and high justice social comparison (downward comparison, meaning an individual is treated more fairly) have a negative association with job satisfaction. The effect is significantly stronger for low justice social comparison. The relationships of low and high justice social comparison on job satisfaction are stronger when an individual feels similar to the comparison target. Our findings suggest considering more levels of detail when researching on the relationships of organizational justice and outcomes in organizational life (e.g., job satisfaction). Identified relationships might not be equally strong depending on context, setting, or involved individuals. We discuss further implications and opportunities for future research.

OB: **How can Combined Trust Repair Tactics Improve Trust after Distributive Injustice**

Author: **Shuwei Hao**, *School of Management, Xi'an Jiaotong U.*
Author: **Ping Han**, *Xi'an Jiaotong U. School of Management*
Author: **Qiushi Wang**, *School of Management, Xi'an Jiaotong U.*

Leaders often violate employee's trust intentionally or unintentionally, and post-violation trust requires significant effort to be repaired. Based on the trust repair literature and the cognitive-affective foundations of trust, this study proposes a goal-form framework for combined trust repair tactics and explores the guidelines, effectiveness, and cognitive and emotional mechanisms of the combined tactics. Using an experimental vignette approach and conducting one-way ANOVA and mediating effects analysis on 423 questionnaires from Chinese employees, this study found that when combining trust repair tactics, the greater the number of tactics, the more effective trust repair, and that priority should be given to tactics that prioritize substantive forms with the goal of alleviating negative reactions. The combined tactics mainly achieve trust repair by enhancing the employee's perception of leader's repentance and reducing employee's anger. This study bridges the gaps in existing trust repair research on the combination of trust repair tactics, advances the understanding of the cognitive and emotional processes of trust repair, and expands the research context of trust repair.

OB: **I-deals and Organizational Justice: A Qualitative Study of Co-workers' Fairness Perceptions**

Author: **Sona Gachayeva**, *U. of Edinburgh*
Author: **Maryam Aldossari**, *Royal Holloway School of Business and Management*
Author: **Susan E. Murphy**, *U. of Edinburgh*

Co-workers are recognized as important stakeholders of idiosyncratic deals (i-deals for short) since their attitude toward i-deals is vital in the successful implementation of i-deals. However, achieving co-workers' favorable attitudes might prove difficult as differences in work conditions created by i-deals can trigger co-workers' fairness perceptions. We conducted an in-depth qualitative study that explores how different dimensions of organizational justice shape co-workers' fairness perceptions of i-deals. We applied a multiple case study design and conducted 48 in-depth interviews using a multi-stakeholder approach (managers, i-deal receivers, and co-workers). Through their descriptions, we found a wide range of factors shaping co-workers' fairness perceptions of i-deals and painted a more complete picture of the fairness implications of i-deals. Building on four dimensions of organizational justice we derived a theoretical model of how these factors shape co-workers' fairness perceptions and induce positive and negative perceptions of i-deals. Our results expand i-deal literature by providing a new approach to thinking about how co-workers form positive and negative perceptions of i-deals based on their fairness perceptions.

OB: **Too Close for Comfort: Relationship Quality, Procedural Justice and Managers' Experiences of Layoffs**

Author: **Abiola Sarnecki**, *Wiesbaden Business School*
Author: **David Leonard Patient**, *Vlerick Business School*

Organizational justice is a powerful predictor of employee and survivor reactions to layoffs. However, less is known about the perspective of managers during layoffs, who often feel responsible for fairness violations. Drawing on cognitive appraisal theory, we argue that managers' perceptions of the procedural justice of layoffs influence the extent to which they assess the task of having to lay-off people as a stressor, and that the quality of the relationship between the manager and laid-off employees attenuates the positive effect of procedural justice. We propose a serial mediation whereby managers' exit intentions after layoffs are influenced by their well-being, which in turn is influenced by their sense of control, and, ultimately by their perceptions of procedural justice. Finally, we argue that relationship quality moderates the serial mediation such that it weakens the positive effect of procedural justice on managers' well-being through sense of control. We test our hypotheses in a field study of 79 managers in an organization undergoing change and in a scenario study (N=302). Our results confirm the positive effects of procedural justice during layoffs on managerial well-being through sense of control. Close relationships with the affected employees weaken the positive effect of procedural justice on perceptions of control.

OB: **How We Treat Us: Justice Within and Between Teams**

Author: **Nathan Tong**, *ESSCA School of Management*

Much of the literature on justice in organizations is based on an implicit assumption that employees' fairness perceptions stem primarily from the decisions and/or actions of a supervisor and/or the organization. Recent research has suggested that team members can also serve as a source of justice in the workplace; however, the few published empirical studies of team-related justice have produced mixed results about whether team-related justice perceptions follow the traditional dimensions of justice (i.e., distributive, procedural, interpersonal, and informational justice), and have yielded few findings about how team-related justice perceptions form, their nature, or their outcomes. Using a qualitative design, I inductively investigated unit-level justice perceptions within teams (intrateam justice) and between teams (interteam justice). My results show that intrateam and interteam justice perceptions stem from congruency with or discrepancy from expected behaviors shaped by teams' unique cultural elements. These expected behaviors are enacted through automaticity and monitored via peer pressure and are perceived as fair if they align with expectations and unfair if they do not. Moreover, I found that these perceptions generally align with existing justice dimensions (i.e., distributive, procedural, interpersonal, and informational). Perceptions of intrateam and interteam fairness resulted in positive outcomes such as getting along better and paying it forward while perceptions of interteam unfairness resulted in negative outcomes such as retaliation and stigmatization.

Session Type: **Paper Session**
Program Session: **1453** | Submission: **20825** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

Understanding Paradoxical Leadership

Session Moderator: **Ying Zhang**, *Peking U., School of Psychological and Cognitive Sciences*

OB: **Paradoxical Leadership and Employee Voice: A Role-perception Perspective**

Author: **Ying Zhang**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Yan Zhang**, *Peking U.*

Drawing on role theory, we propose that paradoxical leader behavior (PLB), as a role sender, enhances employee voice behavior through reducing employees' perceptions of role conflict. We also propose that individual power distance as a reflection of role structure and task complexity as a role requirement moderate the effect of PLB on role conflict. We conduct a field study of 301 members from 70 teams and find that PLB reduces role conflict which is negatively related to employee voicer behavior. The results further show that individual power distance and task complexity both strengthen the effects of PLB on role conflict. The findings offer theoretical and empirical implications for managing role demands and enhancing voice in organizational contexts.

OB: **Paradoxical Leadership as Facilitator in the Idea Journey: The Role of Regulatory Focus**

Author: **Shenghui Wang**, *Dongbei U. of Finance and Economics*
Author: **Irene E. De Pater**, *School of Business and Law, Edith Cowan U.*
Author: **Ming Yi**, *Sichuan U.*

Drawing upon theory and research on innovation, conservation of resources, and paradoxical leadership, we examine relationships between three stages of the innovative process (i.e., idea generation, idea dissemination, and idea implementation) and the role of paradoxical leadership as facilitator of the transitions between these stages. In addition, we examine the motivational mechanisms (promotion and prevention focus) that can explain the relevance of paradoxical leadership in the innovative process. Results of a four-wave study show that paradoxical leadership, through employee promotion focus, strengthens the relationship between idea generation and idea dissemination, whereas paradoxical leadership, through employee prevention focus, strengthens the relationship between idea dissemination and idea implementation. These findings highlight the importance of paradoxical leadership in innovative processes. Implications for theory and practice are discussed.

OB: **What Do We (Not) Know About Paradoxical Leadership**

Author: **Djordje Zivkovic**, *U. of Liechtenstein*
Author: **Mirjam Langenbacher**, *U. of Liechtenstein*

Following the emergence of paradox theory as a growing research stream, studies on paradoxical leadership (PL) have gained increasing momentum in recent years. However, to date, there is no literature review that summarizes the partly fragmented and disconnected research streams and cumulates empirical findings. We introduce a novel framework to provide the first systematic review of the PL literature. This framework comprises individual and organizational level antecedents and outcomes as well as boundary conditions that play a major role in PL research. Further, we identify four types of PL that differ with regard to the level where paradoxes are held (i.e., individual versus collective) and the focus of paradox (i.e., integration versus differentiation). Particularly, we distinguish between (1) an individual integration perspective in which individual leaders manage paradoxical tensions by integrating paradoxical behaviors, (2) a collective integration perspective which focuses on group processes and decision making without taking into account follower's needs or demands, (3) an individual differentiation perspective that zeroes in on how individual leaders include followers' perspective when managing paradoxical tensions, and, (4) a collective differentiation perspective that mainly focuses on how a collective of senior leaders take action in order to navigate paradoxical tensions. Based on our PL categorizations, we contribute to a more detailed and holisitic understanding of what PL is, identify research gaps and propose future research opportunities for each of our categorizations.

OB: **How Paradoxical Leader Behavior Benefits Team Performance: The Role of Team Mental Models**

Author: **Nils Fürstenberg**, *U. of St. Gallen*
Author: **Jonathan Edward Booth**, *London School of Economics and Political Science*

In this paper, we explore how leaders' paradoxical leader behavior (PLB) shapes their team members' mental models and, ultimately, team performance. Specifically, we hypothesize that PLB, which entails contrasting behaviors aimed at fostering cohesion and conformity on the one hand, and empowerment and flexibility on the other hand, positively influences two seemingly opposing, yet ultimately complementary socio-cognitive processes in teams: team members' mental model convergence and mental model adaptation. In line with paradox theory, we argue that both processes are needed to achieve peak performance: We hypothesize a positive interaction between team mental model convergence and mental model adaptation on team performance captured via customer satisfaction ratings. Results from latent moderated structural equation modeling of multi-wave and multi-source data supported these hypotheses. PLB was positively associated with both team mental model convergence and mental model adaptation. We also found evidence for a positive interaction effect between these variables, such that team mental model convergence was only positively associated when team mental model adaptation was higher. In turn, the effect of PLB on team performance was mediated via this interactive effect. We discuss the implications for the leadership, team, and mental model literature as well as the practical implications for organizations.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1454** | Submission: **20859** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Look on the Bright Side: The Effects of Leader Positivity and Appreciation on Employee Outcomes

Session Moderator: **Suzi Skinner**, *U. of Wollongong*

OB: **Reflective Positivity - A New Antecedent of Leader Self-Efficacy Underpinning Leader Emergence**

Author: **Suzi Skinner**, *U. of Wollongong*

Research on Leader Self-Efficacy (LSE) was conducted with 150 leaders from a global technology company. This research investigated the influence of subjective interpretation of experience on one's LSE, to identify any additional antecedents to the four identified by Bandura (Bandura, 1997), viz. mastery of experience, vicarious learning, verbal persuasion, and physiological arousal. A Constructivist Grounded Theory approach revealed participants engaged in a complex process of reflection termed 'Reflective Positivity', the characterisitics of which varied depending on the participants' LSE level, and which influenced their LSE. Reflective Positivity represents a new antecedent for LSE, underscoring the critical role of intrapersonal processes in leader emergence. The study contributes fresh insights for leadership-development and suggests a range of practical applications in support of leader emergence within organizations.

OB: **Remember Saying "Thanks" When Rejecting Others: The Role of Leader Gratitude Expression**

Author: **Yanghao Zhu**, *Huazhong U. of Science and Technology*
Author: **Lirong Long**, *Huazhong U. of Science and Technology*
Author: **Yannan Zhang**, *Southwestern U. of Finance and Economics*

Leaders' rejection of employee suggestions is a common occurrence in organizations, yet current research is unclear about how and when leader voice rejection affects employees' subsequent upward voice. Based on the cognitive–affective personality system (CAPS) theory and emotion as social information (EASI) model, this study examines the mediating role of voice self-efficacy (VSE) and leader-member exchange (LMX), as well as the moderating role of leader gratitude expression. Analyzing 245 questionnaires collected across multiple-wave and multiple sources, our study found that leader voice rejection reduces employees' subsequent upward voice behavior via reducing their VSE and LMX, and leader gratitude expression not only moderates the direct effects of leader voice rejection on employees' VSE and LMX, but also moderates the indirect effects of leader voice rejection on subsequent upward voice via VSE and LMX. The theoretical implications, practical implications and future research are also discussed.

OB: **My Leader Sent a Smile Face to Me: The Influence of Leader Smile Emoji Usage on Follower Attitude**

Author: **Jim Liu**, *Fudan School of Management, Fudan U.*
Author: **Mingpeng Huang**, *U. of International Business and Economics*
Author: **Dong Ju**, *Beijing Normal U.*
Author: **Zhiying Shi**, *School of Management, Fudan U.*
Author: **Xinyu Liu**, *Fudan U.*

With the development of digital technology, more and more employees are communicating with each other on virtual platform. Extant research has uniformly demonstrated the positive effect of smile emoji usage in the virtual communication. Drawing upon interactional sociolinguistics theory, our study challenges this prevailing conclusion by exploring a potential negative effect of leader emoji usage and suggesting that leader smile emoji usage can be a mixed blessing. We propose that the effect of leader smile emoji usage hinge on follower power distance orientation. We conducted an experiment and a field study to test our hypotheses. The results showed that leader emoji usage was positively related to follower perceived leader intimacy, which in turn increased satisfaction toward leader. However, leader emoji usage was negatively related to follower perceived leader power, which in turn decreased leader effectiveness. The negative effect was more salient for followers with high power distance orientation. Our findings examine the emoji usage in leader-follower communications and reveal the perils and benefits of leader smile emoji usage.

OB: **Health-focused Leadership Keeps Followers with Physical and Mental Health Problems in Their Job**

Author: **Mahshid Khademi**, *U. of St. Gallen (HSG)*
Author: **Stephan Alexander Boehm**, *U. of St. Gallen*
Author: **Miriam Karin Baumgaertner**, *U. of St. Gallen*

Leadership is linked with health outcomes. Yet knowledge on specific leader approach that directly and objectively contributes to followers' health is insufficient. We close this gap by (1) providing a clear contribution of health-focused leadership approach and demonstrating its effect over and above LMX, (2) using objective HR data on sickness absenteeism and job retention, (3) within two samples of employees, one affected physically (N=2175) and the other psychologically (N=198). In two filed studies, we confirmed that health-focused leadership intervention behavior significantly enhances sustainable work experience (decreases the number of sick days and increases the chance for employees to keep their jobs). Our findings specify that having a good relationship with the followers is not enough; employees, especially in cases with prior health impairments, need active, focused, and timely intervention from their leaders to be able to present in their daily work and keep their jobs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1455** | Submission: **20669** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Understanding New Ways of Working: Coworking and Hybrid Teams

Session Moderator: **Nada Endrissat**, *Bern U. of Applied Sciences*

OB: **Bringing Place into Meaningful Work: The Case of Location-independent Work**

Author: **Nada Endrissat**, *Bern U. of Applied Sciences*
Author: **Pascal Dey**, *Bern U. of Applied Sciences*

Prior research on meaningful work has identified a variety of resources that are available to people at work, including membership, association, and a sense of belonging. However, as digital technologies have made work more location-independent, the ground for meaningful work is shifting. This begs for a closer examination of how the loss of a stable place to work impacts meaningfulness in the context of new work arrangements. Building on the central tenet of humanistic geography that meaningful work always requires a place for its realization, we present a qualitative study of coworking spaces to explore the intertwinement of work, place, and meaningfulness. Putting participants' experiences and affective attachments at the center of our inquiry, we distinguish two forms of place-involvement: Being in place and doing place. While both are expressions of the existential spatiality of meaningful life and work, 'being in place' gives expression to how people bond with places of work affectively and socially to navigate the insecurities associated with location-independent work, while 'doing place' includes human practices geared toward creating the spatial conditions in which meaningful encounters and work can flourish. We discuss the implications of our theorization and its contribution to the literature on meaningful work and coworking. The paper concludes by reflecting on the ethical responsibility for meaningful work under conditions of location-independent work.

OB: **The Influence of Coworking on Well-Being and Performance: An Experience Sampling Method Study**

Author: **Martin Lukes**, *Prague U. of Economics and Business*
Author: **Will M. Bennis**, *Prague U. of Economics and Business*
Author: **Jan Zouhar**, *Prague U. of Economics and Business*

Remote work from coworking spaces (co-remote work) developed as an alternative to remote work from home (solo-remote work), aiming to both retain the positive aspects of solo-remote work (flexibility, autonomy, and escape from negative social dynamics at the office) and avoid the negative aspects (low-quality office space, lost workplace social relationships, and diminished professional development). There are reasons to question whether co-remote work delivers on these aims, however, and evidence is limited. The current study uses Experience Sampling Method to explore within-participant differences in well-being, work engagement, and productivity, depending on (1) whether remote workers are working from home or from a coworking space, and—when working from a coworking space—(2) whether they work alongside others and (3) whether the work is collaborative. Results suggest that co-remote work promotes higher outcomes on all measures relative to solo-remote work. Within the coworking space, the impact of other people in the room and of collaboration is mixed, suggesting distinct strategies for how best to use a coworking space depending on the activity. Coworking spaces provide a valuable alternative to working from home with implications for remote workers, for the organizations that hire them, and for coworking space managers.

OB: **Coworking Spaces as Sites of Organizing: A Literature Review and a Research Agenda**

Author: **Stefano Rodighiero**, *U. of Bologna*
Author: **Cristina Boari**, *Department of management, Bologna U.*

Coworking spaces are membership-based, shared work environments involving individuals from multiple occupational backgrounds. They have emerged in recent years as a phenomenon that reconciles broader changes in the world of work. Within this context, coworking spaces have mostly been interpreted as settings that convey a sense of community. However, recent studies have tried to move beyond this community-related reading of coworking, instead focusing on their organizational character. Indeed, coworking spaces hold the potential to shape professionals' work activities and practices while feeding collective action and co-orientation. Drawing on these insights, this study reviews 87 publications from multiple disciplines to shed light on how coworking spaces emerge as sites of organizing for professionals who are not formally connected to one another. It does so by suggesting five dimensions that articulate the organizational character of coworking spaces – i.e., 'materiality', 'temporality', 'affect', 'identity', 'formalization'. The study concludes with a future research agenda.

OB: **Welcome to the New Way of Working Together: Team Trust in Flexible Hybrid Teams**

Author: **Katharina Schulte**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

One of the major changes in the working world the covid-19 pandemic led to is how people work together. Governmental regulations guided many teams from working together in the office to collaborating virtually. Today, there are no regulations on working from home anymore, nevertheless, many employees intend to stay remote fully or partially. While prior research has mainly focused on pure virtual or pure face-to-face teams, we take the social identity theory as a base to examine the new form of hybrid teams, in which team members are often flexible in choosing whether and when they want to work remotely. Using survey data from 173 individuals from 43 teams of 16 companies, we find that hybridity uniformity is significantly positively related to team trust. With this study, we aim to extend team literature by introducing the concept of this new team form and showing that social identity theory is crucial to understand team dynamics in the post-pandemic world. Moreover, since we only find that task interdependence moderates the relationship between hybridity uniformity and team trust but cannot confirm this finding for communication quality, we open the door for more research on how to make these new hybrid teams work.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1456** | Submission: **20720** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

New Perspectives on Team Creativity, Innovation, and Learning

Session Moderator: **Jie Lv**, *Shanghai Business School*

OB: Knowledge Network and Transactive Memory Systems in R&D Team Creation: A Moderated Mediation Analysis

Author: **Jie Lv**, *Shanghai Business School*
Author: **Tony Liu**, *Shanghai Business School*
Author: **Xiaohuan Yang**, *Fudan U.*
Author: **Xiaojin Cai**, *Fudan School of Management, Fudan U.*

Where team creation is a social process, and exploring knowledge networks enhances people's understanding of R&D team creativity, this study analyzed relationships between knowledge networks and transactive memory systems to explain the mechanisms of knowledge networks and R&D team creativity. By constructing a moderated mediation model, we verified hypotheses about the relationships between characteristics of R&D team knowledge networks, transactive memory systems and team creativity. We found that team knowledge network degree centrality had a positive influence on team knowledge networks. Transactive memory systems had positive impacts on R&D team creativity and served to mediate between team degree centrality and R&D team creativity. Meanwhile, R&D team knowledge network betweenness centrality moderated the relationship between transactive memory systems and team creativity. These conclusions are theoretically significant to some extent.

OB: Shh…Let's Not Tell Anyone Else: Team Secrecy Affects Team Innovation Through Information Elaboration

Author: **Ke Michael Mai**, *National U. of Singapore*
Author: **Trevor Spoelma**, *U. of New Mexico*
Author: **Yating Wang**, *National U. of Singapore*
Author: **Lei Huang**, *Auburn U.*
Author: **Wu Wei**, *Wuhan U.*

Team secrecy is an important and prevailing phenomenon that happens in most if not all organizations. While a growing body of work in social psychology has started to examine how keeping secrets can influence an individual's psychological state, we still know very little about how collectively keeping secrets can affect team processes and team outcomes. By integrating research on secrecy in the social psychology literature with motivated information processing theory in teams, we predict that collectively keeping secrets (i.e., team secrecy) can enhance intrateam information elaboration, which then leads to a higher level of team innovation. Further, we propose that this effect is moderated by the team leader's political skill, as the higher these skills, the better those leaders can bridge relationships outside the team and bring in resources to facilitate team innovation. Results from an experiment and two field studies consistently supported our hypothesized model. Implications and directions for future research are discussed.

OB: Differences in the Fundamental Epistemic Foundations of Problem Solving

Author: **Tyler Talbot**, *U. of Utah*
Author: **Kathryn A. Coll**, *U. of Nevada Reno*
Author: **Bryan Bonner**, *U. of Utah*

The tasks that organizational teams undertake are typically in the areas analyzing, collaborating, considering, and deciding within defined problem domains. This theory-building work seeks to synthesize and integrate core concepts from classical philosophy and the modern problem-solving literature toward building a stronger foundation from which problem solving may be understood. This is done with an eye toward organizational application, particularly in the context of problem-solving teams. This level of abstraction is more basic and fundamental than individual differences with respect to decision styles, the preference for more or less effortful cognition, or the need to find closure, and provides new avenues for thought and research. Members of teams, even if they share the motivation to come to the best possible solutions to organizational problems, will vary with respect to their perspectives on how that should be done, (i.e., their epistemic predilections). These predilections vary with respect to the a priori or a posteriori nature of preferred knowledge and the source of that knowledge (i.e., self, proximal, or distal). The fundamental divide between problem solvers who are a priori- as opposed to a posteriori-motivated is that the former believes that a given problem requires only insight (although not necessarily their own) whereas the latter believes that the problem requires evidence (although not necessarily from their own experience). In the current work we introduce, define, and provide the nomological network related to epistemic predilection and show its potential with respect to opening new avenues of scientific inquiry.

OB: Team Learning as a Mediator in the Relationship Between Agile Practices and Team Performance

Author: **Anouk Jasmine Albien**, *U. of Lausanne*
Author: **Gabriela Markovic**, *U. of Bern*

Despite the relevance of teamwork to agile practices, little research exists on how the application of agile practices affects team performance. This research study aims to contribute to the research base on the relationship between agile practices and team performance by examining the role of team learning behaviors as a mediating mechanism. In order to explain the effect of agile practices on team performance, a parallel mediation model was established based on the current state of research. Parallel mediation represents an input-process-output model, where agile practices are the input, team learning behaviors are the process and team performance is the output.The sample included 157 individuals, between 19 and 64 years old, employed at least 50% of the time and employed in the IT and financial sector. Significant positive relationships were found between agile practices and three team learning variables (continuous striving for improvement, promoting dialogue and open communication, and collaborative learning). The team learning variable to significantly positively mediate the relationship between agile practices and team performance was collaborative learning. These results confirm the influence of agile practices on team learning behaviors and the relevance of team learning behaviors as a mediator in the relationship between agile practices and team performance. Theoretical and practical limitations are discussed, as well as how future research could build on the results of this study.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1457** | Submission: **20858** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

Comprehensive Reviews and Meta-Analyses of Leadership Research

Session Moderator: **Wouter Van Zwol**, *Radboud U. Nijmegen*

OB: **Do Chameleons Lead Better? A Meta-analysis of the Self-monitoring and Leadership Relationship**

Author: **Linghe Lei**, *Imperial College Business School*
Author: **Chen Wang**, *Western Michigan U.*
Author: **Jonathan Pinto**, *Imperial College London*

The relationship between self-monitoring and leadership has been the subject of academic debate (Bedeian & Day, 2004). We attempt to resolve this debate by examining the relationship through a meta-analytic study (N = 9,029 across 55 samples). Since this is the first meta-analysis that focuses exclusively on this relationship, we were able to study both focal constructs at a granular level. As hypothesized, self-monitoring is positively associated with leadership emergence and leadership effectiveness. And even though the hypothesized positive relationship with managerial leadership was supported, the relationship with transactional leadership was non-significant. Contrary to our prediction that self-monitoring would be negatively related to authentic leadership and to transformational leadership, we found positive relationships. Importantly, the relationship between self-monitoring and leadership-related variables is typically non-significant when the latter are measured by subordinate ratings (as compared to supervisor-, peer-, or self-ratings). And since subordinates are the followers of the leader, this casts doubt on the general finding that self-monitoring is positive related to leadership. The implications of our work for theory and practice are discussed.

OB: **Leadership Styles and Employee Turnover Intention: A Meta-analytic Path Analysis**

Author: **Yan Liu**, *Indiana U. East*
Author: **Chien Chung Chen**, *Indiana U. East*
Author: **Hong Chen**, *Indiana U. East*

This study used meta-analytic estimates and path analysis with structural equation modeling to examine the effects of leadership on employee turnover intentions. This meta-analysis integrated different conceptualizations of leadership, classified them into three categories, and analyzed the relationship between each category of leadership and employee turnover. Results from 244 studies with a total sample size of 98861 and a total effect size of 332 showed that there is (1) a significant, negative correlation between positive leadership and turnover intention, (2) a significant, positive correlation between negative leadership and turnover intention, and (3) non-significant correlation between neutral leadership and turnover intention. As expected, the highest correlation arises between negative leadership and turnover intention. Moderator analyses found that publication status, study design, cultural differences, job type, and industry moderated some but not all pairs of correlations in the study. Meta-analytic path analyses further showed that positive and negative leadership effects on turnover intention were only partially mediated by job engagement.

OB: **Leading by the Collars' Color: A Systematic Review on Leadership Behaviors Across Occupations**

Author: **Wouter Van Zwol**, *Radboud U. Nijmegen*
Author: **Jeroen De Jong**, *Radboud U. Nijmegen*
Author: **Ellen Rusman**, *The Open U., Netherlands*
Author: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*

Context is considered to have a crucial impact on the process of leadership and its effects. Despite the urgent calls to include and expand the investigation of the role of context in leadership research, however, scholarly work in this field that includes contextual variables remains cluttered (Johns, 2018). In particular, there is limited insight into how occupational contexts impact leadership behaviors (Oc, 2018), leaving questions such as "do leaders of construction workers engage in similar behaviors compared to, for example, nurses and accountants?" unanswered. In this study, we systematically review the literature on leadership behavior to create insights into the literature on leadership behaviors among three occupational types: blue-, white-, and pink-collar occupations. Drawing on 548 articles, we first conclude that occupational context is only mentioned in 31% (n=174) articles on leader behavior and follower outcomes. An analysis of these 174 sources reveals that occupation is rarely included in research models (e.g. as a moderator), as research usually focuses on one occupational group. Moreover, there is some overlap in the broad pallet types of leadership behaviors studied, but there are also distinct differences in the types of leader behaviors studied within the different occupational groups.

OB: **Leaders in the Lab: A Meta-analysis of Leadership Research Generalizability and Endogeneity Risk**

Author: **Matthew Crayne**, *U. at Albany, State U. of New York*
Author: **Brett Neely**, *U. of Nebraska, Lincoln*
Author: **Gage Matyasovszky**, *SUNY, Albany*
Author: **Samuel T. Hunter**, *Pennsylvania State U.*

Contributing to ongoing debates regarding generalizability and rigor in leadership research, we explored whether differences existed in the results of matched research due to study in laboratory or field environments. In a series of meta-analyses including 439 effects from 265 independent studies, we considered whether similar research questions resulted in different results due to research setting effects. Laboratory and field studies were coded and matched based on theory-driven predictors (Dinh et al., 2014) and the type of outcome examined (Avolio et al., 2009). Further, we coded for the threat of endogeneity in each study design (Antonakis et al., 2010) and included that measure as a covariate moderator in order to account for methodological differences between studies and determine its influence on driving divergence in results. The overwhelming majority of relationships tested did not significantly differ as a product of research setting alone, suggesting broad generalizability between lab and field research. Endogeneity risk was found to significantly moderate meta-analytic effects in several cases, occasionally explaining enough variance in effects to make research setting a significant moderator when endogeneity was controlled for. Given the relevance of these findings to the study of leadership and social sciences more generally, additional implications are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1458** | Submission: **20877** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Understanding Psychological and Social Capital in Organizations

Session Moderator: **Rebekka Kuhlmann**, *Heinrich Heine U. Düsseldorf*

OB: **The Dynamic Interplay of Job Characteristics and Psychological Capital with Employee Health**

Author: **Rebekka Kuhlmann**, *Heinrich Heine U. Düsseldorf*
Author: **Stefan Suess**, *Heinrich-Heine U. of Dusseldorf*

The dynamic development of employee health is increasingly addressed by occupational health scholarships. Based on the Job Demands-Resources model, this study examines reciprocal relationships among job resources, job demands, psychological capital (PsyCap), work engagement and burnout over time. We hypothesize that job resources, PsyCap, and work engagement have positive reciprocal effects on each other and that PsyCap moderates the reciprocal relationship between job demands and burnout. We test our predictions using latent change score modeling with data from 659 employees surveyed over three consecutive months. Results show that PsyCap slows decline in work engagement and job resources and that work engagement and job resources foster growth in PsyCap. However, PsyCap does not moderate the reciprocal relationship between job demands and burnout, as it is directly reciprocally related to burnout but not to job demands. Implications for research and practice are discussed.

OB: **How Employees Influence Service Climate-The Role of Psychological Capital & Sense of Coherence**

Author: **Beatrice Pimlac Loesch**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Service research so far focuses stronger on the customers' perspective i.e. experience than on the service employees` perspective (Bowen, 2021; Kraak & Holmqvist, 2017). However, employees' experiences is at least as essential due to their interactions and relation to service climate (Bowen, 2021). The purpose of our study is to fill this research gap. Following recent researcher calls, we explain how psychological states and traits influence employees` experience of service climate. Moreover, we examine how employees' age and organizational citizenship behavior influence the relationship of psychological capital as well as service climate. Empirical analysis of 212 responses from business professionals reveals that the individual level of psychological capital and sense of coherence are positively related to service climate. Building on the conservation of resource theory, we observe an influence of individuals' psychological resources onto their experience of service climate. Although, we find that individuals' age strengthens this relationship between psychological capital and service climate, organizational citizenship behavior surprisingly weakens this relationship. In sum, we contribute to positive organizational behavior research by deepening the understanding of how individuals can build on their psychological resources to support service climate. We shed light onto individuals' personal key resources as strengths they can draw from to successfully cope with stressors in service-related professions. Our results have implications for individuals, organizations, and institutes. Keywords: Service climate; psychological capital; sense of coherence; dark side of OCB

OB: **Employee View of Social Capital Formation at the Workplace: Intentionality and Intervening Factors**

Author: **Prabhjot Kaur**, *Management Development Institute Gurgaon, India*
Author: **Tanuja Sharma**, *MDI, Gurgaon, India*
Author: **Madhushree Nanda Agarwal**, *Management Development Institute, Gurgaon*

The changing dynamics of work, workplace, and workforce highlight the need to bring employees to the front and centre of the research agenda. Social capital is an emerging concept in the management field. However, most of the research so far has focused on organization-level studies, viewed social capital as an end result, and emphasized its benefits. The study contributes to social capital theory by delving into the origin of social capital and understanding how it is formed at the workplace from an employee perspective. In-depth employee interviews were conducted, post which an inductive approach was used to analyse transcripts and identify novel themes. The study substantiates Dittrich & Seidl's (2018) perspective on intentionality and highlights "purposeful" and "purposive" as the two ends of the intentionality spectrum that guide employee behaviours and actions toward building social capital at the workplace. While all employees recognized the benefits of social capital and admitted that it helps them, however, their actions toward building social capital have a varied sense of purpose. On one hand, employees with an orientation towards purposeful intentionality have clear, specific, and pre-established goals, and their actions are directed in anticipation of achieving these apriori goals such as career growth, project outcomes, favourable decisions, etc. These result in social ties with a mutual understanding of reciprocity. On the other hand, employees steered by purposive intentionality are guided by what they ought to do in a particular context by engaging in spontaneous and authentic acts of kindness such as offering help, giving advice, etc. These result in long-lasting relationships glued by the trust. Also, findings from the study suggest that virtual communication and negative asymmetry in relationships may intervene in the process of social capital formation. These perspectives open new avenues for further investigation and future research in social capital.

OB: **Psychological Capital as a Predictor of Manager's Intrapreneurial Intentions**

Author: **Gentrit Berisha**, *U. of Prishtina*
Author: **Besnik Krasniqi**, *U. of Prishtina*
Author: **Rrezon Lajçi**, *TU Ilmenau*

Much of our understanding of within-organizational entrepeneurship emanates from entrepreneurship scholarships. The organizational behavior perspective has largely overlooked questions regarding intentions and behaviors at the individual level that amount to intrapreneurship. Our purpose is to provide a positive organizational behavior perspective to intrapreneurship. To do this, we focus on the relationship between psychological capital and the intrapreneurial intention of managers. Furthermore, we dig deeper into mechanisms through which positive emotions influence intrapreneurial intention by testing the mediation effect of wellbeing and work-life balance. Drawing on a sample of 211 managers, we tested self-report data using confirmatory factor analysis and regression analysis. Results show that psychological capital strongly influences managers' intrapreneurial intentions. Furthermore, psychological capital strongly influences work-life balance and wellbeing, while the latter mediates the direct relationship between psychological capital and intrapreneurial intentions. We contribute to the literature by theoretical and empirical examination of the importance of positive psychological capital in increasing intrapreneurial intentions. The novelty of our research nestles on introducing positive psychological capital to intrapreneurial intentions research and the study of underlying mechanisms. Furthermore, we provide evidence for the validity of constructs and hypothesized relationships in managerial samples and non-western contexts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1459** | Submission: **13252** | Sponsor(s): **(OB, CM, DEI)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

New Directions for the Study of Gender and Identity in Negotiation Interactions

Organizer: **Laura Changlan Wang**, *MIT Sloan School of Management*
Session Chair: **Laura Changlan Wang**, *MIT Sloan School of Management*
Session Chair: **Jared R. Curhan**, *MIT Sloan School of Management*
Session Chair: **Hannah Riley Bowles**, *Harvard U.*
Presenter: **Wen Shan**, *Singapore U. of Social Sciences*
Presenter: **Sreedhari Desai**, *U. of North Carolina*
Presenter: **Negin Toosi**, *California State U., East Bay*
Presenter: **Ashley Whillans**, *Harvard Business School*
Presenter: **Jared R. Curhan**, *MIT Sloan School of Management*
Discussant: **Valerie Joyce Purdie-Greenaway**, *Columbia U.*

Gender issues have long been a prominent topic in negotiation research and decades of research have established foundational knowledge of how gender shapes negotiation outcomes (Bowles et al., 2022). However, the scholarly understanding of gender effects in negotiation is far from complete. In this symposium, we present five projects that point to new research directions by (1) incorporating non-western samples and examining cultural influences, (2) moving beyond the gender binary and exploring intersectionality issues, and (3) proposing new research methodologies and paradigms.

Damned If You Are Culturally Ideal: Backlash against Relational Women among Chinese Negotiators

Author: **Wen Shan**, *Singapore U. of Social Sciences*
Author: **Josh Keller**, *UNSW Sydney*
Author: **Shira Mor**, *Mona Lisa Consulting*
Author: **Zhaleh Semnani-Azad**, *California State U., Northridge*

The Interplay of Gender and Perceived Sexual Orientation at the Bargaining Table

Author: **Sreedhari Desai**, *U. of North Carolina*
Author: **Brian Gunia**, *Johns Hopkins U.*

Beyond the Binary: Anticipating Negotiations with Genderqueer Partners

Author: **Negin Toosi**, *California State U., East Bay*
Author: **Katrina Gardner**, *California State U., East Bay*

How Gender and Status Shape Informal Negotiations

Author: **Ashley Whillans**, *Harvard Business School*
Author: **Hannah Riley Bowles**, *Harvard U.*

Unpacking Gender Differences in Negotiation: Distinguishing Actor and Partner Effects

Author: **Jared R. Curhan**, *MIT Sloan School of Management*
Author: **Bushra Sarah Guenoun**, *Harvard Business School*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1460** | Submission: **15308** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

How You Voice Matters: Exploring Different Voice Types and Voice-Related Outcomes

Organizer: **Chi Nguyen**, *Oklahoma State U.*
Organizer: **Yurianna S. Kimmons**, *Oklahoma State U.*
Discussant: **Ethan Burris**, *U. of Texas at Austin*
Presenter: **Melissa Chamberlin**, *Iowa State U.*
Participant: **Michael Howe**, *Iowa State U.*
Participant: **Jeongmin Lee**, -
Participant: **Jake Telkamp**, *Augusta U.*
Presenter: **Sophie Pychlau**, *Iowa State U.*
Participant: **Hudson Sessions**, *Southern Methodist U.*
Participant: **Grace Ching Chi Ho**, *Arizona State U.*
Participant: **David Welsh**, *Arizona State U.*
Presenter: **Felipe Guzman**, *IESEG School of Management*
Participant: **Sebastian Reiche**, *IESE Business School*

Voice is defined as discretionary behaviors aimed at improving the organization. Four papers in this symposium investigate the outcomes of different voice types (prohibitive versus promotive voice, private versus public voice, and challenging versus supportive voice) using different novel theoretical frameworks and rigorous research designs. These papers address questions related to how different voice types and characteristics of voicers affect relationships between employees and leaders as well as their work groups and the organizations.

Judging an Idea by Its Voicer: Intersectional Effects of Race and Gender on Voice Endorsement

Author: **Yurianna S. Kimmons**, *Oklahoma State U.*
Author: **Chi Nguyen**, *Oklahoma State U.*

License to explore: The influence of team voice perceptions on job crafting

Author: **Melissa Chamberlin**, *Iowa State U.*
Author: **Michael Howe**, *Iowa State U.*
Author: **Jeongmin Lee**, -
Author: **Jake Telkamp**, *Augusta U.*

Coming together over concerns: Positive Effects of Complementary and Supplementary Prohibitive Voice

Author: **Sophie Pychlau**, *Iowa State U.*
Author: **Hudson Sessions**, *Southern Methodist U.*
Author: **Grace Ching Chi Ho**, *Arizona State U.*
Author: **David Welsh**, *Arizona State U.*

Can you Understand Me? Relating English Language Fluency and Voice in Multinational Employees

Author: **Felipe Guzman**, *IESEG School of Management*
Author: **Sebastian Reiche**, *IESE Business School*

Session Type: **Symposium**
Program Session: **1461** | Submission: **10159** | Sponsor(s): **(OB, MOC, ODC)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Adversity and Team Resilience

Organizer: **Silja Hartmann**, *Technische U. Berlin*
Organizer: **Kyle Brykman**, *Odette School of Business, U. of Windsor*
Discussant: **Adam C. Stoverink**, *U. of Arkansas*
Presenter: **Sebastian Raetze**, *Johannes Kepler U. Linz*
Presenter: **Jan B. Schmutz**, *U. of Zurich*
Presenter: **M. Travis Maynard**, *Colorado State U.*
Presenter: **Helene Mueller**, *Technical U. Dresden*
Presenter: **Anne Steputat-Raetze**, *Technical U. Dresden*
Presenter: **Shawn Burke**, *U. of Central Florida*
Presenter: **Christopher Wiese**, *Georgia Institute of Technology*
Presenter: **Krisztina Szabo**, *U. of Central Florida*
Presenter: **Andres Käosaar**, *U. of Central Florida*
Presenter: **Nathaniel Douglass Easton**, *Uconn Business School*
Presenter: **John Mathieu**, *U. of Connecticut*
Presenter: **Elizabeth Klock**, *U. of Connecticut*
Presenter: **Deanna M. Kennedy**, *U. of Washington, Bothell*
Presenter: **Scott I Tannenbaum**, *The Group for Org. Effectiveness*
Presenter: **Jamie Levy**, *The Group for Organizational Effectiveness, Inc*

Resilience has become a strategic imperative for addressing organizational, societal, and professional challenges. The emerging literature on team resilience specifically has helped clarify how teams develop capabilities to manage adversities. However, as the nature of the adversity itself has largely been overlooked, scholars have called for a stronger focus on the adversity that teams experience to deepen our understanding of how teams develop and demonstrate resilience. Therefore, the purpose of this presenter symposium is to advance research on team resilience by shinning a spotlight on team adversity, including how different forms of adversity influence the team resilience process. First, Raetze, Schmutz, Maynard, Mueller, and Steputat-Raetze use bibliometric methods to clarify the content domain and theoretical structure of team adversity, including the different ways that teams experience adversity. Second, Burke, Wiese, Szabo, and Kaosaar use historiometric analysis to identify distinct types of resilience triggers and explore how trigger characteristics engender particular behavioral and attitudinal responses within teams. Third, Easton, Mathieu, and Klock use a multi-method approach to explore the relationship between team resilience and performance, with a specific consideration to environmental stressors and event strength. Finally, Maynard, Mathieu, Kennedy, Tannenbaum, and Levy investigate the impact of dynamic environmental event influences on the resilience of Saturation Dive Teams who live and work in Isolated, Confined, and Extreme (ICE) conditions. All four papers offer important and novel perspectives that enhance our understanding of the nature of the adversities that teams encounter and how teams successfully manage various adversities in the resilience process. Altogether, these papers help move the emerging literature on team resilience forward in several meaningful ways.

Teamwork Under Adversity: An Integrative Review and Future Research Agenda

Author: **Sebastian Raetze**, *Johannes Kepler U. Linz*
Author: **Jan B. Schmutz**, *U. of Zurich*
Author: **M. Travis Maynard**, *Colorado State U.*
Author: **Helene Mueller**, *Technical U. Dresden*
Author: **Anne Steputat-Raetze**, *Technical U. Dresden*

Battling the Sea: A Historiometric Investigation of Resilience in High Stakes Sailboat Racing Teams

Author: **Shawn Burke**, *U. of Central Florida*
Author: **Christopher Wiese**, *Georgia Institute of Technology*
Author: **Krisztina Szabo**, *U. of Central Florida*
Author: **Andres Käosaar**, *U. of Central Florida*

Team Resilience Under Duress: A Mixed-Method Investigation of Relationships with Team Performance

Author: **Nathaniel Douglass Easton**, *Uconn Business School*
Author: **John Mathieu**, *U. of Connecticut*
Author: **Elizabeth Klock**, *U. of Connecticut*

An "in depth" Examination of Longitudinal Team Resilience – Performance Relations in ICE Conditions

Author: **M. Travis Maynard**, *Colorado State U.*
Author: **John Mathieu**, *U. of Connecticut*
Author: **Deanna M. Kennedy**, *U. of Washington, Bothell*
Author: **Scott I Tannenbaum**, *The Group for Org. Effectiveness*
Author: **Jamie Levy**, *The Group for Organizational Effectiveness, Inc*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1462** | Submission: **18785** | Sponsor(s): **(OB, MOC, RM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom**

Interventions in Management Research: Creating Positive Change for Workers

Organizer: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Organizer: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Presenter: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Presenter: **Laura Maria Giurge**, *London School of Economics and Political Science*
Participant: **Lauren Christine Howe**, *U. of Zurich*
Presenter: **Lauren Rachel Locklear**, *Texas Tech U.*
Participant: **Shannon G. Taylor**, *U. of Central Florida*
Participant: **Maureen L. Ambrose**, *U. of Central Florida*
Presenter: **Daniela Goya-Tocchetto**, *Fuqua School of Business, Duke U.*
Participant: **Kimberly A Wade-Benzoni**, *Duke U.*
Participant: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Presenter: **Tristan L. Botelho**, *Yale School of Management*
Participant: **Sora Jun**, *Rice U.*
Participant: **Demetrius Humes**, *U. of Toronto*
Participant: **Katherine Ann DeCelles**, *U. of Toronto*
Participant: **Julia Lee Cunningham**, *U. of Michigan*

The field of management is beginning to recognize (and emphasize) the value of "real-world" implications of empirically rigorous studies. One promising avenue of research that supports this shift in our field is "intervention-based studies," which provide both practically and theoretically significant insights on timely, managerial problems. Historically, intervention-based research has been scarce in our field, especially relative to other fields like clinical psychology or medicine. However, over the past decade (and especially the last two years), scholars in our field have been increasingly interested in undertaking such research. Supporting this movement, this symposium will showcase six empirical projects using an intervention-based methodology that tackle a range of timely problems—like mental health, work relationship quality, and procrastination—to create positive change in workplace environments of all kinds—from traditional organizations to the gig economy.

Beyond Service with a Smile, An Intervention for Conversations between Employees and Customers

Author: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Author: **Julia Lee Cunningham**, *U. of Michigan*

A Field Experiment on How to Support Mental Health at Work

Author: **Laura Maria Giurge**, *London School of Economics and Political Science*
Author: **Lauren Christine Howe**, *U. of Zurich*

An Awareness Intervention to Increase Supervisor Appreciation Expressions

Author: **Lauren Rachel Locklear**, *Texas Tech U.*
Author: **Shannon G. Taylor**, *U. of Central Florida*
Author: **Maureen L. Ambrose**, *U. of Central Florida*

The Andrew Carnegie Effect, An Intervention That Activates Legacy Motives

Author: **Daniela Goya-Tocchetto**, *Fuqua School of Business, Duke U.*
Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Author: **Kimberly A Wade-Benzoni**, *Duke U.*

Changing the Customer Evaluation Scale for Gig Workers Shows Lower Racial Discrimination

Author: **Tristan L. Botelho**, *Yale School of Management*
Author: **Sora Jun**, *Rice U.*
Author: **Demetrius Humes**, *U. of Toronto*
Author: **Katherine Ann DeCelles**, *U. of Toronto*

Working Alone Together, An Intervention Boosting Focus and Positive Affect for Gig Workers

Author: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Author: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1463** | Submission: **12626** | Sponsor(s): **(OB, SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

We Shall Overcome: Advocating for Social and Ethical Issues at Work Despite its Challenges

Organizer: **Clara Wen Lin Soo**, *Broad College of Business, Michigan State*
Organizer: **Madeline Ong**, *Texas A&M U.*
Presenter: **Heather Wong**, *Schulich School of Business, York U.*
Presenter: **Sijun Kim**, *Texas A&M U., Mays Business School*
Presenter: **Daniel Newton**, *U. of Iowa*
Participant: **Chak Fu Lam**, *City U. of Hong Kong*
Participant: **Christy Zhou Koval**, *Eli Broad School of Business, Michigan State U.*
Participant: **D. Lance Ferris**, *Eli Broad School of Business, Michigan State U.*
Participant: **Ivona Hideg**, *Schulich School of Business, York U.*
Participant: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Participant: **Sarah Doyle**, *U. of Arizona*
Participant: **Nathan Philip Podsakoff**, *U. of Arizona*
Participant: **Beth Schinoff**, *Boston College*
Participant: **Hudson Sessions**, *Southern Methodist U.*

This symposium is focused on individuals who advocate for ethical and social issues in the workplace. There is evidence that speaking up about such issues can be risky and lead to negative personal and professional consequences for those who do so. The papers in this symposium will explore various factors that might discourage individuals from speaking up, as well as the factors that drive them to advocate for ethical and social issues despite these risks. This symposium will examine these issues in different contexts, such as diversity and inclusion, organizational norm violations, and broader institutional change, and will use a range of methodological approaches, including qualitative and quantitative research, field studies, and experiments. The goal of this symposium is to understand the psychological processes that motivate individuals to advocate for ethical and social issues at work, and to provide practical recommendations for individuals who wish to sustain their efforts to make a positive impact in society.

Fail and Try Again? The Role of Ethical Issue Framing for Overcoming Managerial Rejection

Author: **Madeline Ong**, *Texas A&M U.*
Author: **Clara Wen Lin Soo**, *Broad College of Business, Michigan State*
Author: **Chak Fu Lam**, *City U. of Hong Kong*

Perceptions of EDI Leaders in Organizations

Author: **Christy Zhou Koval**, *Eli Broad School of Business, Michigan State U.*
Author: **Heather Wong**, *Schulich School of Business, York U.*
Author: **D. Lance Ferris**, *Eli Broad School of Business, Michigan State U.*
Author: **Ivona Hideg**, *Schulich School of Business, York U.*

Why Aren't They Speaking Up? Understanding Why Employees Remain Silent About Peer Norm Violations

Author: **Sijun Kim**, *Texas A&M U., Mays Business School*
Author: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Author: **Sarah Doyle**, *U. of Arizona*
Author: **Nathan Philip Podsakoff**, *U. of Arizona*

Why Do Employees Advocate? Unpacking Advocacy Motives and Hope that Inspires Systemic Change

Author: **Daniel Newton**, *U. of Iowa*
Author: **Beth Schinoff**, *Boston College*
Author: **Hudson Sessions**, *Southern Methodist U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1464** | Submission: **14593** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

A Cocreative Approach to the Research-Practice Gap in Leadership Coaching: A Stakeholder Discussion

Organizer: **Kaeleen Drummey**, *Foster School of Business*
Participant: **Angela Passarelli**, *College of Charleston*
Participant: **Melvin L. Smith**, *Case Western Reserve U.*
Participant: **Stefanie Johnson**, *U. of Colorado, Boulder*
Participant: **Will Guillaume Foussier**, *AceUp*

Coaching continues to be a rapidly growing leadership development practice. Yet while the practice of coaching flourishes, coaching research continues to lag behind, limiting the rigor of evidence-based coaching practices, including coach training and evaluation. This gap between research and practice is not unique to coaching nor a new discussion in the Academy. Therefore, this symposium builds on the existing discourse, focusing on how a co-creative approach between coaching scholars and practitioners can increase both rigor and relevance of research within the field of coaching. Furthermore, building on the AOM 2023 theme, this session will discuss how advancing the science and practice of coaching can positively impact the worker, in this case coaches and coaching clients, front and center. The diverse panel for this symposium was intentionally curated to represent coaching stakeholders with specific perspectives from their respective roles as scholars, coach educators, and coaching industry leaders. Panelists will engage in discussion with each other and the audience with goal of identifying both obstacles and opportunities to cocreatively advance the science and practice of coaching.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1465** | Submission: **13616** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

Private & Public Sector Leadership Lessons: Experiences in Family Business & US Gov't Agencies

Participant: **Judith Gebhardt**, *St. Louis U.*
Participant: **Sergio A. Mendez**, *DOJ/FBI*
Participant: **Curtis Velasquez**, *US Dept of State*
Participant: **NICOLAS WALLACE**, *Capt, USAF*
Participant: **Thomas J. Walter**, *Touhy Capital / Tasty Catering*

"…One person can live on a desert island without leadership. Two people, if they're totally compatible, could probably get along and even progress. If there are three or more, someone has to take the lead. Today we have a more nuanced view of leadership. … Our quality of life depends on the quality of our leaders ….And we need more than one. As never before, we need leaders in all our organizations and all our institutions. We need leaders in every community, corporation, and country. That leadership vacuum creates an enormous opportunity…." Warren Bennis, in On Becoming a Leader (2009, p. 4) Going back to Biblical times leadership and supervisory styles have long been an area of observation and 'experiences,' as well as study. A plethora of theories and constructs that emerged over the centuries, frequently reflecting the times shifting from trait (1900's-1948) to behavior (1948-1970) to leader and follower (1970 – present) (Mendez, 2021). (Also see Avolio, Walumbwa, and Weber, 2009; Northhouse, 2016; and Avolio, 1999 for detailed and specific reviews and discussions). And, without doubt, one can be certain that leadership has both positive and/or negative impacts on the organization and its employees possibly resulting in toxic environments (Academy of Management, 2023, p. 1). "… Our quality of life depends on the quality of our leaders ….And we need more than one. As never before, we need leaders in all our organizations and all our institutions. We need leaders in every community, corporation, and country. That leadership vacuum creates an enormous opportunity…." Warren Bennis, in On Becoming a Leader (2009, p. 4) In putting the workers front and center, or "workers as subjects" (AOM, 2023, p. 1) with the objective of avoiding the creation of a 'toxic' environment, the wisdom of management guru Peter Drucker rings loudly: "If you want something new, you have to stop doing something old." Peter Drucker To address this issue, the panelists will share personal experiences in a formal, moderated and interactive discussion in the private (small business) and public sector agencies including the US Federal Government (FBI/law enforcement and Department of State) and the US military (Air Force). The perspectives will be (1) personal experiences; (2) lessons learned from leadership; (3) suggestions for leadership for creating non-toxic work environments; and (4) a comparison of similarities and differences in the various industries and experiences. Please note that the panelists' opinions which are expressed are solely their own and do not express the views or opinions of any public sector agency).

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1466** | Submission: **19905** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

ODC Business Meeting and Awards Ceremony

Division Chair: **Amit Nigam**, *City, U. of London*
Program Chair: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1467** | Submission: **20160** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

The Dynamics of Organizational Culture and Fit

Session Moderator: **Glenn R. Carroll**, *Stanford*

OMT: **Culture in Large and Small Organizations: Perceptions, Beliefs and Experiences**

Author: **Glenn R. Carroll**, *Stanford*
Author: **Lara Yang**, *Stanford Graduate School of Business*

In this project, we attempted to contribute empirical findings about the relationship between organizational size and organizational culture. To do so, we conducted a large sample survey of full-time workers (men and women) in the US. We asked the respondents about their general beliefs about culture, as well as their specific experiences in the workplace with cultures, leaders and hiring. Generally speaking, the responses show that many cultural perceptions, beliefs and experiences differ systematically by size of the organization.

OMT: **Control is Good, Trust is Better—How a Culture of Trust Affects Corporate Success**

Author: **Jasmin Afrahi**, *Philipps-U. Marburg*
Author: **Susann Dunger**, *Philipps-U. Marburg*
Author: **Thomas Armbruester**, *U. Of Marburg*

Organizational culture and trust have been separately identified as drivers for organizational performance. However, there is limited research on cultures of trust and their effect on business results. This article conceptualizes and measures organizational cultures of trust and tests their effect on organizational success. We define trust based on Mayer et al.'s (1995) factors of ability, integrity, and benevolence and observe it in three dimensions: trust in managers, trust in co-workers, and trust in the organization as the employer. To assess the effect on organizational success, we analyze data from 141,091 employees from eight industries in Germany. The results from a structural equation model show that trust in all three dimensions is positively and significantly related to objective and subjective performance indicators. However, the model counterintuitively explains more variance for objective KPIs (increased revenue and low absenteeism) than for subjective KPIs (innovativeness and low employee turnover). We discuss these findings from methodological and theoretical perspectives, draw conclusions for management practice, and suggest future research possibilities.

OMT: **Shareholder Activism and Employee Belongingness in Organizational Culture**

Author: **Victoria Zhang**, *Massachusetts Institute of Technology*
Author: **Dylan Nelson**, *Massachusetts Institute of Technology*

How does shareholder activism impact workers' sense of fit with their organizations' values and culture? We argue that shareholder activism focuses managerial attention away from activities that promote employee belongingness within the organizational culture, and towards monitoring workers through pay-for-performance and work process improvement. Activist-driven managerial upgrading especially undermines the motivation of blue-collar workers, who are more likely to experience negative emotions relating to broken implicit contracts because more of their immediate co-workers are let go. We use longitudinal data from a large platform that collects reviews, a hand-curated database of private equity buyouts, and an organization-fixed-effect design, matching to control companies on key operational variables. We control for worker reviews of organizational compensation, exclude separated workers, and begin to unpack differences in changes in the review language used by blue- versus white-collar workers. Our research highlights a paradox of shareholder activism: managerial upgrading focused on optimizing productivity may undermine a key source of long-term performance. We explain, for the first time, an increasingly appreciated worker outcome with implications for class-based inequality and subjective job quality.

OMT: **The Effects of Audience-organization Alignment on Access to Social Benefits**

Author: **Paul Gouvard**, *USI (Lugano)*
Author: **Marieke Huysentruyt**, *HEC Paris*

Cultural alignment within organizations or between organizations often results in positive organizational-level outcomes. How audience-organization alignment may affect both organizational and audience-level outcomes is less well known, although, based on extent research, we would expect audience-organization alignment to facilitate communication and coordination, resulting in positive outcomes. We explore this question using the complete corpus of emails exchanged between CAF 93, a French administration providing social benefits in the department of Seine-Saint-Denis (north of Paris), and its beneficiaries in 2021 (nearly 400,000 emails) and socio-demographic and benefits data on beneficiaries (over 5,000,000 monthly observations in total). To measure Beneficiary-CAF alignment, we carried out a computational text analysis of our corpus of emails, training two separate topic models: one on emails sent by CAF 93 beneficiaries and one on emails sent by CAF 93 officers. The beneficiaries' topic model captures latent topics drawn upon by beneficiaries when writing to CAF 93 while the CAF 93's topic model captures latent topics drawn upon by CAF 93 officers when writing to beneficiaries. Contrary to expectations, we find that beneficiaries sending emails drawing on topics that do not have a close equivalent in the CAF 93's topic model (as measured using pairwise Jaccard similarity between sets of topics' top words) tend to receive more, not less, benefits three months later. We theorize a tentative explanation of our surprising finding: audience-organization misalignment arises when beneficiaries rely on idiosyncratic semantic dimensions to structure their emails, which attracts CAF 93 officers' attention. While in a competitive, for-profit setting, such emails would be perceived as cognitively costly to address and thus potentially dismissed, in a non-competitive, not-for-profit setting such as ours, with strong incentives to treat all requests, the attention received by culturally misaligned emails ultimately results in an increased likelihood of being addressed –and hence higher access to benefits. Our results suggest that cultural misalignment may play an important role in helping, not hampering beneficiaries' access to social benefits.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1468** | Submission: **20175** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Liability of Newness Revisited: Researching New Entrants and Incumbent (Dis)Advantages

Session Moderator: **Tunde Cserpes**, *Aarhus BSS, Aarhus U.*

OMT: **Liability of Newness Suspended: The Survival of Multiunit New Entrants in U.S. Beer Wholesaling**

Author: **Tunde Cserpes**, *Aarhus BSS, Aarhus U.*

This paper focuses on an intermediary market segment and examines what happens to its incumbents and new entrants when there is a surge in the number of potential upstream partners. In the past thirty years in the U.S. beer industry, as the number of beer producers (i.e., brewers) proliferated, their intermediaries (i.e., wholesaler distributors) declined. This paper examines how under these conditions, two constraints, operating unit structure and historical competitive pressure effect the survival chances of new entrants and incumbent establishments. I use data on the population of U.S. beer distributors from the Longitudinal Business Database (1983–2013) and find that multiunit new entrants have better survival chances than multiunit incumbents. Furthermore, they are more likely to survive in areas where historical competitive pressure is high. I explain this finding via a social mechanism and show that in dynamic market contexts it is easier to create entirely new market ties than to change the old, socially embedded ones.

OMT: **Revising the 'Liability of Newness'? A Review on How Hot-growth Start-ups (HGSUs) Overcome it**

Author: **Matteo Cristofaro**, *U. of Rome Tor Vergata*
Author: **Federico Giannetti**, *U. of Rome Tor Vergata*
Author: **Gianpaolo Abatecola**, *U. of Rome Tor Vergata*

What factors lead hot-growth start-ups (HGSUs) to overcome infant mortality? To date, hot-growth entrepreneurial species, i.e. gazelles, Unicorns, and VC-backed companies, significantly challenge the common perceptions traditionally associated with their liability of newness. Relatedly, a knowledge gap exists in understanding what specific characteristics facilitate each of these exceptional entrepreneurial species to overcome infant mortality. A systematic literature review (SLR) of 70 HGSU articles dealing with the determinants of infant survival has been elaborated and read according to the liability of newness lens. Unicorns are featured by a high-scalable business model based on platform services, but they require huge investments to support rapid growth. For gazelles, instead, the relationship with the local environment seems to be another pivotal element for survival. In all three categories, investors play a key role in overcoming the usual initial lack of experience, coordination, stable ties, and trust. Without their support, the development of their life cycle is seriously undermined. With regard of gazelles, Unicorns, and VC-backed companies, this is the first article providing: i) their different characteristics, ii) discussing and comparing their survival determinants, and iii) proposing a conceptual synthesis of the life cycle of hot-growth start-ups able to forecast their trajectories.

OMT: **Not In My Back Yard: Strategic Deterrence and Firm Positioning Amid Entry Dynamics**

Author: **Joanna Mingxuan Li**, *Indiana U., Bloomington*
Author: **Yanhao Wang**, *Indiana U., Bloomington*

Based on the premise that firms face the need to appear both similar to and different from peers, a vibrant stream of research in organizational studies has explored how firms may optimally position themselves against salient reference points to manage this tension and gain favorable audience evaluation. Nevertheless, one limitation of prior research is that it tends to focus on new entrants' agency and treats the firms that constitute the baseline for comparison as static and given. In a setting of dynamic entry, this paper takes a first step toward studying how incumbent firms' preemptive behaviors in response to entry threats are shaped, and in turn affect potential new entrants' strategic decisions. Our theoretical framework is derived by bridging the organizational studies on strategic positioning and the strategic deterrence literature. Our baseline hypothesis is that incumbents take ex-ante actions to deter entry as entry threats are higher. We also predict significant heterogeneity in incumbents' deterrence depending on the potential new entrants' local market appearance. Furthermore, we expect new entrants to pursue a distinctive positioning if they persist to enter despite strategic deterrence. Exploiting a unique empirical opportunity generated by the branching deregulation in the Chinese banking industry and a novel Difference-in-Differences (DiD) design, we analyzed over 60,000 branches of 16 banks in 189 cities from 2006 to 2012 and found strong support for our predictions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1469** | Submission: **20170** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Digital Platforms and Organizations

Session Moderator: **Qi Song**, *Northwestern U.*

OMT: **Restructuring Relations: How Digital Platforms Transform the Freight Transportation Market in China**

Author: **Qi Song**, *Northwestern U.*

Scholars have identified that digital platforms, as a new form of economic organization, produce value mainly by orchestrating crowds, managing relationships, and facilitating interaction. However, the question of how social relations mediated by platforms are different from those in the pre-platform market is unaddressed. Building upon economic sociologists' theories on embeddedness and relational work, this study perceives social relations as processes and analyzes how digital platforms transform the relational dynamic among market actors. Drawing upon the freight transportation sector in China as an example, this study finds that digital platforms transform the social foundation of market from strong, long-term cooperation among market actors into tenuous, one-time relationships. Digital platforms, thus, replace the conventional way to cope with market uncertainty through the relational work of market actors with bureaucratic mediation of customer services. This study also finds that platforms are considered biased toward freight owners at the expense of truck drivers' benefits when resolving disputes. This article concludes by problematizing the efficiency rhetoric about the platform economy and calls for attention to the relational inequality orchestrated by platforms.

OMT: **The Impact of Socio-political Context on Organizational Reputation: A Study on China Online Platform**

Author: **Wei Wang**, *Northwestern Kellogg School of Management*
Author: **Weiliang Zhang**, *Univevrsity of Science and Technology of China*
Author: **Michael Andreas Etter**, *King's College London*

Management literature on organizational reputation has focused on isolated evaluators as independent agents that form and express reputational judgments about organizations based on a rational assessment of their attributes. In this article, we challenge this assumption, and we shift the focus on the macro-environment by investigating how evaluators' reputational judgments are influenced by the socio-political context. Concretely, we study how national animosity at the societal level influences evaluators' reputational judgment expression online. We theorize in a first step how national animosity elicits negative emotions that override the rational assessment of organizational attributes, and, in a second step, how reputational judgment expression becomes an affectively motivated act through which evaluators express alignment with an in-group. We test our hypotheses with a natural experiment based on the trade-war between the US and China. We show how this shock to the socio-political context changes judgment expression in online ratings for organizations that belong to the outgroup. We find that this reputational animosity cost spills even over to organizations that are only loosely associated with the outgroup. The article therewith contributes to our understanding of the important influence of the socio-political context on reputational judgments within increasingly polarized environments.

OMT: **Strategic Sensemaking in a Digitalized Firm: A Study of an Airline's Response to COVID-19**

Author: **Henri Schildt**, *Aalto U. School of Business*
Author: **Jukka Luoma**, *Aalto U.*

We investigate how a firm's extensive reliance on information systems shapes strategic sensemaking and adaptation. Our inductive study of an airline facing the COVID-19 pandemic reveals how the organization's digital structure—digital representations, data flows, and algorithmic processing—had a critical effect on organizational sensemaking even as the algorithms no longer functioned. The organization's digital structure together with a related data-centric organizational culture endowed specific units with 'epistemic authority' and 'coordination authority' beyond and above their hierarchical position, providing them a central role in adaptive sensemaking over other units. The digital structure and culture instigated a data-augmented sensemaking process, where observation, interpretation, and enactment were shaped by data and technological affordances. We conclude the article by discussing digital structure as a vital complement to formal and informal organizational structures in understanding both routine and non-routine organizational processes.

OMT: **Decontextualizing Software Craftwork: An Ethnography of an Emerging Blockchain and Climate Venture**

Author: **Kam Phung**, *Simon Fraser U.*

Drawing on a 24-month ethnography of an emerging organization as it created a blockchain-based climate platform deploying non-fungible tokens ("NFTs"), I explore how the differential relationships that internal constituents have with the contemporary craft of software development shape the dynamics and strategies of a new craft-based venture. Focused on differential relationships delineated by members' proximity to the technical skill of blockchain programming and its cultural underpinnings, I offer an intimate account of how the distal exerted knowledge, legitimacy, and production-based decontextualization pressures on the proximal, who sought to embrace the roots of the craftwork through discursive, material, and relational linkages. I then explore how the proximal strategically targeted "the wise" and "safe spaces" to resist and insulate themselves and the venture from decontextualization pressures.

OMT: **Strategic Gatekeeping**

Author: **Matthew Josefy**, *Indiana U. - Kelley School of Business*

Gatekeeping theory in the mass communications literature focused on how information was filtered by individuals, such as a newspaper editor, before dissemination to audiences. In light of controversial decisions by firms regarding when to include or restrict certain content from social media and entertainment platforms, we develop a conceptual model of how firms differ in their execution of strategic gatekeeping along the dimensions of strategic agency, orientation and configuration. This model extends consideration from information alone to the gatekeeping of resources more broadly, providing a foundation for future strategic management research to examine firm actions through a gatekeeping lens. The implications of this work are timely for understanding firms' strategies in light of digitization and the ubiquity of platform-based models.

Session Type: **Paper Session**
Program Session: **1470** | Submission: **20163** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Investigating Diversity and the Impact of Diversity (and Related) Initiatives

Session Moderator: **Kylie Heales**, *U. of Alberta*

OMT: **How Institutional Logics Influence Growth: A Field Experiment with Tunisian Women Entrepreneurs**

Author: **Kylie Heales**, *U. of Alberta*
Author: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Author: **Desiree F. Pacheco**, *IESE Business School*
Author: **Luciano Barin Cruz**, *HEC Montreal*
Author: **Charlene E. Zietsma**, *U. of Michigan*

Entrepreneurial training programmes promoting women's entrepreneurship in low- and middle-income countries command significant global attention and concomitant resources. Despite this broad investment, many ventures in these contexts fail to grow. Prior research suggests that institutionalized patterns of behaviors, in part dictated by institutional logics, may cause this lack of growth. In the context of Tunisian female entrepreneurship, this research explores the effects of community and market logics on entrepreneurial growth outcomes. Using a field experiment, we demonstrate that institutional logics affect the growth aspirations of entrepreneurs through individual empowerment and emotional energy. This research has theoretical implications for institutional logics, entrepreneurial growth, and emotions literatures. Firstly, institutional logics affect entrepreneurial growth outcomes. Secondly, logics are processed by individuals through both cognitive (empowerment) and social (emotions) constructs and we contribute to knowledge of the integrated macro to micro psychological and social processes of institutional logics. Finally, cultural differences explain why logics do not have the expected effects we think they may in the promotion of Western neoliberal entrepreneurial training programs.

OMT: **Oscar Voters so White? Spillover Effects of an Evaluator's Diversity Intervention**

Author: **Daphné Baldassari**, *U. of Toronto, Rotman School of Management*

As award bestowers face criticism for leaving the achievement of women and racial minority workers unrecognized, many interventions focus on making award committees more diverse to reduce evaluation biases. While prior research found mixed evidence of the direct effects these interventions have on reducing gender and racial gaps in the evaluation process, I investigate the spillover effects: whether and how making award committees more diverse influences hiring decisions in award-seeking organizations. Using archival data on 193,394 hiring decisions on films released in the U.S. from January 2010 to April 2021, I examine an intervention by the Academy of Motion Picture Arts and Sciences to increase the number of women and racial minority workers voting for the Oscars. The results show that the Academy's intervention is associated with a greater likelihood that award-seeking film productions hire women or racial minority workers. Moreover, supporting the theoretical argument that award-seeking organizations strategically respond to an evaluator's diversity intervention, these positive spillover effects are concentrated in visible occupations and mainly benefit workers who have become members of the Academy. These findings provide insights into the role that awards and, more broadly, third-party evaluators can play in reducing inequality in an industry.

OMT: **Deprioritizing Diversity: Organizational Uncertainty and the Stalled Diversification of Faculty**

Author: **Kwan Woo Kim**, *Harvard U.*

Scholars have identified employer bias as a barrier to workforce diversification but overlooked organizational mechanisms that activate bias. Using the censuses of American higher education institutions and new doctorates, this study examines whether and how institutional R&D performance affects the diversity of new hires. American higher education is a good case in point because much of the current-day university administration is about keeping the numbers right -- such as institutional research expenditures, endowments, and rankings. Universities also pay a great attention to student and faculty diversity, but do they maintain their commitment to diversity after seeing a decline in the performance metrics? Synthesizing research on organizational uncertainty and employer bias, I hypothesize that a university's decline in R&D expenditures is followed by a reduction in the diversity of faculty hires via two mechanisms: first, by reallocating job openings to less diverse but more resourceful fields, and second, by hiring a less diverse group of job candidates. The analysis using error-correction models suggest that a decline in research expenditures reduces the diversity of faculty hires via ingroup bias within disciplinary subunits more than job reallocation between disciplines. This study contributes to organizational sociology by testing the two mechanisms through which organizational uncertainty amid performance decline stalls workforce diversification.

OMT: **Diverse but not Inclusive: How Organizational Status Maintenance Undermines Social Inclusion**

Author: **Sandra Portocarrero**, *Columbia Business School*
Author: **Andrea Wessendorf**, *U. of Edinburgh business school*
Author: **Gerardo Okhuysen**, *U. of California, Irvine*

We examine how the concern to maintain organizational status undermines social inclusion. To do this, we study the experience of Electi, an elite university in Peru, as it implements a Diversity, Equity, and Inclusion (DEI) initiative aimed at diversifying the student body by enrolling becarios, academically accomplished students from low-income backgrounds. Although Electi enrolled these students, the initiative could have been more effective at achieving inclusion. In particular, we find that the presence of becarios represented a potential status threat for the organization and, consequently, faculty, staff, and students engaged in actions that respond to this threat. We identify four key processes unfolding at Electi: the creation and maintenance of a student prototype, the establishment of upper-class standards as the norm, the creation of a becario stereotype, and the concealment of information that might reveal lower social class. Together, these processes undermine the inclusion objectives of the DEI initiative. We conclude by discussing the theoretical implications of our work.

Session Type: **Paper Session**
Program Session: **1471** | Submission: **20154** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Tackling Grand Challenges

Session Moderator: **Ferran Torres**, *U. Ramon Llull, ESADE Business School*

OMT: **The Work of Institutional Entrepreneurs Harnessing the Business-society Paradox in Grand Challenges**

Author: **Ferran Torres**, *U. Ramon Llull, ESADE Business School*
Author: **Lisa K. Hehenberger**, *ESADE Business School*

Responses to grand challenges require collaboration between actors from different sectors, which inherently produces friction and paradoxical tension between organizations. However, how collective efforts arise out of conflict in the context of grand challenges remains poorly understood. Accordingly, in this article we explain how institutional entrepreneurs work on their immediate context to shape underlying paradoxes and produce collaboration. We address this research question with a qualitative study in the context of the development of the European Social Impact Bond (SIB) market. SIBs are a novel form of cross-sector collaboration built around outcomes-based contracts and used to tackle grand challenges. Institutional entrepreneurs' work affects their immediate sociomaterial context, shaping the system characteristics in which the business-society paradox is inherent, and knotting it with the shared-individualized, control-flexibility, and simplicity-complexity paradoxes. In doing so, the business-society paradox inherent in grand challenges becomes owned, vibrates, and gets materialized along the facets of complexity, uncertainty, and evaluativeness respectively. Our explanation highlights the sociomaterial nature of paradoxical knots, going beyond amplifying and attenuating effects.

OMT: **Ambassadors for Collaboration - Facilitating Collaborative Governance in Tackling Grand Challenges**

Author: **Nikolai Staudinger**, *WirtschaftsU. Wien*
Author: **Stephan Leixnering**, *WU Vienna*

Management scholars have emphasized the need for multi-actor arrangements in order to tackle grand challenges such as the Covid-19 pandemic. But while recent literature in the field of collaborative governance has revealed insights about the structures and outcomes of collective responses, we know only little about how these responses actually emerge and work on the ground. With our study, we therefore ask for the type of action that facilitates the establishment and sustaining of collaborative arrangements, involving diverse actors with (potentially) adverse interests. Empirically, we study the initiative "Stolz auf Wien", which resulted in the foundation of an investment company by the City of Vienna in order to provide equity to struggling businesses in the aftermath of the pandemic. This collaborative undertaking involved not only various city actors but also private banks, business lobbyists such as the chamber of commerce, auditors, lawyers, and the investee businesses. Building on international relations literature about diplomacy, we find that the key actors involved in "Stolz auf Wien" borrowed from practices usually associated with professional diplomats, such as representing a joint initiative or bringing in their personal ties. With shedding light on such diplomatic action, we contribute to the literature on collaborative governance.

OMT: **Joining Forces for Better Care: The Implications of Logic Multiplicity in Multisectoral Partnerships**

Author: **Marvin Schliemann**, *Uppsala U.*
Author: **Anders Brantnell**, *Uppsala U.*
Author: **Serdar Temiz**, *Uppsala U.*

Confronted with grand challenges, multisectoral partnerships (MSPs) are an increasingly employed organizational approach to gather actors from various societal sectors. While the hope is that joining forces will allow us to address these challenges, MSPs are established in institutionally complex environments, which institutional theory has identified as a driver for conflicts within organizations. However, few studies have investigated the implications of logic multiplicity in MSPs. Drawing on an in-depth revelatory case study of an MSP for the development of 3D printing in healthcare, we provide rich data from the early years of development and compare qualitative and quantitative approaches to capture institutional logics. We build on logic compatibility and logic centrality to capture the implications of logic multiplicity for conflicts in an MSP. We find that both qualitative and quantitative approaches can capture institutional logics in MSPs and that a quantitative approach can be used to explore degrees of conflict in MSPs. These findings contribute to the institutional logics literature by illustrating how institutional logics can be used to study MSPs and how researchers can study logics through quantitative surveys. The findings contribute to management practice by exemplifying how managers could scan their MSPs for logics and level of conflict.

OMT: **Affordances of Participatory Architectures to Tackle Wicked Problems**

Author: **Paulo Savaget**, *U. of Oxford*
Author: **Cynthia Rayner**, *U. of Cape Town Graduate School of Business*
Author: **Marc Ventresca**, *U. of Oxford*

Collaboration is often described as the key to solving complex problems; yet, complex challenges such as climate change, poverty, and inequality are persistent in time and across geography. We approach this issue by combining literature on participatory architectures with affordances theory. We ask: what are the affordances of a participatory architecture that targets wicked problems? To answer this question, we conducted and analyzed 48 semi-structured interviews with key members of Catalyst2030, a participatory architecture created to promote collaboration for the United Nations Sustainable Development Goals (SDGs). Our findings reveal four ideal types of affordances of participatory architectures – coordinated action, advocacy, social learning, and meaning-making – which create both opportunities and frustrations in formulating, sustaining, and reconfiguring collaborative arrangements to address wicked problems. Juxtaposing our findings with extant literature, we discuss how affordances shape the initiation of pragmatic collaboration through a participatory architecture, how affordances help understand the indeterminacy of wicked situations, and the challenges of harmonizing a participatory architecture's governance with its affordances.

OMT: **A Method for Theorizing Impacts of Organizations and Value Chains on Socio-Ecological Systems**

Author: **Elizabeth Miller**, *Aalto U. School of Business*
Author: **Olli Sahimaa**, *Aalto U. School of Business*
Author: **Minna Halme**, *Aalto U. School of Business*

The organizing of global business has major impacts on grand challenges like climate change and polarizing inequality. In complex global value chains these impacts are often indirect and may go unrecognized as business activities and their socio-ecological system impacts are often spread out in time and space. However, organizational theories and methods often miss indirect links between organizations and grand challenges. We address this by developing a five-step method for qualitative systems mapping using “linked-entity coding” and accessible visualization to see indirect impacts and identify feedback loops and root causes. Demonstrating our method, we investigate the textile and garment sector. We contribute 1) a qualitative socio-ecological system analysis method that facilitates uncovering socio-ecological impacts of organizations in a sector relying on global value chains with fuzzy system boundaries and 2) a new way of presenting system maps that can be utilized by management scholars not trained in systems science but needing socio-ecological system understanding in their research.

Session Type: **Paper Session**
Program Session: **1472** | Submission: **20158** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Institutional Logics: New Research in Organizations and Management

Session Moderator: **Ricarda B. Bouncken**, *U. of Bayreuth*

OMT: **Innovation and Logics in Coworking Spaces: A Template for Contemporary Innovation Spaces?**

Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Martin Ratzmann**, *U. of Bayreuth*
Author: **Till Marius Gantert**, *U. of Bayreuth*
Author: **Mahmood Aslam**, *U. of Bayreuth*

The multi-method study informs about complementary vs. trade-off relationships of recursively emerging institutional logics and their innovation consequences in shared social- and work-space settings of coworking spaces. Our initial five-year exploratory study identifies emerging institutional logics that point toward 'a sense of community' logic, a 'traversity' logic, and a 'competitiveness' logic. Our two-level testing study elucidates innovation benefits by each logic as well as their complementary and trade-off relationships. Surprisingly, a competitiveness logic complements a sense of community logic toward greater innovation although they seem antithetic. Differently, the traversity logic, conceptualized by the change of scenery when working in different zones and teams shows a tradeoff-relationship with the competitiveness logic. High levels of a sense of community can compensate for the negative joint effect of traversity and competitiveness. The co-created competitiveness or traversity logics might be followed for increasing distinctiveness besides adhering to a sense of community as the key category logic.

OMT: **Rhetorical Maintenance of Institutional Logic of Work Rationalization under Societal Challenges**

Author: **Kalle Pajunen**, *Tampere U.*
Author: **Juha S. Laurila**, *U. of Turku, Finland*
Author: **Hannele M J Seeck**, *The London School of Economics and Political Science*

Maintenance of institutional logics under societal challenges and crises is a process involving various actors at different analytical levels. It is also a process closely shaped by the use of rhetoric, particularly when these logics face the pressure of challenging ideas and practices. Our study extends previous research on these issues by examining how maintenance of an institutional logic providing meaning and guidance for organization-level activities becomes formatively embedded in and interlinked with rhetorical language enacted on field and governmental levels of the societal system. Based on unique historical evidence on maintenance of work rationalization logic over multiple decades in Finland, we demonstrate how the meaningfulness and eventual effects of the rhetoric enacted to maintain the logic challenged at the organizational level are conditioned by related rhetoric enacted to tackle or address the same challenge on the field and governmental levels. Our emergent theorization explicates three inter-level rhetorical mechanisms—selective value-backing, buffering, and translation—that capture how this embeddedness materializes in logic maintenance.

OMT: **Strategy in New Firms: The Influence of Founding Team Institutional Background**

Author: **Joseph Dwomoh Owusu**, *MacEwan U., Edmonton, Alberta*

This article explores whether the institutional logics founding teams are embedded in influence entrepreneurial behaviour. Building on the competing logics scholarship, this paper shows that new firms embedded in family logic are more likely to engage in explorative behaviour, while those embedded in commercial logic are likely to engage in exploitative behaviour. In developing my arguments, I eschew demographic characteristics as explanations of teams and consider their institutional embeddedness. I argue that the institutional backgrounds of founding teams provide richer measures of mechanisms and processes that affect founding team cognition, values and perceptions and, consequently, entrepreneurial behaviour. The findings suggest that founders' institutional logic is an important antecedent of explorative and exploitative behaviour in new firms.

OMT: **Institutional Logics in Corporate Governance: Attributing for Poor Performance and CEO Succession**

Author: **Shoonchul Shin**, *Aalborg U. Business School*
Author: **Juyoung Lee**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*

Institutional Logics in Corporate Governance: Attributing for Poor Performance and CEO Succession in Large U.S. Firms, 1960-2016 ABSTRACT By examining insider versus outsider CEO succession, we demonstrate that the characteristics of prevailing institutional logics—i.e., belief systems about appropriate behavior—constitute a critical contingency for a board of directors' involvement in monitoring management. We propose that outsider succession represents the board's action against managerial digression from historically prevailing logics under conditions of poor performance. We examine this argument in large U.S. Fortune companies in 1960-2016, when these firms were under the successive dominance of two distinct logics, namely a finance logic and a shareholder value logic. Event history analysis reveals that the strength of the relationship between poor performance and outsider succession is conditional on the extent to which CEOs' prior activities conform to or digress from the prominent logic in each time period. Under the shareholder value logic, the relationship was weakened when CEOs were engaged in practices consistent with the logic, such as corporate refocusing and downsizing strategies. In contrast, it was strengthened by the engagement in refocusing and downsizing during the finance logic period, when the pursuit of conglomerate diversification was viewed as appropriate. Meanwhile, CEOs' refocusing and downsizing activities were not associated with outsider succession rates under conditions of high performance. The results suggest that, given that the causes of poor performance often remain uncertain and ambiguous, institutional logics can provide the cognitive point of reference around which directors make attributions for performance problems and evaluations of leadership quality. Implications for the literatures on institutional logics, executive succession, and performance attribution are discussed.

OMT: **Union with Diverging Goals: How Collaboration Unfolds if Partners are Driven by Heterogeneous Logics**

Author: **Silvia Velmer**, *IESE Business School*
Author: **Tommaso Ramus**, *ESSEC Business School*
Author: **Antonino Vaccaro**, *IESE Business School*

In this paper we leverage on the theoretical lenses of institutional logics and orchestration to explore how actors motivated by heterogeneous institutional logics – that set for them different goals and means to achieve these goals – collaborate to address complex societal problems in innovative ways. We rely on the study of a collaborative initiative, whose aim is to eradicate organized crime in Italy through the conversion of mafia-confiscated farming assets into social enterprises that provide job opportunities to marginalized individuals. The collaborating actors, Green and nine farming social enterprises, are motivated by heterogeneous logics: Green by the social justice and the commercial logics, the social enterprises collaborating with it by the social-welfare and the commercial logics. We identify four mechanisms of collaboration and we show how the characteristics and impact of the collaboration depend on the interactions between the heterogeneous logics influencing Green and the partner social enterprises. Our empirical evidence enables us to contribute to extant research on institutional logics, orchestration and social innovation to address complex social problems.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1473** | Submission: **12288** | Sponsor(s): **(OMT, MOC, TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Putting the YouTuber Front and Center: Organizational Dynamics on Online Platforms

Organizer: **Youjin Jenna Song**, *Northwestern Kellogg School of Management*
Organizer: **Yun Ha Cho**, *U. of Michigan*
Discussant: **Dan Jun Wang**, *Columbia Business School*
Presenter: **Matthew Rafalow**, *Google Inc and U. of Southern California*
Presenter: **Yun Ha Cho**, *U. of Michigan*
Presenter: **Njoke Thomas**, *Boston College*
Presenter: **Youjin Jenna Song**, *Northwestern Kellogg School of Management*
Participant: **Brayden G. King**, *Northwestern U.*

Platforms present novel ways of organizing labor, and social media platforms are no exception. Social media platforms have transformed cultural production by bringing together multiple actors, shaping their interactions, and enabling commercialization of user influence and activities. One such platform, YouTube, is a digital content-sharing platform with massive social and economic impact and a site of rich social and cultural processes that are of relevance to organizational scholars. The technological tools on YouTube, such as algorithm-based recommendations, comments, livestreams with chats, and data analytics monitoring, amplify the effects of audiences and algorithms in ways that require the adaptation of existing theories and development of new theories in management scholarship. To illustrate the diversity of processes and empirical contexts on YouTube, we bring together four presentations that ask: 1. How do platforms shape cultural producers' interactions with their audiences and the role of audience expectations in their work? 2. How do platform algorithms and professional norms interact to affect cultural producers' meaning-making and practices over their career trajectory? 3. How do cultural producers relying on community ties balance community demands with commercialization? 4. How do platforms allow evaluators of cultural products to amplify social movements? These presentations highlight different tensions that arise between the force of commercialization and other social values – community relationships, authenticity, diversity, and professional norms – as platforms introduce new ways of organizing. They contribute to literatures in organizational theory and economic sociology on the platform economy, cultural production, social movements, authenticity, algorithmic management, entrepreneurship, and evaluations.

Traffic Sources: Audience Conventions and Content Creation on YouTube

Author: **Matthew Rafalow**, *Google Inc and U. of Southern California*

Metrics to Rule All?: Worker Reactivity to Metric-based Control and Alternative Source of Feedback

Author: **Yun Ha Cho**, *U. of Michigan*

Just between us: Sustaining online community amidst increasingly commercialized participation

Author: **Njoke Thomas**, *Boston College*

Cultural Gatekeepers as Activists: Relational Policing of Authentic Representation

Author: **Youjin Jenna Song**, *Northwestern Kellogg School of Management*
Author: **Brayden G. King**, *Northwestern U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1474** | Submission: **15359** | Sponsor(s): **(OMT, OB, RM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Doing Experiments in Social Network Research

Organizer: **Alessandro Iorio**, *Bocconi U.*
Organizer: **Eric Quintane**, *ESMT Berlin*
Panelist: **Ronald S. Burt**, *U. Of Chicago*
Panelist: **Tiziana Casciaro**, *U. of Toronto*
Panelist: **Weihua An**, *Emory U.*
Panelist: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

Despite the popularity of experimental approaches in management and related fields, the adoption of experimental research designs—laboratory, natural, or field experiments—has been slow in organizational network analysis. In recent years, there has been a growing call for more research that pays attention to experimental designs and causal inference in network analysis. This is important not only to ensure knowledge accumulation, but also because of the practical and policy implications of network research. However, relational theories, data, and methods possess peculiarities that need to be accounted for when conducting experiments. In this panel symposium, we bring together a number of leading academic experts, who have contributed to causal network research, to discuss these topics and share their experience on publishing network experiments in leading management outlets.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1475** | Submission: **11594** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Death and Organization Theory

Organizer: **Patricia Helena Hein**, *Ivey Business School*
Organizer: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Discussant: **Mark de Rond**, *U. of Cambridge*
Presenter: **April L. Wright**, *Warwick Business School*
Presenter: **Elizabeth Hood**, *Boston College*
Presenter: **Bess Rouse**, *Boston College*
Presenter: **Patricia Helena Hein**, *Ivey Business School*
Presenter: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*

Although the organizing of death and dying is a central matter and grand challenge in all societies, most research in organization theory is scattered across various streams where the actual organizing of death remains in the background. The first stream investigates industries, organizations, and professions as extreme settings that deal with death at the very core of what they do or are about. Another stream explores how the outcomes and actions of societal structures, organizations, or employees can result in death. Finally, some studies focus on how organizational members deal with death and how this may affect organizational practices. The objective of this symposium is to showcase works that put organizing around death at the center, not only empirically but also theoretically. We identify common themes – values and norms, power and inequality, and time and temporality – and offer concrete paths for future research to make progress in understanding the understudied topic of the organizing of death.

Institutional Custodianship and Death: Preventing "Bad" Death and Facilitating "Good" Death

Author: **April L. Wright**, *Warwick Business School*

Bones and Ashes: Using Technology to Re-center Meaningfulness in Post-death Work

Author: **Elizabeth Hood**, *Boston College*
Author: **Bess Rouse**, *Boston College*

Uncovering the Morality of Time and Temporality in End-of-life Care

Author: **Patricia Helena Hein**, *Ivey Business School*

Getting Away with Murder? The Difficulties of Investigating Police Killings

Author: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1476** | Submission: **20377** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Eco-Products: Labels, Accessibility, Purchases, and Brand Value

Session Moderator: **Anne Kellers**, *U. of Zurich*

ONE: **Let's (Not) Put Another Label on it: Multiple Product Labels on Vice and Virtue Products**

Author: **Jana Maria Weinand**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Front-of-package labeling is a promising tool to signal unobservable food product attributes to consumers. With the increasing adoption of multi-level labels such as the EU Nutri-Score and newly emerging Carbon labels, the risk of sending conflicting signals is increasing. Since effective labeling systems can only work in the context of adjacent labels on a package, it is critical to understand how consumers weigh and reconcile multiple labels jointly. This study draws on cue consistency and cue diagnosticity theory to uncover the interplay between carbon and nutrition labels of different valence on vice and virtue products. Results from an online survey experiment (N = 442) suggest that these trade-offs differ by product category in a multi-label context. We show that a positive carbon label can compensate for negative nutritional information in the virtue category. In contrast, we demonstrate how two positive labels backfire and reduce the overall quality perception of vice products.

ONE: **The Effects of the SFDR on Product Accessibility: A Mystery Shopping Analysis** ☯ ✈ 💻 ✋

Author: **Anne Kellers**, *U. of Zurich*
Author: **Julia Eckert**, *U. of Kassel*
Author: **Thomas Cauthorn**, *U. of Kassel*
Author: **Bernhard Zwegel**, *U. of Kassel*
Author: **Christian Klein**, *U. of Kassel*

Sustainable investing is an umbrella term for a variety of investment products that serve different purposes depending on the investor's investment motivation. Yet the disclosure to investors on product differences is insufficiently developed. In response, the European Union introduced the sustainable finance disclosure regulation (SFDR) to make product differences more transparent and investment opportunities accessible. This paper studies the effects of SFDR on the availability and accessibility of sustainable investment products for retail investors. I conduct a mystery-shopping analysis with the first round of data collection taking place a year prior to the introduction of SFDR and the second round a year after SFDR came into effect. The results show that SFDR has increased sustainable investment product availability but had little effect on the accessibility. While banks' offerings have improved, advisors remain hesitant about sustainable investment products due to struggles with product complexity and limited confidence in products.

ONE: **The Effect of Ecological Opinion Leading & Seeking on Remanufactured Smartphone Purchases** ☯ 💻

Author: **Carl Christian Hieronymi**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*
Author: **Denise Fischer-Kreer**, *RWTH Aachen U.*

We are at a tipping point to decide about the future of our planet and the environment for all living creatures. Remanufacturing can help sustain the current state of the environment by drastically reducing the necessity to mine resources further and reducing emissions of harmful or valuable substances. However, remanufactured products lack consumer acceptance as the concept is not yet widely established and known in consumer markets. Opinion leaders help diffuse innovative and new products to the broader public. We, thus, study the influence of eco opinion leading (EOL) and seeking (EOS) on the purchase intention of remanufactured smartphones (PIRS). Given the predominant role of frugality in current societies and its influence on sustainability and purchasing situations, we also study the moderating effect on the EOL and EOS relationship towards PIRS. Our consumer study in February 2022 reveals positive associations for both EOL and EOS on the PIRS and a significant weakening effect of frugality on the EOS and the PIRS relationship. We contribute to theory by establishing the concept of eco opinion leaders and seekers and help practitioners to identify a circular entry product (i.e., smartphone) with large-scale market potential.

ONE: **Environmental Product Innovation and Brand's Perceived Value: The Mediating Role of Ethical Aspects** 💻

Author: **Marcelo Gattermann Perin**, *EAESP - FGV*
Author: **Camila Kolling**, *Industrial Engineering Graduate Program, U. Federal do Rio Grande do S*
Author: **Janine Fleith De Medeiros**, *U. of Passo Fundo*
Author: **José Luis Duarte Ribeiro**, *U. Federal do Rio Grande do Sul*

Environmental product innovations (EPI) tend to be effective for organizations to align with customers who have concerns about the environment. However, firms must go beyond environmental issues. Recent studies have shown that the purchase intention for EPI is strongly associated with the responsible corporate behavior of the organization. Nonetheless, the main streams of research that address the role of companies in sustainability focus on products and processes issues. It is necessary to deeply understand the relationships that these themes present regarding ethical aspects. This study investigates the role of ethical aspects in EPI and, consequently, in the perception of brand value for end users of Apple and Microsoft. Our results confirmed the hypotheses tested in the study, fundamentally indicating that customers perceive value in EPI when they verify that organizations are ethically correct regarding aspects such as the personal data management and their culture of openness.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1477** | Submission: **19893** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

ONE Business Meeting

Division Chair: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Division Chair-Elect: **Martina K. Linnenluecke**, *U. of Technology, Sydney*
Program Chair: **Nardia Haigh**, *U. of Massachusetts*
Professional Development Workshop Chair: **Sara B. Soderstrom**, *U. of Michigan*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1478** | Submission: **20504** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Supply Networks

Session Moderator: **Paul Skilton**, *Washington State U.*

OSCM: **Supply Network Structure and Diversion Risk in a Market for Hazardous Consumer Products**

Author: **Paul Skilton**, *Washington State U.*
Author: **Ednilson Santos Bernardes**, *OSCM*
Author: **Alan Mackelprang**, *Georgia Southern U.*
Author: **Ramin Sepehrirad**, *Washington State U.*

We use performance outcome expectancy theory to develop and test hypotheses concerning the relationship between supply chain structure and the creation of retail level diversion risk for hazardous consumer goods. As with other forms of organizational misconduct, the creation of diversion risk is evaluated by social control agents such as regulators, trading partners and critics. We theorize that when supply networks are structured to avoid negative evaluations, retail diversion risk increases, and vice versa. We hypothesize that negative evaluations can be avoided by choosing like-minded suppliers and through vertical integration, which obscures outcomes by internalizing them. We argue that because negative evaluations are more consequential for firms that are more sensitive to reputation risk, and are more likely when sourcing from outside suppliers, these factors reduce diversion risk. We find support for our hypotheses using a data set based on DEA records of transactions in the supply network for legal opioids.

OSCM: **Dual Networks: How does Knowledge Network Embeddedness Affect Firms' Supply Chain Learning?**

Author: **Ji Yan**, *Durham U. Business School*
Author: **Zihao Yu**, *Durham U. Business School*
Author: **Yu Xiong**, *Surrey Business School*
Author: **Kiran Fernandes**, *Durham U.*

To explore the mechanism that shapes firms' supply chain learning practices, this study examines the relationship between firms' knowledge network embeddedness and their supply chain learning practice in supply chain network, as well as the moderating role of supply chain network cohesion in this relationship. Using patent application data and supply chain partner information from 869 listed firms between 2011 and 2020 in China, this study uses fixed effect regression models to reduce endogeneity problems by controlling for individual heterogeneity effects that cannot be observed over time. The results shows that firms' knowledge network embeddedness has an inverted U-shaped effect on their supply chain learning (SCL), and this nonlinear relationship is conditional on supply chain network cohesion, which strengthens (weakens) the positive (negative) effect of knowledge network embeddedness on SCL. The findings show that managers can reconcile the downsides of knowledge network embeddedness on SCL by fostering greater supply chain network cohesion.

OSCM: **Supply Chain Agility and Supply Base Complexity: A Longitudinal Study in the Footwear Industry**

Author: **Emanuela Delbufalo**, *European U. of Rome*

This article investigates how the supply base structural complexity influences focal firms' supply chain agility (SCA). By combining two theories – Normal Accident Theory and Portfolio Theory – the study shows how three different supply base structural features – horizontal, functional and spatial complexity – influence differently SCA. The study adopts a longitudinal research design (12-year panel) in order to account for the dynamism of SCA and its time-dependent nature. The results show a linear path between horizontal complexity and SCA. They also show non-linear relationships between SCA and both functional and spatial complexity. These results stand also with a negative moderation of product complexity. The study contributes to the literature and practice by addressing some of the most common trade-offs linked to supply base design and widely discussed in most of the SCA literature. It also represents an additional step in the universalization of the SCA construct.

OSCM: **A Method for Quantizing Supply Chain Resilience Based on Aspect Sentiment Analysis**

Author: **Mengdi Shang**, *School of Economics & Management, Tongji U.*

Economic and political fluctuations have devastating risks for the regular operation of manufacturing companies, and building resilient supply chains is of increasing importance. This paper selects a time window for COVID-19 based on the World News Database. It introduces the dynamic stability of complex networks into the measurement of supply chains through techniques such as data mining and natural language processing sentiment analysis, using two car companies, Tesla and BYD, as examples to elaborate on a quantitative approach to supply chain resilience. Public sentiment management, enhancing innovation and customer service, and reinventing the supply chain can improve resilience. This paper focuses on providing quantitative metrics and decision support for building resilient supply chains from the perspective of public sentiment, offering new applications and insights into natural language processing, sentiment analysis and data mining in management research.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1479** | Submission: **20905** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Philanthropy, Altruism, and Identity

Session Moderator: **Shiu-Wan Hung**, *National Central U.*

PNP: **Egoism or Altruism? Exploring Factors Driving Performance in Placemaking**

Author: **Shiu-Wan Hung**, *National Central U.*
Author: **Che-Wei Chang**, *Minghsin U. of Science and Technology*
Author: **Jyun-Hao Jian**, *National Central U.*
Author: **Ling-Yu Wang**, *National Central U.*

Placemaking is local and multifaceted development through cooperation between multiple groups. In this study, we investigated the factors that affect placemaking results on integrated individual and group levels by using a questionnaire. We retrieved 313 valid questionnaires and analyzed them using a hierarchical linear model for hypothesis testing. On the individual level, we discovered that individual norms were the primary factor affecting placemaking results. Unlike other studies, this study posited that the behaviors exhibited by the group while engaging in placemaking not only indicate altruistic values but also involve egotistic values. On the group level, the influence of social proximity on placemaking results was stronger than the influence of organizational proximity. Furthermore, group input in placemaking was not restricted by regionalism. As substantiated by the results of this study, placemaking results can be improved through emphasizing and intensifying group values and by strengthening the group's awareness of consequences.

PNP: **Philanthropy for Systems Change: An Exploratory Study**

Author: **Arthur Gautier**, *ESSEC Business School*

Systems thinking emerged a century ago and has permeated many disciplines, from sociology to environmental sciences. We have recently observed a rising interest for systems change among social sector practitioners aiming to tackle entrenched social problems. Relatedly, criticism has targeted grantmaking foundations for failing to support "changemakers" due to inappropriate funding practices. Recommendations for funding systems change and shifting the status quo in philanthropy are surging. However, we know little about foundation executives' representations and practices regarding systems change. In this exploratory study combining in-depth interviews (n=15) and a survey (n=101) with leaders of large French foundations, I reveal important gaps between a marked interest for systems change and current funding practices. I present key obstacles and discuss the prospects of diffusing systems change philanthropy more widely.

PNP: **Untangling the Helping Paradox: Altruistic Help, Undesired Side Effects and Coping**

Author: **Joanna Szulc**, *Gdansk U. of Technology, Faculty of Management and Economics*
Author: **Fabian Homberg**, *Department of Business and Management, LUISS Guido Carli U.*

We investigate how individuals cope with the side effects of altruistic behavior at work and what role the organizational context plays in these dynamics. Employing simultaneous dyadic interviews with 94 participants, we show how employees of nonprofit organizations cope with undesired effects of altruistic help. Our data provides evidence of previously overlooked unintended negative outcomes for the individual which manifest in increased perceptions of emotional tension, problems with own work, and exploitation. The work sheds additional light on the involved mechanisms by trying to understand the psycho-emotional coping processes associated with helping behavior of employees of nonprofit organizations when facing adverse consequences. Implications for nonprofit managers are discussed.

PNP: **Organizational Identity Work in Volunteer-based Organizations**

Author: **Camille De BOVIS**, *U. of Lyon, UJML3, iaelyon School of Management, Magellan*
Author: **Stéphanie Havet-laurent**, *INSEEC Business School*
Author: **Caroline Hussler**, *U. of Lyon, UJML3, iaelyon School of Management, Magellan*

An increasing body of research focuses on identity work in non-profit organizations. However, little is known about how volunteers engage in identity work in fully-volunteer organizations, i.e. how, through their actions, their discourses and behaviors they influence the core identity of the organization. Taking the case of a musical season located in a Swiss village, we led an insider-outsider research design based on 340 hours of participant observation and 16 semi-structured interviews. We identify two identity work coalitions, each of them being connected to distinct volunteering motivations and contributing to organizational identity work in a specific way, both in temporal and practical terms. Our research finally cross-fertilizes literatures about volunteering and organizational identity work in volunteer-based organizations.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1480** | Submission: **20921** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

Digitalization and Innovation

Session Moderator: **Julia Ingrid Scheuerer**, *U. der Bundeswehr München*

PNP: **The Dark Side of Digital External Networking: A Job Demands-Resources Perspective**

Author: **Julia Ingrid Scheuerer**, *U. der Bundeswehr München*
Author: **Elisabeth Mueller**, *U. of the Bundeswehr Munich*
Author: **Julia Stephanie Thaler**, *U. of the Bundeswehr Munich*

Digital transformation, networked value creation, and new technologies expose managers to new forms of working. In light of blurring organizational boundaries, they increasingly face the challenge of managing relationships with external stakeholders. In this study, we investigate the adverse effects of digital external networking. Drawing on the job demands-resources model, we propose that digital external networking depletes managers' energetic resources, which may lead to an individual job performance breakdown via higher emotional exhaustion and lower work engagement. Results from a survey among 129 executives of the German Red Cross uncover this 'dark side' of digital external networking. In addition, our findings suggest that personal resources, such as networking ability and digital technology commitment, can reduce the managers' perceived emotional exhaustion and increase their work engagement.

PNP: **Smart Working of Public Servants between Enthusiasm and Skepticism: The Role of Digital Readiness (WITHDRAWN)**

Author: **Davide Giacomini**, *U. of Brescia*
Author: **Rocco Palumbo**, *U. of Rome Tor Vergata*
Author: **Giacomo Carli**, *The Open U.*

The Coronavirus pandemic resulted in significant transformations of work arrangements in the public sector. Smart working has been chosen as the main solution to guarantee public services' continuity. However, there is limited agreement on the factors that make smart working attractive. Drawing on data collected among Italian public servants (n = 2,450), the paper examines the relationship between digital readiness and smart working acceptance. The former enhances the public servants' acceptance of smart working. Role clarity mediates this relationship, reducing the inclination to embrace smart working. Tailored management initiatives are needed to cope with the public servants' resistance to smart working.

PNP: **Change Agents & Public Sector Digitalization: The Role of Social Support and Leading from the Bottom**

Author: **Caroline Fischer**, *U. of Potsdam*
Author: **Jessica Breaugh**, *ESCP Business School*
Author: **Jakob Kuehler**, *U. of Potsdam*

Digital technologies fundamentally change the way workplaces operate and are managed. This is particularly acute in public organisations where citizens' demands for fast, reliable, and accessible services far outpaces actual rates of digitalisation. One critical hurdle in this transformation is the resistance to change that characterizes large bureaucratic organisations. This study examines the role that active change management plays in the digital transition of public sector organisations through the perspective of internal change agents, who act as leaders in digital transformation. While existing research has predominantly examined executives in their role as internal change agents, we look specifically at employees who have selected and trained for this role without being active in a management position. Using a mixed methods approach, including a two-wave survey of public employees (N1=210, N2=200) in a German local administration, we study the role and impact of change agents in digital change. Based on social support theory, we hypothesize that change agents play a role of first responders to stress and strain that employees may feel about the process. However, the suggested impact on employees' readiness for digital change is limited. Although emotional support leads to an increase in digital confidence, no significant influence of other types of support could be shown. Complementary collected qualitative data suggests that, after six months of introducing the change agents, employees are not yet in sufficient contact with them to benefit from their support. These findings suggest that the short-term results of change agent programs in public sector organizations are limited. There appears to be a need to proactively offer support to employees to lower the barrier to engaging with change agents. The results of this research highlight the difficulties in directed bottom-up change management processes for leading large-scale organizational change.

PNP: **A Longitudinal Study of Servant Leadership and Employee Innovation in Public Organizations**

Author: **Linh Thi Thu Bui**, *Australian National U.*
Author: **Guihyun Park**, *Australian National U.*

Employee innovative performance has been central to public organizations' growth and effective service delivery to citizens. Although the literature has acknowledged servant leadership as an important antecedent exerting influence on employee innovative performance, most research has overlooked the dynamics inherent in this relationship. Drawing on the servant leadership literature and the componential model of creativity and innovation, we examined the within-person effect of servant leadership on employee innovative performance and a boundary condition that shapes this effect. Using longitudinal data collected throughout three-month innovative projects of 87 dyads in 47 public organizations, we found that receiving servant leadership reduced employee innovative performance. However, a test of the cross-level interaction effect showed that servant leadership was associated with decreased innovative performance only for employees with low accountability. We discuss the theoretical and practical implications of our findings and provide some recommendations for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1481** | Submission: **10156** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Ballroom A**

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Please join us to learn about recent and future business of the Research Methods Division.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1482** | Submission: **20962** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Global Approaches to Corporate Social Responsibility

Session Moderator: **Johanna K. Moisander**, *Aalto U.*

SIM: **Traditional Chinese Culture Approach to Corporate Social Responsibility**

Author: **Jianliang LI**, *U. of Nottingham Ningbo China*
Author: **Cong Cao**, *U. of Nottingham Ningbo China*

In this study, we adopt case studies of four local corporations in China to explore how traditional Chinese culture (TCC) influences corporate social responsibility (CSR) in a more systematic and in-depth approach. We collected both archival data and first-hand data via 14 in-depth interviews in 2021. The findings extend the roles of TCC in CSR — 'harmony', 'holism and balance' and 'detrimental', uncover Mohist harmony and Confucianism—Legalism balance. Besides, the relationships between TCC and CSR are affected by leadership, corporate culture, human resource management and employee's engagement. This study enriches the research on management, CSR and culture by connecting ancient wisdom that has guided generations over thousands of years to contemporary issues of business ethics. We provide some managerial implications for CSR practitioners in the Greater China area and East Asia that are deeply rooted in TCC.

SIM: **Emergence of Hybrid CSR Models in a Nordic Welfare State**

Author: **Johanna K. Moisander**, *Aalto U.*
Author: **Kirsi Eräranta**, *Aalto U.*
Author: **Kathryn Fahy**, *Sheffield U. Management School*
Author: **Visa Penttilä**, *Lappeenranta U. of Technology*

This paper explores how hybrid models of corporate social responsibility (CSR)—models combining society-centric mandatory (implicit) and business-centric voluntary (explicit) approaches to CSR—are communicatively constructed through institutional struggles over the respective duties and responsibilities of business and government in the context of a Nordic welfare state. A qualitative analysis of a framing contest over the moral legitimacy of tax avoidance shows how hybrid models of CSR are gradually developed as the contending actors elaborate their diagnoses and prognoses in response to the institutional contradictions and conflicts of interests that surface. While corporate actors develop a frame in which CSR substitutes for mandatory institutionally regulated forms of social solidarity, the media develop a frame that integrates or assimilates elements of explicit CSR into the prevailing implicit model of CSR in ways that ensure the core principles of implicit CSR prevail, thus preserving the institutional ethos that underpins implicit CSR.

SIM: **CSR Preference of Emerging Market High-tech Firms: The Role of TMT Expertise and TMT Attentions**

Author: **Zhang Yue**, *Fudan U., School of Management*
Author: **Qinqin Zheng**, *Fudan U.*
Author: **Jinyun Sun**, *Fudan U.*
Author: **Jinxuan Wu**, *Fudan U., School of Management*

As high-tech firms are rapidly growing under the strong support of governments in emerging markets, such firms are facing more stringent requirements on fulfilling corporate social responsibility. Drawing on upper echelon theory and the attention based view, we aimed to explore high-tech firms' corporate social responsibility preferences under the mechanism of "expertise – attention – willingness" of top management team. We found that top management teams' technical expertise promotes the green innovation intention of high-tech firms. Top management teams' financial expertise boosts their philanthropy intention but inhibits their green innovation intention. Moreover, managerial innovation attention partly mediates the positive relationship between technical expertise and green innovation intention. Managerial efficiency attention partially mediates the positive relationship between financial expertise and philanthropy intention and the negative relationship between financial expertise and green innovation intention. In addition, the further analysis results found that venture capital significantly activates the managerial efficiency attention of financial expertise and thus strengthens its influence on the corporate social responsibility preference of high-tech firms. Our research deepens the understanding of previous studies on the corporate social responsibility preferences of emerging market high-tech firms by focusing on the cognitive uniqueness of such firms' top management teams.

SIM: **The Impact of Social Class on CSR Attitudes - An Empirical Analysis of German Top Managers**

Author: **Anke Schulz**, *LMU Munich*
Author: **Dominik Van Aaken**, *CHARLOTTE FRESENIUS U. Vienna*

In this paper, we examine the impact of top managers' social class on their attitudes towards corporate social responsibility. Building on recent research highlighting the multi-dimensional nature of social class, we develop hypotheses on how managers' social class origin and current social class relate to their social concern, which we test with unique data on 1,230 top managers in Germany. We find that while managers with higher current social class show lower social concern, those with more resourceful upbringing actually display more of it. Our findings highlight the differential nature that imprinting may take on, particularly for social class transitioners.

Session Type: **Paper Session**
Program Session: **1483** | Submission: **20967** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

CSR & Employee Recruitment, Engagement and Turnover

Session Moderator: **Ratna Devi Pillai**, *James Cook U.*

SIM: **Corporate Volunteering and Employee Engagement: Bringing Externalities to the Workplace**

Author: **Ratna Devi Pillai**, *James Cook U.*
Author: **Pengji Wang**, *James Cook U.*
Author: **Adrian T. H. Kuah**, *James Cook U.*

Noting the limited empirical evidence on corporate volunteering (CV) and employee engagement, this study draws on Kahn's engagement theory to investigate different dimensions of CV program design to increase employee CV participation and engagement in the workplace. Partial least squares structural equation modelling (PLS-SEM) is employed to analyze responses from 299 corporate volunteers. Findings suggest that volunteers find more meaningfulness from helping others than developing themselves in CV, while meaningfulness increases CV participation and employee engagement. Core self-evaluation influences psychological availability positively, which further increases CV participation and employee engagement. Psychological safety built on perceived organizational support has a direct impact on CV participation, but an indirect impact on employees' engagement in workplace. Our results imply that by cautiously addressing these dimensions, companies could bring positive externalities into the workplace to better leverage the full potential of their employees

SIM: **Mind the Gap! Employees' Perceived Internal-External CSR on Proactive Behavior & Turnover Intention**

Author: **Yi-chun Lin**, *National Taiwan Normal U.*
Author: **JIAN SHENG CHAW**, *National Taiwan Normal U.*

Recent micro-corporate social responsibility (CSR) studies assessed the employees' perceived CSR through a multidimensional lens by differentiating the targeted beneficiary stakeholders. As organization resource is always denoted in the notion of scarcity, multiple demands have to strive for the same units of resources. Despite prior literature demonstrated perceived internal and external CSR exhibited complementary relationship in affecting the employees, the competing nature and the matters on whether the (in)equivalence of perceived internal-external CSR implemented by the company affects the employees' work attitudes and behaviors were noticeably absent in the literature. Building upon social exchange theory, this study explored how the employees reciprocated to the impact of the discrepancy between perceived internal-external CSR on their proactive behavior and turnover intention. Adopting a two-wave survey approach, 271 responses were collected from incumbent full-time employees with at least one-year organizational tenure working in diverse organizations in Taiwan. The results discovered that the employees perceived external CSR significantly outweighed their perceived internal CSR. The discrepancy between perceived internal-external CSR negatively associated with employees' proactive behavior and positively associated with turnover intention via the mediation of psychological contract breach. There was a significant moderating effect by perceived overall justice on the relationships such that the indirect effects of the discrepancy between perceived internal-external CSR on employees' proactive behavior and turnover intention via psychological contract breach were only pronounced among employees with high perceived overall justice. The academic and practical contributions were also discussed.

SIM: **How do the CSR Message Content and Source Influence Employee CSR Engagement? An Experimental Study**

Author: **Marie Servaes**, *U. Gent*
Author: **Saskia Crucke**, *Ghent U.*

Employee CSR engagement is important for the successful implementation of CSR within the organization. This paper investigates CSR communication toward employees as a determinant of employee CSR engagement. It explores how organizations can improve employee CSR engagement by designing the content of CSR messages. It also explores the impact of the source of CSR messages and possible interaction effects. This study makes use of a 2x2x2 between-subject experimental survey design. Data were collected in the Flemish construction industry between December 2021 and April 2022. A total of 480 employees filled out the questionnaire after reading a fictitious scenario. In the fictitious scenario, both the CSR message content (information specificity and/or social topic awareness) and source (CEO or CSR expert) were manipulated. Results indicate a significant positive effect of information specificity on employee CSR engagement. Additionally, we found an interaction effect of social topic awareness and CSR expert source on employee CSR engagement. Finally, an interaction effect was found of employee' environmental beliefs and information specificity on employee extra-role CSR-specific behavior, a specific form of employee CSR engagement. Our results contribute to the existing literature on CSR communication, specifically internal CSR communication. This study extends previous empirical work on CSR communication, by focusing on two specific aspects: content and source.

SIM: **Managing Meaning with Recruitment Efforts: Meaningfulness Portrayals by Companies in Sin Industries**

Author: **Matthew Deeg**, *Abilene Christian U.*
Author: **Jennifer Golden**, *Abilene Christian U.*
Author: **Sarah Easter**, *Abilene Christian U.*

Employees and organizations benefit greatly from meaningful work. While a wealth of literature has explored the employee experience, scholars have paid much less attention to the management of meaning, particularly prior to an employee joining an organization. Further, scholarship attending to the normative considerations of meaningful work is typically relegated to the philosophical. In this study, we discuss the impact of not attending to the "worth" of the work in assessments of meaningful work. This discussion leads to our examination of how companies engaged in normatively non-meaningful work portray themselves as subjectively meaningful places to work to potential (and current) employees. Specifically, we use a grounded theory approach to categorize the meaning portrayal efforts of 34 publicly-traded companies in sin industries (tobacco, alcohol, and gaming). Our findings highlight nine second-order themes reflective of two aggregate dimensions – meaning from role characteristics and meaning from organizational characteristics. Implications for the management of meaning, the continued assessment of meaningful work through a normative lens, and individual applicant assessment of companies are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1484** | Submission: **20946** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

ESG in Context

Session Moderator: **ANGELA KARR**, *Seoul National U.*

SIM: **Gaming The System: Firm Strategic Responses To ESG Ratings**

Author: **ANGELA KARR**, *Seoul National U.*
Author: **Jangwoon Kim**, *Seoul National U.*
Author: **Jayoung Kim**, *Seoul National U.*

This study investigates how firms strategically utilize the materiality or immateriality of environmental, social, and governance (ESG) issues to manage their ESG score and offset negative ESG-related impressions. More specifically, we pull from impression management literature to suggest that when firms face reputational threats (i.e., receiving a low ESG score or facing ESG-related controversies), they strive to enhance their aggregate ESG score by improving their immaterial ESG performance, which is easier, faster, and less costly than improving performance in material ESG areas. Using a large sample of publicly traded U.S. firms ranging from 2012 to 2021, we find that firms facing poor ESG scores, especially manufacturing firms, are more susceptible to engaging in subsequent gaming tactics by improving their immaterial ESG performance in order to manage their ESG-related image without having to face significant financial trade-offs. We also find that firms facing ESG controversies are less likely to do so.

SIM: **Executive Compensation and ESG Controversies: Does Culture Matter?**

Author: **Maria Roszkowska-Menkes**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

The institutional push for corporate accountability and transparency is drawing attention to sustainability-oriented corporate governance mechanisms. This study contributes to the growing literature in this field, by harnessing an open-system approach to corporate governance and focusing on the interplay between organizational and institutional determinants of environmental, social and governance (ESG) m. Specifically, it draws on the agency and institutional theory to hypothesize the relationship between ESG-linked executive compensation and ESG controversy score across national cultures. The hypotheses are tested using a panel dataset of 4066 public firms from 56 countries during 2010-2020. The findings indicate a marginally statistically significant negative association between ESG-oriented executive compensation and corporate misconduct. The study also indicates that the relationship is largely determined by the national culture. In particular, ESG incentives are found for firms headquartered in low power distance, low uncertainty avoiding, individualistic and masculine countries.

SIM: **Environmental, Social and Governance (ESG) Rating as Qualculative Work**

Author: **Jean-Pascal Gond**, *City U. London*
Author: **Wafa Ben Khaled**, *ESCP Business School*

Despite growing concerns about the quality and divergence of Environmental, Social and Governance (ESG) ratings, little is known about how rating agencies operate and the challenges inherent to producing such ratings. Relying on prior studies of ESG rating agencies and the sociology of quantification, we analyze the work underlying the organizational production of ESG ratings. We investigate how the pioneering French ESG rating agency Arese—ultimately taken over by Moody's—constructed its ratings and rating method, while facing multiple commercial and technical challenges. This case shows how the agency addressed these challenges through three practices: by softening its data sourcing, shifting from quantitative to qualitative inputs and relying on relational work; by embedding the qualitative expert judgment of its analysts in the redesigned rating method; and by using analogical quantification so that its ratings match investors' expectations. We theorize these practices as an overarching shift from calculative work to qualculative work—the reliance on subjective judgement and qualitative elements to produce quantified data—in the production of ESG ratings. Our analysis advances studies of quantification by offering new explanations for the lack of convergence in ESG ratings while unpacking the emergence of qualculative work in financial markets.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1485** | Submission: **20957** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Corporate Fraud and Misconduct

Session Moderator: **Mijia Gong**, *Northwestern Polytechnical U.*

SIM: **How and When does the Fit of CEO-CFO Promotion Focus Predict New Venture IPO Fraud**

Author: **Mijia Gong**, *Northwestern Polytechnical U.*
Author: **Zhang Zhe**, *Xi'an Jiaotong U.*
Author: **Jia Ming**, *Northwestern Polytechnical U.*
Author: **Xiaohua Yang**, *U. of San Francisco*

Drawing upon regulatory focus theory, this study attempts to examine how the fit of CEO and CFO promotion focus, an important motivational-based psychological trait, can affect new venture initial public offering (IPO) fraud. Furthermore, we explore how this relationship is moderated by CEO-CFO status similarity and environmental dynamism. Using a sample of Chinese new ventures listed on growth enterprise market from 2010 to 2016, we conduct computer-aided content analysis to quantify CEO and CFO promotion focus. Results show that the fit of CEO-CFO promotion focus increases the likelihood of new venture IPO fraud. Moreover, CEO-CFO status similarity and environmental dynamism strengthen this positive relationship. By examining this motivational-based psychological fit of CEO-CFO dyad, our research shows the need to consider CEO-CFO regulatory focus when analyzing new venture unethical behaviors.

SIM: **On the Perils of Not Accounting for Detection in Studies of Organizational Misconduct (WITHDRAWN)**

Author: **Yajing Li**, *Rennes School of Business*
Author: **Alessandro Piazza**, *Rice U.*

Organizational misconduct is a phenomenon of substantive theoretical and practical importance. An inherent challenge to studying the occurrence of organizational misconduct empirically, however, is partial observability—that is, in most cases, we are only able to observe those instances of misconduct that are detected—which can lead researchers to incorrect conclusions. In this paper, we first briefly review recent studies featuring organizational misconduct as a dependent variable. We then leverage an empirical exercise to show how not properly accounting for undetected misconduct can bias interpretation. In so doing, we illustrate that conventional methods can lead to problematic results and show how to overcome this issue using alternative estimation methods. We conclude by providing actionable recommendations for future research on organizational misconduct.

SIM: **Accountability Journalism and Corporate Illegality: An Application of Institutional Anomie Theory**

Author: **Tony Jaehyun Choi**, *Rotterdam School of Management, Erasmus U.*
Author: **Kam Phung**, *Simon Fraser U.*

Research on the watchdog role of newspapers mainly analyzes the relationship between firm coverage by major newspapers and target firms' engagement in wrongdoing or negative repercussions. Yet, the dwindling presence of newspapers amidst the past two decades illuminates a distinct need to examine differences observed in the macro-level media landscape. To this end, we advance research on the institutional determinants of corporate illegality by drawing on institutional anomie theory which highlights the role of non-economic institutions in balancing out excessive economic influences on illegality. Applying the key arguments of the theory to the behavior of firms from 29 countries, we first find that firms headquartered in countries with higher newspaper reach are less likely to engage in corporate illegality. Yet, such a pattern is less pronounced when a country is characterized by strong cultural pressure to succeed or the penetration of economic influences into newspapers. Firm-level shareholder orientation, however, did not mitigate the negative association between newspaper reach and illegality. Based on these results, we discuss the importance of analyzing macro-level media landscapes and related institutional conditions that compromise newspapers as social control agents.

SIM: **Financial Misconduct in Family Firms: The Role of Organizational Identification**

Author: **Ruijie Jin**, *Xi'an Jiaotong U.*

We distinguish between privatized family firms founded through the privatization of state-owned enterprises (SOEs) and de novo family firms created from scratch. We apply social identity theory and organizational identification literature to elucidate the differences between these two types of family firms, and how their varying degrees of organizational identification affects the likelihood of financial misconduct. We propose that privatized family firms are more likely to commit financial misconduct than de novo family firms due to family members' decreased identification with the firm. We also predict that the likelihood for privatized family firms to commit financial misconduct increases when the firm has a family CEO and a higher proportion of family executives, but decreases when the firm has a longer duration of family ownership and is located in an area with stronger clan culture. We tested our hypotheses with a sample of publicly listed family-controlled firms in China between 2009 and 2019, and found strong support for most of our predictions.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1486** | Submission: **20952** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Ethical Leadership

Session Moderator: **Sven Horak**, *St. John's U.*

SIM: **Head versus Heart - An Ethics as Paradoxical Practice Perspective on Social Enterprise Leadership**

Author: **Sven Horak**, *St. John's U.*
Author: **Nada Kakabadse**, *Henley Business School, U. of Reading*
Author: **Stewart R. Clegg**, *U. of Technology, Sydney*

Social enterprises often need to meet both social and financial goals simultaneously, a paradox that can lead to ethical dilemmas. To date, little attention has been paid in the literature to identifying and classifying ethical dilemmas that social entrepreneurs encounter in practice. Pursuing an explicit discovery approach, drawing on a series of semi-structured in-depth interviews with social entrepreneurs and leaders in social enterprises in Israel, we discovered a triangle of interrelated non-trivial ethical dilemmas that are typically encountered. These ethical dilemmas hinge on the antecedents of legitimacy, outcomes and governance in navigating complex ethical dilemmas in practice. By combining traditional schools of ethical thought with a business ethics as practice perspective, our results suggest that, in practice, an agile approach to ethical decision-making is needed, one that integrates various ethical approaches, to lead a social enterprise.

SIM: **The Ethics of Authentic Leadership: A Heideggerian Perspective**

Author: **Florence Villeseche**, *Copenhagen Business School*
Author: **Anders Klitmøller**, *Royal Danish Defence College*
Author: **Cathrine Bjørnholt Michaelsen**, *Copenhagen Business School*

In the shadow of various business scandals and societal crises, practitioners take growing interest in authentic leadership (AL), and a stream of research developed on this basis. AL puts personal ethics centre stage and these constitute the basis from which to act, with the view to be both ethically responsible and successful in business. Critics of AL raise concerns about defining assumptions in AL, notably that leaders may access and leverage their 'true selves' and 'core values', and that this compound constitutes the grounds from which to lead and benefit others. Drawing on Heidegger, we argue that authenticity can ground a leadership ethics, yet not grounded in unwavering personal values but instead understood as a attunement to the unfounded openness of existence and to the relational dimension of ethics. We argue that when experiencing a rupture in their work life and facing anxiety, i.e., encountering the prospect of 'leadership death', leaders have an opportunity to reconsider who they want to be and how they want to act. We thus propose an existentialist ethics-as-practice approach where leaders relate to the situations at hand by practicing a being 'attuned to attunement' and cultivating an openness to otherness.

SIM: **Social Issues and Business Leaders: Effect of Directors' Social Class, Values, and Political Leaning**

Author: **Lisanne Juliette Veter**, *Erasmus U. Rotterdam*
Author: **Harry Commandeur**, *Erasmus School of Economics, Rotterdam*
Author: **Jatinder Singh Sidhu**, *Leeds U. Business School*

As humanity faces numerous grand challenges, corporations are called upon to play a role in addressing these social issues. The Sustainable Development Goals (SDGs), as formulated by the United Nations, provide 17 goals to achieve sustainable development. Many firms resort to the SDGs in addressing their corporate purpose. But what makes firms more or less inclined to contribute to certain SDGs? We address this intellectual void by studying the effect that corporate leaders have on SDGs. We empirically study the role of directors' political orientation, social class background and values for SDG contribution preferences. A survey was held among experienced directors. The findings show that political orientation, social class background and values are significant antecedents of SDG contribution preferences. By simultaneously studying the consequences of these concepts for executive decisions on social issues, we add to the literature on corporate leaders and their role in social issues management. As such, answering a call for management scholars to foster knowledge on the SDGs, potentially aiding those who seek to engage corporate leaders and their firms in the adaptation of the SDGs.

SIM: **Demystifying the Concept of Phronesis in Management and Leadership: A Systematic Scoping Review**

Author: **Dimitra Stoumpou**, *PhD Candidate, Athens U. of Economics and Business*
Author: **Ilias Kapoutsis**, *Athens U. of Economics and Business*

Leaders are facing unprecedented challenges that require the ability to make sound decisions and act in situationally appropriate ways. Phronesis, a cardinal virtue that reflects this ability, is considered necessary to navigate these challenges effectively. Despite the burgeoning attention, the concept of phronesis remains elusive and researchers dissent about its definition and measurement. To address recent calls for a deeper understanding of phronesis in management and leadership research, we conducted a systematic scoping literature review. We examined 165 articles and mapped the existing literature in terms of definitions, dimensions, outcomes, and methods. The findings indicate a growing interest in phronesis and highlight the need for further empirical research and the development of valid instruments. We also discuss theoretical implications and propose future research directions for further investigation of this construct.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1487** | Submission: **20674** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Managing Competition and Cooperation

Session Moderator: **Joachim Henkel**, *Technical U. of Munich*

STR: **Tough Bargains: When Cooperation is More Competitive than Competition**

Author: **Joachim Henkel**, *Technical U. of Munich*

Economic agents frequently take long-term actions, regarding for instance investments in cost reduction or R&D, before engaging in more short-term interactions, e.g. through price setting. Those short-term interactions may be noncooperative as for example competition on a consumer market, or cooperative and based on negotiations. This raises the question of how long-term actions that prepare for subsequent cooperation differ from those that precede noncooperative interaction. Can it happen that agents prepare more aggressively for cooperation than for competition, and thus destroy some of the value they create through cooperation by preparing for it? If so, under what conditions? To address these questions, I analyze two-stage duopoly games in which agents move noncooperatively in Stage 1, followed by either noncooperative or cooperative moves in Stage 2. In the latter case, a biform game, agents bargain in Stage 2 over how to divide the joint payoff. I show that Stage-1 actions can be more competitive in preparation for cooperation than in preparation for noncooperative interaction, in the sense of deviating more from the benchmark of collusion in both stages, and derive conditions for this to be the case. For instance, in preparation for a merger competing firms invest more in cost reduction than when preparing for price competition. Such increased investments can be wasteful for the duopolists and for society. My results also suggest that economic actors should pay attention to the pre-negotiation phase when arranging cooperation talks.

STR: **Strategic Coopetition: Balancing Authenticity and Market Focus**

Author: **Maria Paola Ometto**, *California State U., San Marcos*
Author: **Serhan Kotiloglu**, *California State U., San Marcos*
Author: **Bennett W Cherry**, *California State U., San Marcos*

In this paper, we explore how craft breweries balance authenticity and sales outcomes when coopeting. We investigate how market and craft focused coopetition in the craft brewing industry impact sales and authenticity outcomes. The industry has a strong collective identity and ethos that makes authenticity very important for businesses . We conducted a mixed-method study. We examine types of coopetitions using ten semi-structured interviews and 772 documents. We also constructed a quantitative dataset of 1,100 beers and 111 breweries to test our hypotheses. In our results, we discovered that market focused coopetition increases sales performance and authenticity. Additionally, we found that craft focused coopetition does not impact authenticity, but hybrid focused coopetition has positive impact on authenticity outcomes. Our study contributes to the literature on coopetition, and strategic action for small-businesses in a craft industry.

STR: **Response Strategy for Corporate Litigation: A Reputational View of Competitive Dynamics**

Author: **Fei Li**, *U. of Nevada, Reno*
Author: **He Gao**, *U. of Delaware*
Author: **Matthew Semadeni**, *W. P. Carey School of Business, Arizona State U.*

Why does a firm aggressively respond to actions of certain attackers while being accommodative to actions of others? Prior research in competitive dynamics has largely ignored social evaluations, such as how stakeholders perceive the attacker and the responder in competitive interactions. Building on social evaluations theory and the Awareness-Motivation-Capability framework, we examine how a firm's reputation for innovation affects its response to a particular attack—patent infringement claim. We propose and find that a firm's reputation for innovation affects its response aggressiveness in opposing ways. Specifically, the relationship is positive for opportunistic and competitive attackers, but negative for attackers whose claims appear to be sincere. We discuss contributions to research in competitive dynamics, social evaluations, and corporate litigation.

STR: **Upcoming Governmental Venture Capital and Private Venture Capital's Decision to Withdraw**

Author: **Wen Zheng**, *ShanghaiTech U.*
Author: **Bin Hao**, *East China U. of Science and Technology*

The role of governmental venture capital (GVC) in affecting private venture capital's (PVC) investment has received increasing attention. Yet it remains inconclusive as to whether GVC promotes or inhibits PVC investment. This study examines how upcoming GVC affect PVC's decision to withdraw its investment in a transitioning economy. Drawing upon institution literature, we argue that policies in a transitioning economy play a vital role in driving PVC's interpretation of GVC entry. We propose that upcoming GVC in a transitioning economy entails policy implications that are not entirely compatible with PVC's interests, thereby driving PVCs to withdraw their investment. Using cross-sectional data of 4,743 PVC investments in China' new ventures, we find that upcoming GVC reduces the likelihood that a PVC continues to invest a venture following its previous investment. We show that this effect will be strengthened by the policy of GVC localization and be weakened by policy-supported industry. We further show that the moderating effect of GVC localization on the upcoming GVC–PVC successive investment relationship is affected by PVC's experience of syndicating with GVCs. Our study adds to the understanding of the interaction between PVC and GVC and how PVCs make staged investment decisions in a transitioning economy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1488** | Submission: **20750** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Board Attributes and Performance

Session Moderator: **Aras Can Aktan**, *Sabanci U.*

STR: **Changes in Board Demographic Diversity: A Performance Feedback Perspective**

Author: **Aras Can Aktan**, *Sabanci U.*
Author: **Saffet Aras Uygur**, *Royal Holloway, U. of London*

This paper analyzes how negative performance feedback affects firms' decisions to change the demographic diversity of their board of directors. In line with behavioral theory, we argue that only the firms deviating below from their performance aspirations are expected to embrace changes in their boards' demographic diversity. Our main argument is that firms will increase their board demographic diversity in terms of age, tenure, gender, and nationality when faced with negative performance feedback to improve the effectiveness of their boards while they are performing their monitoring and service tasks with the expectation of improved performance in return. We find large support for our predictions based on data from Standard & Poor firms from 2007 to 2018. The findings of our study present important contributions to the corporate governance, board leadership literatures, and to the behavioral theory of the firm.

STR: **Director Attention and Board Bandwidth: Implications of Performance Feedback at the Primary Employer**

Author: **Yi Huang**, *Syracuse U. Whitman School of Management*
Author: **Pamela Brandes**, *Syracuse U.*
Author: **Ravi Dharwadkar**, *Syracuse U.*

A strong focus on director independence for improving board monitoring has been the cornerstone of governance research in recent years. Accordingly, many boards have sought to add more employed independent directors (EIDs) to enable objective monitoring. However, research has largely ignored the constraints of these directors' primary job demands on the attention they can reasonably pay on the boards where they serve as impartial monitors, particularly when they experience negative performance feedback at their primary jobs. Using a sample of S&P 1500 firms from 1998-2018, we find that negative performance feedback at one's primary employer reduces board bandwidth and is associated with lower performance at firms where they serve as an external director. We find this relationship is contingent on several firm factors (i.e., firm age, firm size, opacity, and asset specificity). We also identify value reduction channels that result from the reduction in this bandwidth for monitoring. While much research highlights the implications of board busyness and negative performance feedback for a focal firm, we uncover the importance of attentional shifts due to increasing primary job demands that result in spillovers from negative performance feedback to the interlocked firms.

STR: **Independent Director, Firm Risk and Agency: The Case of Convertible Bond Announcement Effect**

Author: **Lei Zheng**, *College of Business. Shanghai U. of Finance and Economics*
Author: **Hailunbeier Li**, *Shanghai U. of Finance and Economics*
Author: **Nan Lin**, *Shanghai U. of Finance and Economics*

While Convertible Bond (CB) is argued to reduce agency cost by sharing risk-return with bondholders, it creates a new problem in that the option in a CB is a source of conflict of interest and information asymmetry about firm risk between manager-shareholder and bondholders. In this research, we examine whether and how independent directors can reduce agency conflict regarding the CB option and increase the firm value. Empirical results show that the more independent directors in a firm, the more positive the abnormal return the firm has after a CB issuance. This effect is stronger when the issuer faces a higher risk, especially a higher downside risk. Our findings suggest that independent director enhances corporate governance by lowering information asymmetric between insiders and outsiders rather than mitigating their divergent risk preference. Our results provide a new perspective to external financing research, which viewed CBs as benign financial sourcing since it satisfies both insiders and outside investors. Our results clarify the independent director's corporate governance mechanism toward market reaction. Furthermore, we expand the research on CBs' effect on shareholder wealth in the Chinese context and offer a plausible explanation for the positive announcement effect.

STR: **Evidence of Eliteness, Diversity, and Prestige in SPAC Proceeds**

Author: **Matthew Josefy**, *Indiana U. - Kelley School of Business*
Author: **A. Bree Josefy**, *Indiana U. - Kelley School of Business*
Author: **Shreya Banda**, *Indiana U. - Kelley School of Business*

Investors seek to interpret signals of underlying quality and potential when assessing whether to provide resources to new ventures, but sometimes prioritize some signals over others. In this study, we seek to isolate the interpretation of signals sent by board composition by focusing on the proceeds raised by Special Purpose Acquisition Companies, in which an underlying business is not yet present. We examine how the signals of board prestige and board diversity are interpreted differently by resource providers based on whether SPACs are associated with prestigious underwriters. Whereas underwriter prestige may simply displace signals of elite boards, investors seem to show greater skepticism of board diversity in the presence of another prominent signal of quality. In building our directory of over 7,400 SPAC executives and board members from over 1,200 SPACs from 2003 to 2021, we also provide the first evidence that SPAC leadership is dominated by a high proportion of individuals from elite educational, political/military, and business backgrounds and relatively few women or racial minorities. For instance, representation of women in SPACs at about 15% lags that even of S&P500 executive and board positions, traditional IPO boards, and the boards of Russell 3000 companies, potentially reducing the likelihood that women founders receive the opportunity to take their firms public via this route.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1489** | Submission: **20696** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Nonmarket Strategy: Internal and External Pressures

Session Moderator: **Nandil Bhatia**, *Columbia Business School*

STR: **Are Customers 10x More Important to Firms than Employees?**

Author: **Nandil Bhatia**, *Columbia Business School*
Author: **Stephan Meier**, *Columbia Business School*

Employees and customers are arguably two of the most critical stakeholders for businesses. This paper documents a stark imbalance among scholars and practitioners regarding the relative emphasis between these two stakeholders. Text analysis of earnings call transcripts of S&P 500 firms reveals that executives talk about customers 10 times more often than employees. And when they do, executives perceive customers to be analogous to opportunities and employees to risks. A bias towards customers (relative to employees) continues to be omnipresent across board compositions in the United States (and outside) and the academic domain of strategic management. The patterns shed light on a discrepancy inconsistent with existing theory and rhetoric of firms and should inform a discussion about the sources and consequences of this imbalance.

STR: **I am Not One of Them! Hedge Fund Activism, Gender Stereotype Threat, and CSR Disengagement**

Author: **Longwang Fu**, *City U. of Hong Kong*
Author: **Shi Tang**, *City U. of Hong Kong*

Recent research has shown that female-led (versus male-led) companies are more likely to be targeted by hedge fund activism (HFA), but little is known about whether and how HFA will generate differential impacts on firms led by female versus male CEOs. Building on stereotype threat theory, we argue and corroborate that after being targeted by HFA, firms led by female (but not male) CEOs will experience a sharp decline in corporate social responsibility (CSR) activities. This is because HFA can present a significant stereotype threat to female (but not male) CEOs regarding their leadership competence. As a result, female CEOs are likely to reduce the firms' engagement in CSR activities, an often female-typed domain, to detach themselves from gender stereotypes. We further find support for three key boundary conditions that shape female CEOs' perceived stereotype threat, thereby moderating the impact of HFA on the CSR disengagement of female-led firms. Our study contributes to research on investor activism and female executive leadership by shedding light on the differential impacts of HFA on female- versus male-led firms, as well as providing a new vantage point to explain the consequences of HFA on firms' CSR activities.

STR: **Juggling During Corporate Change: How Executive Job Demands Affect Corporate Social Irresponsibility**

Author: **Sana (Shih-chi) Chiu**, *U. of Houston*
Author: **Azadeh Sabz**, *Missouri State U.*
Author: **Seemantini Madhukar Pathak**, *U. of Missouri, St. Louis*

High job demands have been argued to constrict strategic leaders' cognitive capacity and thus may cause harm to organizations. This study examines the interaction between temporary and existing job demands during critical corporate change events (asset divestitures). We find that temporary increases in executive job demands from intense divestiture activities do result in higher corporate social irresponsibility (CSI). However, female CEOs and new insider (vs. outsider) CEOs mitigate the impact of divestitures on CSI. We also document that higher diversification strengthens the impact of divestitures on CSI, whereas this effect is reduced in firms operating in a more uncertain market. Challenging prior assumptions, these findings suggest that job demands may actually expand executives' decision scope. Thus, some characteristics of job demands, especially when pressure and challenges come from gender role stereotype and reliance on external stakeholders, could result in positive firm outcomes by reducing CSI. This study sheds light on the factors that contribute to the 'bright' side of executive job demands in the context of corporate portfolio change and highlights the importance of looking into specific sources and mechanisms, rather than the overall magnitude of job demands on executives, to better understand their heterogeneous impact on organizations.

STR: **Activist Pressure and ESG Disclosure: Experimental Evidence from the U.K. Modern Slavery Act**

Author: **Matthew Lee**, *Harvard Kennedy School*
Author: **Jasjit Singh**, *INSEAD*

Many corporate ESG disclosure regulations rely on private activist pressure to enforce compliance, but relatively little is known about its effectiveness. We present results from a field experiment testing the effect of various types of pressure from a leading human rights NGO on subsequent corporate compliance with the U.K. Modern Slavery Act of 2015, a law requiring disclosure of actions taken to address human rights issues. Receipt of a baseline letter containing information about the law had an unexpected, negative effect on compliance. This negative effect was partly mitigated for firms that received the baseline letter plus a list of already compliant firms, the mitigating effect being greatest when the peer firms were located in the same metropolitan area as the targeted firm.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1490** | Submission: **19877** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:45PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

STR Best Dissertation Finalists' Presentations

Division Chair-Elect: **Marie Louise Mors**, *Copenhagen Business School*

This session features the five finalists for the 2023 STR Division Wiley Blackwell Outstanding Dissertation Award. The finalists will present summaries of their dissertations. The finalists are:

Nianchen Han, Nanyang Technological University (University of Colorado PhD), Dissertation title: "How Value Appropriation Concerns Affect Knowledge Development Decisions: Evidence from Three Innovation Contexts."
Hyoju Jeong, Tulane University (University of Minnesota PhD), Dissertation title: "Understanding Digital Inequality and the Role of Cooperatives."
Leandro Pongeluppe, Wharton (University of Toronto PhD), Dissertation title: "How Approaches to Value Creation, Appropriation, and Distribution by Private-Sector Organizations Address the United Nations' Sustainable Development Goals."
Silvia Sanasi, Free University of Bozen-Balzano (Politecnico di Milano PhD), Dissertation title: "Business Model Experimentation: A Scientific Approach to Strategy and Entrepreneurship."
Jungkyu Suh, New York University (Duke University PhD), Dissertation title: "Essays on Science and Innovation."

The winner of the 2023 STR Division Wiley Blackwell Outstanding Dissertation Award will be announced during the STR Business meeting, which follows this event in the same room.

Session Type: **Paper Session**
Program Session: **1491** | Submission: **20708** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

Relationships with Venture Capital

Session Moderator: **Yue Shao**, *U. of Science and Technology of China*

STR: **Government Venture Capital and IPO Premium in Emerging Markets: Evidence from China**

Author: **Yue Shao**, *U. of Science and Technology of China*
Author: **Xiafei Chen**, *U. of Science and Technology of China*
Author: **Lingling Qin**, *Guangdong U. of Technology*

This paper examines the role played by government venture capital (GVC) in China initial public offerings (IPOs). Building on the work on GVC and social evaluation, we develop a theoretical framework that links GVC involvement to investee ventures' IPO premium. Using a sample of 715 IPO companies in the Chinese market between 2011 and 2020, we find that (1) GVC-backed companies have a higher IPO premium, and (2) such relationship is negatively moderated by both the status and reputation of GVC firms. Our findings provide valuable implications for research on GVC and social evaluation.

STR: **When Do Spinouts Receive CVC Investments from Their Parents: The Role of Competitive Tension**

Author: **Hyunmin Sung**, *Sungkyunkwan U.*
Author: **Joonhyung Bae**, *Sungkyunkwan U.*

Building on competitive dynamics, this study explores when spinouts cope well with their parent firms via formation of corporate venture capital investment relationships. This study suggests that spinouts with a high level of knowledge inheritance from their parent firms tend not to receive investments from their parent firms due to competitive tension arising from parent firms' potential hostility. This study further finds that the negative effect rests on factors differently influencing competitive tensions. Specifically, the negative effect of knowledge inheritance is amplified as the higher level of enforceability of non-compete agreement strengthens competitive tension by expanding the spinouts' concerns about parent firms' potential hostile attitudes. However, the negative effect is mitigated as the higher centrality of VC investors investing in spinouts and the higher degree of geographic distance between spinouts and their parent firms discourage the competitive tension by reducing the spinouts' concerns. The suggested hypotheses are examined with data from the U.S. medical device industry, and the research expands the parent-child literature and competitive dynamics by enriching the understanding of the cooperative relationship between spinouts and parent firms based on the role of competitive tension.

STR: **Corporate Venture Capital and Change of Technological Distance**

Author: **Qiang Xiong**, *Department of Management and Technology, Bocconi U.*

Established corporations increasingly use corporate venture capital (CVC) as their external R&D strategy. Although a growing body of research examines the innovation and performance implications of CVC for the corporate investor and the start-up separately, little is known about how the formation of a CVC relationship influences the technological relation and knowledge overlap of the dyad post-investment. Understanding the change of technological distance within the dyad can inform us about how learning and competition dynamics interact following CVC investments. Our analyses suggest three different scenarios of technological distance change between start-ups and established corporations: when their technological profile is highly similar pre-investment, the post-investment technological distance tends to increase (a divergent development); when their technological profile is moderately overlapped pre-investment, the post-investment technological distance tends to decrease (a convergent development); however, when their pre-investment technological distance is high, the technological profile remains distant post-investment. We discuss the theoretical and practical implications of our findings associated with corporate venture capital, interfirm relations, and technological dynamics.

STR: **Together We Might Make It Work: Oil and Gas Incumbents' CVC Investments in Energy Ventures**

Author: **Yoon Jung Kwon**, *Rice U.*

This study focuses on the context of the energy industry and examines the choice of oil and gas (O&G) corporate venture capital (CVC) investors between investing in complementary (conventional energy) versus substitutive (renewable energy) ventures. Using a sample of CVC investments in the energy industry in 2001-2019, I find that on average, O&G incumbents are less likely to invest in a renewable energy venture compared to a conventional energy venture due to the high ambiguity and competitive risks posed by renewable energy ventures. Also, while CVC investors are generally less likely to co-invest in a venture with other incumbents of the same industry, this effect is attenuated for O&G incumbents when investing in renewable energy ventures. Through this study, I connect the literatures on CVC investments and investment syndication and explore a condition under which CVC investors are more likely to invest in substitutive ventures and co-invest in ventures with other incumbents of the same industry.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1492** | Submission: **20331** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

People and Innovation Track: Collaborating Within and Between Organizations

Session Moderator: **Hyungseok Yoon**, *U. of Leeds*

TIM: **Shine on Me: Stars, Status, and Innovation**

Author: **Murod Aliyev**, *Leeds U. Business School*
Author: **Hyungseok Yoon**, *U. of Leeds*

This study develops and tests a set of novel theoretical predictions about the dual and contingent nature of the relationship between star inventors and the innovation performance of firms. We argue that although star inventors can offer the all-important expertise and leadership, having many stars also entails status-based social dynamics with potential conflicts, leading to an inverted U-shaped relationship between star inventors and the innovation performance. Further, we identify two conditions – star-star collaboration intensity and status disparity within firms – that influence contribution of stars and moderate the inverted U-shaped relationship. Our analysis of U.S. firms from 1980 to 2014 supports our hypotheses. Our work highlights the innovation performance trade-offs associated with star inventors, along with moderating effects of star-star collaboration and status disparity.

TIM: **Success in First-Time Partnerships: Optimal Expertise Diversity**

Author: **Ryan Whalen**, *U. of Hong Kong*
Author: **Alina Lungeanu**, *Northwestern U.*
Author: **Neelam Modi**, *Northwestern U.*
Author: **Noshir Contractor**, *Northwestern U.*

Collaboration is of fundamental importance to modern scientific and technological development, and expertise diversity has emerged as an important factor in predicting the success of collaboration. While expertise diversity has typically been seen as the knowledge attribute of a group (i.e., between collaborators), we provide an additional theoretical and empirical conceptualization that considers whether collaborators' knowledge itself is similar (versus being dissimilar) to the knowledge domain of their research output. We define the degree of (dis)similarity between collaborators' knowledge and project output as divergent ideation. We examine the effect of expertise diversity and divergent ideation (and their interaction) on the success of first-time collaborations using data from 158,012 first-time partnerships recorded in the US Patent Office between the years of 1976 and 2012. We use natural language processing to estimate areas of expertise of each inventor and develop measures of expertise diversity and divergent ideation. Results show that collaborations exhibiting a high degree of expertise diversity produce more impactful products, while collaborations exhibiting a low degree of expertise diversity are more likely to collaborate again. Further, collaborations exhibiting a high degree of expertise diversity and a low-to-moderate degree of divergent ideation are most likely to create highest impact inventions, but they are less likely to sustain their collaboration. We conclude our study by outlining the implications of our findings to the literatures on diversity and technological innovation.

TIM: **Technology Affordances for Supporting Gradual Processes of Belonging in Remote Professional Contexts**

Author: **Taylor Fugere**, *U. of California, Merced*
Author: **Tea Lempiala**, *U. of California, Merced*

In this paper, we focus on the processes with which belonging, through meaningful interpersonal connections, is created in online contexts and the technological affordances that enable such processes. In the physical domain, we take the gradual nature of friendship building for granted; people run into one another in the midst of their daily activities and through repeated opportune encounters they begin to form deeper ties. This is challenging in online environments, where interactions are predominantly intentional and designed. While the importance of making meaningful connections in professional contexts has been effectively linked to several positive outcomes, such as motivation, learning, innovation, sense of belonging and professional identity formation (e.g. Hughes 2007; Delahunty et al 2014; Shamsi et al., 2021), there is still little understanding of the gradual processes through which such connections are made - particularly in the context of remote work. In this paper, we highlight the importance of building affordances for casual, "low-stakes" encounters in online contexts and discuss the how to support gradual process of building belonging in remote contexts.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1493** | Submission: **12457** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Navigating the Transition from R to D: Maximizing the Impact of Basic Research

Discussant: **Ashish Arora**, *Duke U.*
Discussant: **Annamaria Conti**, *IE U.*
Discussant: **Keyvan Vakili**, *London Business School*
Organizer: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*
Organizer: **Angelo Romasanta**, *ESADE Business School*

The transition from basic research to applied research focused on development is a crucial step in the innovation journey. This step is particularly challenging because it requires a significant escalation in commitment while still dealing with the inherent uncertainty of research. The goal of this symposium is to develop a deeper understanding of the challenges involved in early-stage research and spur further interest in understanding the consequences and knock-on effects that decisions at this stage have on the whole innovation process. We present four studies that explore the decisions and processes involved at the interface of research and development and then go on to examine how they impact innovation and technological progress. The four studies provide a rich variety of perspectives showing the range of factors at play at this critical juncture. The studies presented here examine the role of scientific evaluations, organizational division of labor, entrepreneurial knowledge bases and potential market applications in determining the likelihood of research success. Through this symposium we will discuss some of the fundamental contingent factors that determine whether, when and how good ideas make it to market as valuable innovations.

Gender Inequality and the Technological Impact of Scientific Ideas

Author: **Michael A. Bikard**, *INSEAD*
Author: **Isabel Fernandez-Mateo**, *London Business School*

Consequences of R&D Division of Labor for Complementary Innovation: Evidence from Quantum Computing

Author: **Avi Goldfarb**, *U. of Toronto, Rotman School of Management*
Author: **Jino Lu**, *USC Marshall School of Business*
Author: **Florenta Teodoridis**, *California Southern U.*

Academic startup and founder knowledge-base proximity and the implications for performance outcomes

Author: **Justine Boudou**, *Harvard Business School*
Author: **Maria Roche**, *Harvard Business School*

Finding Applications for Nascent Technologies: The Swiss Drone Industry

Author: **Wouter Beernaert**, *ETH Zürich*
Author: **Laurens Vandeweghe**, *ETH Zürich*
Author: **Bart Clarysse**, *ETH Zürich*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1494** | Submission: **20338** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

People and Innovation Track: Creating and Leading Innovative Teams

Session Moderator: **Gaurav Dilip Tikas**, *International Management Institute New Delhi*

TIM: **Can Innovation Risk Mitigation Capability be Measured at Team Levels?**

Author: **Gaurav Dilip Tikas**, *International Management Institute New Delhi*

Risk mitigation is critical for successful innovation. However, risk mitigation while innovating under disruptive environments can be challenging for R&D teams as well as top management teams. A capability-based approach towards risk mitigation can prepare leadership teams in understanding risk involved in innovation projects through assessment, prioritization and experimentation. A measurement framework can further help them in conceptualizing, capturing and comparing R&D teams operating within their organizational environments. This study adopts a rigorous multi-method research design to develop a robust framework to measure risk mitigation capability of R&D teams operating in government-funded R&D labs operating in India. The empirically validated framework can be adopted by organizational leaders to evaluate and improve the innovation-oriented risk mitigation capability of their R&D teams.

TIM: **Can the Knowledge Management Capability of R&D Teams be Measured?**

Author: **Gaurav Dilip Tikas**, *International Management Institute New Delhi*

This study perceives knowledge management as a capability possessed by R&D teams pursuing innovation-oriented tasks within organizational settings and develops a robust scale to measure this capability through a five-step multi-method design. The first step involves item generation through the review of the literature and expert opinions followed by the second study on item purification. The third study employed exploratory factor analysis ($n1 = 124$ respondents) for item reduction and regrouping to reveal the three-dimensional composition of R&D knowledge management capability (RDKMC) - creation, communication, and commercialization. Confirmatory factor analysis in the fourth study ($n2 = 292$ respondents) followed by a replication study ($n3 = 224$ respondents) validated this three-dimensional composition of RDKMC. Practitioners and academicians can now deploy this scale to measure the knowledge management capability of R&D teams pursuing innovation within government-funded organizations.

TIM: **How Innovation Teams Reframe Problems Across Two Planes Within a Problem Space**

Author: **Cristina Tu Anh Pham**, *Politecnico di Milano School of Management*
Author: **Victor Seidel**, *Babson College*

Novel and meaningful solutions by innovation teams are often the result of effective problem framing, where individuals articulate a problem representation consisting of the main goal and the context, barriers, and path to a solution. Past research has stressed the importance of iteration of problem representations and has generally described reframing as moving across a problem space, but the specific practices and moves innovation teams make in problem reframing has been unclear. Our research builds on a single case study using ethnographic observation of problem framing and reframing within a breakthrough innovation project at a large multinational food product firm. We identify four problem reframing practices—personifying problems, forming a dialectic straw man, retracing problem evolution, and stress-testing with scenario creation—and we describe how each involves moves across two planes: the goal plane and the description plane. Breadth moves change the goal or the description of the context, barriers, and path to solution; depth moves link goal planes and description planes. With our study, we respond to the call for in-depth research on problem reframing by unpacking the practices and moves that innovation teams employ as they navigate a problem space.

TIM: **Impact of Hierarchical Cultural Values on Idea Generation and Execution of New Venture Teams**

Author: **Marieke Funck**, *Paderborn U.*
Author: **Benjamin Philipp Krebs**, *U. of Paderborn*
Author: **Slawa Tomin**, *Paderborn U.*
Author: **Bernhard Wach**, *Hochschule München*

This study investigates the role of hierarchical cultural values in shaping new venture teams' (NVTs) outcomes in their inception phase. We propose that such values reduce information-sharing and enhance team coordination, decreasing the quality of new ventures' ideas (idea generation) and increasing implementation speed (idea execution). Using survey data, archival data, and pitch presentations of 284 monocultural NVTs from an international hackathon, we found that hierarchical cultural values are negatively associated with both the quality of new ventures' ideas and implementation speed, suggesting that NVTs that operate in hierarchical cultures suffer from a "liability of hierarchy."

TIM: **Do Broader Teams Lead to More Innovation?**

Author: **Dennis Verhoeven**, *KU Leuven*

Organizations often combine high-skilled workers of different expertise in broad teams to feed the knowledge production process with diverse inputs. This paper asks whether interventions that change team breadth lead to more innovation. Using quasi-random variation in inventor team breadth induced by the death of a team member, I find no evidence of such an effect. This result is at odds with prior findings of a positive relationship between team breadth and invention quality. I show that this positive relationship is not robust to accounting for sorting -- positive selection in particular -- of inventors into broader teams. My results temper optimism about interventions by managers or policymakers that promote team breadth beyond current levels.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1495** | Submission: **20305** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Innovation and Competitive Strategy Track: Organizational Adaptation

Session Moderator: **Gayane Shakhmuradyan**, *U. of Padua*

TIM: **Corporate Innovation and Resilience: Evidence from Publicly Traded Companies in the United States**

Author: **Gayane Shakhmuradyan**, *U. of Padua*

This paper empirically examines the relationship between innovation and resilience. Based on prior conceptual-theoretical and empirical literature in the field, it is hypothesized that organizations allocating greater resources to innovation prior to an exogenous crisis, as well as those allocating greater resources to innovation during a crisis, are more resilient than their counterparts not undertaking such allocation. In addition, it is hypothesized that organizations that have been adversely affected by an exogenous crisis but allocate greater resources to innovation following its adverse impact are more resilient than their counterparts not undertaking such allocation. To test these hypotheses, the paper develops two new measures of resilience and applies those to a panel dataset of around 300 publicly traded companies in the United States. It is found that holding other factors, such as industry, liquidity, and age, constant, organizations allocating greater resources to innovation are more resilient to exogenous crises. The impact of the allocation of resources to innovation pre-crisis on organizational resilience is greater than the impact of the allocation of resources to innovation during a crisis. Based on these findings, the paper offers a novel conceptualization of innovation as a resilience strategy, with respective implications for management theory and practice.

TIM: **Agile Control: Theory and Scale Development**

Author: **Leonie Mueller**, *U. of Kassel*
Author: **Tobias Roeth**, *U. of Kassel*
Author: **Patrick Spieth**, *U. of Kassel*

Increased dynamic, turbulent environments and the digital transformation challenge current structures and the control of new product development (NPD) processes. Traditionally, organizations apply tightly controlled NPD processes – such as Stage-Gate. However, organizations are increasingly challenged to adapt to changes quickly and must restructure established tightly controlled NPD processes. To investigate NPD control, we draw on the levers of control framework, describing formalized routines and procedures that use information to maintain or alter patterns in organizational activity. Although the levers of control initially do not exclude mechanisms for more agile control, recent studies did not take up these and predominantly adhere to very tight, plan-driven control. Agility is commonly defined as sensing and responding to change. However, existing research on agility is not appropriate to investigate agile approaches to the levers of control in NPD. Furthermore, previous studies of tightly-controlled NPD processes provide heterogeneous, partly conflicting insights on the effectiveness of these processes. While tightly-controlled and plan-driven approaches increase efficiency within the NPD processes, they further hamper creativity and neglect environmental changes. These ambiguous outcomes challenge our theoretically grounded implications on how to control the NPD process in an agile way and require further exploration of agile control. Therefore, we investigate the following research questions: How can an agile approach to the levers of control be conceptualized? How can agile control within NPD processes be measured? In response, we conducted a rigorous theorizing and five-step scale development process. We synthesize agile control as mechanisms that firms use to direct attention, motivate, and encourage their members to innovate with a strict customer focus while adapting flexibly and quickly to internal and external changes. We show that agile control can be measured as a higher-order construct comprising four dimensions: Belief, Boundary, Diagnostic, and Interactive. Preliminary results contribute to NPD research by extending our understanding of agility and the levers of control. Furthermore, the developed measurement scale enables the assessment of agile control providing new possibilities for future research. By applying our measurement scale, practitioners can evaluate their NPD processes. Thereby, organizations are empowered to derive strategies to apply agile control effectively.

TIM: **The Role of Market Legacy in Incumbents' Adaptation to Technological Discontinuities**

Author: **Chang Liu**, *Bocconi U.*
Author: **Roberto Fontana**, *U. of Pavia & Bocconi U.*
Author: **Franco Malerba**, *Bocconi U.*

While scholarly discussions on technological discontinuities have primarily focused on the supply-side of radical technological changes, they can also cause demand-side market disruptions. Specifically, the characteristic of customers might change radically in a new technological generation due to their preference shifts and sometimes the emergence of a new set of customers. As such, we investigate the relationship between incumbent firms' prior market experiences and their adaptation to technological discontinuities. We empirically test our hypotheses using longitudinal data of market entry and exit among multiple technological generations in the computer printer industry between 1951 and 2021. Our results suggest that the prior market experiences related to the new set of customers could be a source of incumbent heterogeneity in successfully continuing its business in new technological generations.

TIM: **Exaptation as Innovation Strategy? Evidence from the Medical Device Industry**

Author: **Ferran Giones**, *U. of Stuttgart*
Author: **Andreas Wahl**, *U. of Stuttgart*
Author: **Tim Schweisfurth**, *Hamburg U. of Technology*

Exaptation constitutes an alternative mechanism to adaptation in a firm's diversification efforts. The intentional repurposing of existing solutions or technologies for new functions in new domains constitutes a little-understood effort in the innovation strategy of firms. We build upon Andriani et al. (2017) pioneering work on the pharmaceutical industry to uncover the exaptation dynamics in the medical device industry, known for its rapid growth and innovativeness. We study over 45,000 product registrations in the last two decades to 1) validate the existence of exaptation behavior, 2) identify the firm-level characteristics, and 3) understand the main antecedents and their effect on exaptation as a diversification innovation strategy. We contribute to the emerging literature on exaptation by suggesting how it is part of the innovation strategy of firms that use it to reinforce their position in known application domains (inwards) instead of supporting efforts to diversify building new functions for new markets.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1496** | Submission: **20319** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

Learning and Innovation Track: Organizational Learning & Search

Session Moderator: **Luca Berchicci**, *Erasmus U. Rotterdam*

TIM: **Learning by Hiring Or Hiring to Impede Learning? Small World Network and Learning after Hiring**

Author: **LI Liu**, *U. Carlos III de Madrid (UC3M)*

This research aims to advance the understanding of learning after hiring by investigating the effect of intra-firm network structure on learning patterns in a post-hiring context. Right after a new hire moves to the hiring firm, both the new hires and the incumbent inventors in the hiring firm learn from each other. On one hand, the new hires choose pieces of knowledge to recombine from the hiring firms' prior knowledge (new hire absorption) and incumbent inventors choose pieces of knowledge to recombine from the new hires' prior knowledge (incumbent absorption). The authors investigate how the small world network structure shapes differently the two types of learning. Using the patent data in the US between 1980 and 2015 to develop a network structure and identify inventor mobility, the author finds that a small-world network structure facilitates hiring firms' learning from a prior employer's knowledge, while it impedes new hires from learning the hiring firms' prior knowledge. The results indicate that the hiring firm faces a trade-off between the incumbent inventors' absorption and the new hire's absorption in a small-world network structure. A small-world network enhances incumbent inventors' knowledge absorption while raising the difficulties for the new hires to leverage the hiring firms' prior knowledge stock. The results highlight the importance of aligning a firm's network structure with its strategic goals to pursue the desired types of organizational learning.

TIM: **Disruption in the Making: The Case of Innovation Search for New Technologies**

Author: **Jose-Mauricio Galli Geleilate**, *UMass Lowell*
Author: **Andrew Davies**, *SPRU U. of Sussex UK*
Author: **Gerardo Bastos Neto**, *UMass Lowell*

This study addresses how manufacturers of products encompassing multiple component technologies innovate. We distinguish component technologies pertaining to new and mature stages and observe how firms absorb technological knowledge from their suppliers across these stages. Drawing from the concept of innovation search, we uncover the dynamics of firms' search in their supplier base for the generation of component innovations in areas of ongoing technological disruption and mature technologies at the same time. Using a longitudinal sample of technology-intensive firms, we provide empirical evidence that multitechnology firms have a more intense search for suppliers' knowledge in the context of emerging technologies in contrast to mature technologies. Moreover, reabsorption of spilled over knowledge from suppliers is only positively associated with innovation success in the context of emerging technologies. We conclude with a theoretical assessment of innovation search from suppliers in the context of technological disruption.

TIM: **Shunning Problemistic Search: Performance Feedback, Search, Monitoring**

Author: **Luca Berchicci**, *Erasmus U. Rotterdam*
Author: **Johanna Glauber**, *IE U. - IE Business School Madrid, Spain*

A growing line of research intends to understand the interaction between organizational structure and organizations' response to performance feedback. We extend this line of research by examining why and how the intensity of monitoring changes a decision maker's inclination for problemistic search. Our theory and findings suggest that because monitoring limits a decision maker's room for self-enhancement when interpreting feedback, closely monitored decision makers are more likely to engage in problemistic search than distantly monitored decision makers. Based on a large sample of US manufacturing plants and decision makers' decision to search for solutions to reduce waste, we find preliminary support that monitoring increases problemistic search. Our investigation helps clarify the theoretical relationship between monitoring and organizations' problemistic search as well as target setting and demonstrates the behavioral consequences of structural choices that affect monitoring.

TIM: **Imprinting or Learning? Charting the Organizational Evolution of Scientific Laboratories**

Author: **Vincent Yung**, *Northwestern U.*
Author: **Jeannette Anastasia Colyvas**, *Northwestern U.*

How do scientific laboratories vary in how they operate, and do they change over time? While the study of scientific productivity typically focuses on individual investigators, science and technology studies organizational scholars have pushed us to peer into the operation of scientific labs. To understand how lab models vary among scientific labs across organizations and over time, we compare two competing sets of propositions. Research on organizational imprinting suggests that scientific labs express an organizational model established at time of founding that persists over time. In contrast, research on organizational learning suggests that scientific labs express an organizational model that changes and adapts over time that increasingly differs from its time of founding. Evaluating these competing propositions in the field of academic scientific labs across over 33 American universities, we use a combination of statistical models and machine learning to identify a six-model typology for how labs organize and carry out scientific activity. While we find that while a majority of faculty maintain the same lab model throughout their recorded career, many faculty switch lab models at least once in ways that are patterned across time, by faculty gender, and by initial recorded lab model.

Session Type: **Paper Session**
Program Session: **1497** | Submission: **20295** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Technology, Policy and Society Track: Drivers of Global & Local Innovation

Session Moderator: **Shantala Samant**, *Western Washington U.*

TIM: **What Drives Global Innovation Under COVID-19? An fsQCA Approach**

Author: **Zhenxing Gong**, *Liaocheng U. Business School*
Author: **Yue Wang**, *Liaocheng U. Business School*
Author: **Miaomiao Li**, *Beijing Information Science and Technology U.*

During the coronavirus disease 2019 (COVID-19) epidemic period, national innovation faced challenges such as high-risk research and development (R&D) and intensified trade competition. Thus, how to allocate resources according to national conditions to promote national innovation rationally during this epidemic period has become a question that must be answered. Based on the Global Innovation Index (GII) framework, combining necessary condition analysis (NCA) and fuzzy set/qualitative comparative analysis (fsQCA), this work analyzes the linkage effect of various national innovation input elements on innovation output from the perspective of configuration. This research also identifies two kinds of paths through which to promote national innovation, which are configurations in which human capital resources (HCR), infrastructure (IFT) and business sophistication (BS) play a core role under the logic of strengthening institution (ITT) and market sophistication (MS) strengthening. It is found that (1) a single innovation input element constitutes the necessary condition and bottleneck of high innovation output; (2) ITT, HCR, IFT, MS, and BS are "multiple concurrent", forming diversified configurations that drive national innovation governance, namely, two high-innovation and four non-high-innovation configurations, as the driving path of national innovation governance is characterized by “different roads leading to the same goal"; and (3) limited by the income levels of various countries, there are obvious differences in innovation drive paths between high- and low-income countries, and the configuration of asymmetric relationships with low innovation output in high-income countries has unique characteristics. This study explores the influence of the coupling of national innovation input elements on innovation output. The research findings have important theoretical and practical significance for revealing the realization path of national innovation output, the conditions of heterogeneity of the innovation output level, and the targeted path of high innovation in countries with different income levels.

TIM: **The Implications of Agglomeration and Alliance Governance for Innovation in Alliances**

Author: **Shantala Samant**, *Western Washington U.*
Author: **Jongwook Kim**, *Western Washington U.*
Author: **Steven Globerman**, *Western Washington U.*

We examine whether innovation from alliances varies based on contractual and governance choices made by alliance partners and the geographic location of partners. Specifically, we focus on a commitment towards tacit knowledge transfer and the formation of a joint committee as governance mechanisms and their effectiveness in promoting learning depending on whether or not alliance partners are located in the same regional cluster. We test our hypotheses using a sample of bio-pharmaceutical alliances in the United States and find that while a contractual commitment to transfer tacit knowledge may be more effective in encouraging innovations in alliances between partners who are not located in the same cluster, the formation of a joint committee is more effective in encouraging innovation in alliances between partners who are located in the same cluster.

TIM: **Innovative Collaboration Among Developing Countries: National Innovation Systems in Latin America**

Author: **Andres Velez-Calle**, *U. EAFIT*
Author: **Fernando Sanchez**, *U. del Desarrollo*
Author: **Elizabeth Marie Moore**, *Northeastern U.*
Author: **Larissa Marchiori Pacheco**, *Northeastern U., D'Amore-McKim School of Business*

Building on current debates on innovation, knowledge diffusion, and institutional dynamics, we analyze the role of intellectual property rights (IPR) and access to scientific knowledge, as moderated by regulatory quality, in cultivating cooperative innovation efforts among developing countries. Negative binomial analyses of a panel of 17 Latin American countries from 2002-2015 support our hypotheses on the effect of different elements of a country’s National Innovation System (NIS) on their cooperation in patenting activities with other developing countries in their region. If developing countries want to improve collaboration on innovation with other developing countries in their region, regulatory quality can substitute for other NIS elements, such as IPR and access to scientific knowledge. We concentrate on specific NIS elements in developing countries that could enhance their attractiveness to other countries in the same region to promote collaborative innovation. Research on NIS in developing economies tends to focus on the efforts to attract collaboration and partnerships from developed countries. We extend the discussion on how institutional factors influence dispersed innovation processes in the local environments where they take place foster collaborative innovation between developing countries.

TIM: **Institutions Meet S-curve: Product Innovation in the Drone Industry around Precision Agriculture**

Author: **Dian Yu**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*

How does product innovation evolve? Innovation theories take a “convergence” perspective, whereby the focus is on how a single standard becomes accepted. However, institutional theories suggest the possibility of a “divergence” perspective, whereby the focus is on how other standards can be legitimated and accepted. To make inroads into this question and theoretical tension, this paper examines how formal standards (regulative institutional factors), industry consortia (normative institutional factors), and knowledge providers (cognitive institutional factors) interact to differentially impact observed firm product features. The drone industry around precision agriculture is a heavily regulated yet nascent market that serves as a useful context to explore the product innovation process. I test the proposed model of product innovation using panel data on new introductions of 464 UAS platforms targeted at precision agriculture sector released between 2000 to 2021. While regulatory standards do lead to product innovation converge, local institutional carriers play a key role in either enhancing or acting against such convergence. Firms located near industry consortia tend to experiment less and align with the emerging standard whereas firms located near knowledge providers tend to experiment more and diverge from the emerging standard. This piece presents a new more holistic perspective on the evolution of product innovation that combines our preexisting perspectives on innovation with emerging ones from institutional theory, namely that around entrepreneurship. This also has managerial implications. While accounting for regulations is crucial, managers may find looking at how local institutional carriers respond to standards trends important in how they modulate product design choices.

TIM: **How Official Imprints Affect the Development of Emerging Industries: Analysis of Moderation Effect**

Author: **Y.Joseph Zhou**, *School of Public Policy and management Tsinghua U.*
Author: **Zidi Wang**, *Tsinghua U.*
Author: **Qiang Feng**, *UIBE*

This study proposes a theoretical framework of "officials' past experiences - officials' transfer - regional new industry development", based on imprinting theory, to model how officials' previous experiences in other places influence the development of emerging industries in new regions through officials' transfer networks. This paper uses vertical data on the transfer of government leaders and their past experiences at each prefecture level in China to provide an explanation for the impact of officials' transfer on the development of emerging industries in each city from the perspective of imprinting theory. The results of the study suggest that officials' previous experiences in innovative cities can be used as a successful experience to influence officials' decisions in their future work, thus promoting the development of emerging industries in their new places of employment. Also, this paper further conducts a heterogeneity analysis of the imprinting effect of officials to explore the influence of environmental similarity and innovation diversity on the exertion of the imprinting effect. This study contributes to research in the areas of imprinting theory, innovation policy, and leadership transfer networks by formulating and testing hypotheses of imprinting theory and employing an empirical approach of fixed effects model.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1498** | Submission: **20317** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Learning and Innovation Track: Knowledge Search & Recombination

Session Moderator: **Shaker A. Zahra**, *U. of Minnesota*

TIM: **External Search, National Knowledge Environments, and Innovation Performance**

Author: **Maarten Cerpentier**, *Ghent U.*
Author: **Anja Schulze**, *U. of Zurich*
Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*
Author: **Shaker A. Zahra**, *U. of Minnesota*

Prior research has documented the importance of the breadth and depth of external knowledge search for firms' innovation performance. Still, most studies have focused on countries with abundant knowledge. We replicate and extend Laursen and Salter's 2006 UK study using multiple EU multi-country datasets, which include countries with varying knowledge environments. Consistent with L&S, we find positive innovation performance effects of search breadth and depth, with diminishing returns. Adding to extant research, we find that the effect of search breadth is weaker in countries where knowledge is less abundant. We fail to find such systematic differences for search depth. Overall, by theoretically and empirically taking the firm's national knowledge environment into account, we expand the environmental munificence perspective to the literature on open innovation.

TIM: **Complexity and the Visible Hand: the Role Of Knowledge Interdependence in Employee Entrepreneurship**

Author: **Yuheng Ding**, *U. of Maryland, College Park*

How does growing knowledge interdependence in firm innovation activities affect potential entrepreneurs' decision to start their own business ventures? To answer this question, I adopt an abductive approach and leverage matched employee-employer data from the U.S. Census Bureau between 2000-2014. Results show that higher knowledge interdependence is negatively associated with employee entrepreneurship, and the negative effect is even stronger, not weaker, among the highest-performing individuals. This indicates that knowledge interdependence does not merely raise the bar of entry. Instead, firms implement better pay-for-performance compensation schemes to retain valuable human assets, which also leads to greater compensation dispersion within firms with higher knowledge interdependence. Together, these create a strong selection on the quality of spin-outs being formed especially by individuals ranked highest on the human capital distribution. I use an economic model to summarize these empirical insights and show that knowledge interdependence could also raise between-firm income inequality when it generates large enough profits on the product market.

TIM: **Partner Type Diversity and Firm Innovation Performance: Evidence from Collaboration with SKPs**

Author: **Hsing-Fen Lee**, *School of Business and Management, Royal Holloway, U. of London, UK*
Author: **James Derbyshire**, *Middlesex U. Business School*
Author: **Yuan-Chieh Chang**, *National Tsing Hua U.*

Drawing on data on 571 medium-and-large innovating firms in the chemical, pharmaceutical and electronics industries from the third Taiwanese Innovation Survey (TIS3), and applying a configurational approach based on fuzzy set Qualitative Comparative Analysis (fsQCA), we address the recent call for a more nuanced and qualitative understanding of the relationship between external knowledge search diversity and firm innovation performance. We examine the effect on firms' innovation performance from collaboration with the component knowledge sources of a specific innovation partner category, Specialist Knowledge Providers (SKPs), which is comprised of universities, public/non-profit Research and Technology Organisations (RTOs), and private-sector consultants. We draw on the concept of an analytical and synthetic knowledge spectrum to understand when and how both individual and simultaneous collaboration with these three component knowledge sources is conducive or counterproductive to innovation of four different types: new-to-market product innovation, product innovation, process innovation, and organisational innovation. In doing so, we highlight the usefulness of a configurational approach for research on external knowledge search diversity. Because it is specifically designed to uncover the combined effect on outcomes from multiple inputs configured in varying ways, a configurational approach allows for a nuanced understanding of the relationship between external knowledge search diversity and firm innovation performance. We conclude by suggesting that research on external knowledge search diversity can be advanced using this approach.

TIM: **Knowledge Interdependence as a Double-edged Sword for Innovation:The Role of Technological Shocks**

Author: **Jingya You**, *U. of Illinois at Urbana-Champaign*
Author: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*

Drawing on the notion that technological innovations are generated by recombining knowledge components in novel ways, we examine how knowledge interdependence affects firm innovation. Using the U.S. pharmaceutical industry as an empirical setting, we develop hypotheses and provide evidence that a firm's knowledge interdependence is beneficial for its innovation because it enhances the firm's capability to source and integrate knowledge components and increases its incentives to invest in R&D activities. We further find that the positive effect of knowledge interdependence on innovation becomes negative when the firm experiences a firm-specific technological shock (e.g., drug withdrawals or black box warnings) owing to high technological uncertainty and considerable adjustment costs. These empirical findings underscore knowledge interdependence as a double-edged sword for firm innovation and highlight the important role of technological shocks in altering this relationship.

TIM: **Recombinant Search at Temporary Gatherings**

Author: **David R. Clough**, *Sauder School of Business, U. of British Columbia*
Author: **Tommy Pan Fang**, *Jones Graduate School of Business, Rice U.*
Author: **Andy Wu**, *Harvard Business School*

Temporary gatherings—such as conferences, trade shows, and festivals—create a forum where strangers interact with one another. The infusion of new social interactions may permit knowledge transfers that facilitate recombinant search. However, knowledge transfer is not assured: social interactions at a temporary gathering may have low information carrying capacity. In this study, we examine under what conditions temporary gatherings catalyze the creation of novel combinations. We examine a large sample of technological combinations created at software development hackathons. We find that while hackathons are a fertile environment for developers to create applications that implement novel combinations of technologies, the distribution of inventive activity between developers is highly skewed, with only one in six developers introducing a novel combination. We find many hackathon projects contain unconventional technology combinations (i.e., combinations with a low base rate of appearance), suggestive of potential for breakthrough innovation. At the same time, under the influence of common contextual cues—including peer attendees and corporate sponsors—multiple developers within a hackathon sometimes arrive at the same novel technology combinations. An attendee's search path at a temporary gathering thus appears to diverge from the search paths of non-attendees but converge with other attendees at the gathering. Our work has implications for research on technology brokering, knowledge transfers in networks, and simultaneous discoveries.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1499** | Submission: **20013** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

TIM Plenary: The End of Innovation?

Representative-at-Large: **Raffaele Conti**, *ESSEC Business School*
Representative-at-Large: **Eunhee Sohn**, *Georgia Institute of Technology*
Program Chair: **Elena Novelli**, *Bayes Business School*
Panelist: **Daron Acemoglu**, *Massachusetts Institute of Technology*
Panelist: **Ashish Arora**, *Duke U.*
Panelist: **Maryann P. Feldman**, *Arizona State U.*
Panelist: **Reinhilde Veugelers**, *KU Leuven*
Moderator: **Myriam Mariani**, *Department of Management and Technology, Bocconi U.*

Recent research has documented that innovation within specific fields has been in decline, with a lower number of high-impact discoveries. This phenomenon could have multiple explanations. Have all low hanging fruits of knowledge been plucked? Have the incentives for innovation changed, particularly for certain actors? Or are we simply not measuring innovation and innovation productivity in the right way? And how are new technologies likely to affect this trajectory? The TIM Plenary will discuss these important questions for the AOM community with a panel of experts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1500** | Submission: **20311** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Technological Change Track: Innovation & Industry Dynamics

Session Moderator: **Ankur Chavda**, *HEC Paris*

TIM: **Ties that Bind: The Emergence of New Supplier Relationship Models as Instigators of Industry Change**

Author: **Ankur Chavda**, *HEC Paris*
Author: **John Eklund**, *U. of Southern California*

Industry change can come in several forms. In this study, we examine one understudied form involving the interaction between suppliers and incumbent firms and how changes in industry-wide supplier engagement models impact incumbents. We argue that firms working repeatedly with the same suppliers under the existing engagement model develop effective routines and therefore are associated with higher-quality outputs. In contrast, under a new engagement model, the advantage existing suppliers have over new suppliers diminishes, as well-honed routines become constraints and engender complacency, limiting adaptation to the industry-level change associated with the new model. We find support for our theory in the US television programming industry following the entry of Netflix in 2013, coinciding with changes in the industry's predominant supplier engagement model.

TIM: **Roles of Firm Knowledge Retention When Outsourcing Core Component Amid Technological Change**

Author: **Woo-Yong Park**, *Lee Business School, U. of Nevada, LAS VEGAS*
Author: **Chanchai Tangpong**, *North Dakota State U.*
Author: **Faisal Khurshid**, *Hong Kong Metropolitan U.*

When the technology of a core component is radically changing, a number of firms opt to outsource the core component to mitigate various risks. Some firms choose to retain the knowledge regarding their outsourced core component while others do not. This study examines the effect of firm in house knowledge related to the outsourced core component (i.e., retaining the related knowledge while outsourcing the core component) on product performance during such radical technological change. Drawing on the behavioral theory of the firm, we hypothesize that, before a dominant technology of the core component emerges, firms operate under a high technological uncertainty, and the firms' in-house knowledge related to the outsourced core component can predispose the firms to cognitive biases in the solution search process. Thus, their eventual product performance is compromised. We also hypothesize that prior exploratory experience in a technologically related but outside domain and the external knowledge about the core component from suppliers can moderate such negative influence of the firms' in-house knowledge on product performance during the pre-dominant technology phase. After a dominant technology has emerged, the clarity of key technological features arguably become established. The firms' in-house knowledge related the outsourced core component is hypothesized to have a positive effect on their product performance as it enables the firms to advance the development of their unique firm-specific features in differentiating their products from those of the rivals. We further hypothesize that the moderating effects of prior exploratory technological area experience and external knowledge about the core component from suppliers are fading away after the dominant technology has emerged. We empirically test our hypotheses in the context of U.S. Hybrid Electric Vehicles market, and our hypotheses are largely supported.

TIM: **How do Stock Market Expectations Condition Incumbents' Response to Radical Technological Change?**

Author: **Anand Nandkumar**, *Indian School of Business*
Author: **Deepa Mani**, *Indian School of Business*
Author: **Anandhi Bharadwaj**, *Emory U., Goizueta Business School*
Author: **Arnab Choudhury**, *Indian School of Business*

Prior research is inconclusive on how incumbents respond to radical technological changes. Whereas one stream of research emphasizes the ability of market incumbents to be better positioned to appropriate value from a radical technological change, another stream highlights the challenges encountered by them in the face of a radical technological change. We examine how shareholder preferences for current profitability relative to future growth shape incumbents' responses to a radical technological change and how different facets of corporate governance moderate the extent to which shareholder preferences condition incumbents' responses to radical technological changes. Using a rich dataset comprising 34,673 non-ICT producing incumbent-year pairs spanning 1984-2010, we find that a standard deviation increase in the extent to which incumbents are valued current profits decreases incumbents' ICT adoption by about 10% a year, whereas a similar increase in the extent to which incumbents are valued for their future profits increases ICT adoption by about 5% a year. Our results also highlight the key role of corporate governance in moderating these effects. We advance the rich body of work that examines incumbents' responses to technological changes by highlighting the significance of external stakeholders in shaping the competitive advantage of incumbents.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1501** | Submission: **20300** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation and Competitive Strategy Track: Innovation and Intellectual Property

Session Moderator: **Huiyan Zhang**, *Carnegie Mellon/ Catolica Lisbon*

TIM: **Copyright Protection and Innovation: Evidence from Short Video Industry**

Author: **Fei Hao**, *Institute of Economics, Tsinghua U.*
Author: **Jinglei Huang**, *Institute of Economics, Tsinghua U.*
Author: **Danxia Xie**, *Tsinghua U.*

Short videos have become an increasingly important form of digital copyright in the digital era. It is difficult to regulate the infringement of new forms of works like short videos. And due to the lack of exogenous variation of the copyright statute, solid evidence for the effect of copyright protection on innovation is still scarce. So this paper investigates the effect of a special campaign for intellectual property rights (IPR) protection in China on short video creation. With a random sample of 16,011 short videos created in 2019–2020 on one of the leading short video platforms, we find evidence for three important effects of the IPR protection policy: the innovation promotion effect, the propagation impediment effect and the quality stimulation effect. Specifically, strengthened IPR protection can encourage creators' innovation behavior and stimulate the quality of works while it has a negative relationship with the propagation of works. And we also find that the innovation promotion effect is partially attributed to incentivizing creators to devote more effort to original short video production and it is heterogeneous for short videos with different themes. This paper contributes to the research on intellectual property rights and digital innovation and provides practical guidance for governments, platforms and creators.

TIM: **Patent Litigation, Patent Value and the Direction of Innovation: Evidence from China**

Author: **Huiyan Zhang**, *Carnegie Mellon/ Catolica Lisbon*

This paper investigates the role of patent enforcement in the private value of patents valuation and firm patenting strategy. I take China as the institutional context and examine how its damage awards doctrine and patent remedy enhancement efforts impact the private value of patents and the direction of firm innovative activities. To estimate the private value of patent protection, I construct a finite-horizon stochastic dynamic model and recover key parameters of firms' patenting and litigation processes. The structural estimates and counterfactual simulations show that strengthening patent enforcement by promoting damage awards significantly boosts the private value of utility models- the type of patents that do not go through rigorous examination- while leaving the private value of invention patents- the type of patents that go through examination and protect more substantive inventions- almost unchanged. To explore the implications for firm strategy, I run a series of difference-in-differences analyses on a comprehensive sample of Chinese patenting firms. I find that firms with higher litigation exposure tend to patent more utility models when patent reform enhances damage awards. This tendency of filing more utility models is more pronounced among financially constrained firms. The "treated" firms are more likely to switch from low-quality invention patents to utility models. Policy simulations suggest that differentiating damage awards for invention patents and utility models might be a feasible solution to adjust the distortion in patent valuation and firms' innovation choices.

TIM: **Repeated Examiner-Attorney Interaction and Patent Approval**

Author: **Elena Mas Tur**, *Eindhoven U. of Technology*
Author: **Arjan Markus**, *Eindhoven U. of Technology*

Whether a patent application is approved and how fast can be influenced by factors other than its technical merit. We posit that interactions between examiners and patent attorneys smoothen the application process, increasing grant likelihood and speed. We combine data from the USPTO PatEx dataset with the PATSTAT database, studying over 3 million applications from 2001 to 2014. We show that previous examiner-attorney interactions and the percentage of those that led to approval increase the probability of granting and decrease the length of the process. For an average patent, with a lag of 38.19 months, a one standard deviation increase from the mean of previous examiner-attorney interaction speeds up future grant processes by one month, and a one standard deviation increase of successful interaction speeds it up by a further 3.7 months. We conclude that communication between examiners and attorneys increases mutual understanding and reduces friction between applicants and granting institutions. Our findings have implications for different types of stakeholders of the patent process, including examiners at the patent office, patent attorneys, and companies that apply for patents.

TIM: **Legal Environment of Intellectual Property and Innovation: The Moderating Role of Legal Mobilization**

Author: **Tianhao Chen**, *School of Public Policy and management Tsinghua U.*
Author: **Yipo Su**, *School of Public Policy and management Tsinghua U.*
Author: **Yuhan Liu**, *Huazhong U. of Science and Technology*
Author: **Yuan Zhou**, *Tsinghua U.*

Prior research tentatively discusses the influences of legal institutions on firms' innovation, yet limited empirical study has probed into the underlying mechanisms. This study, therefore, explores the impact mechanisms of the perceived legal environment of intellectual property on firms' innovation by using empirical evidence in China. This study collects 99,565 judicial-decision documents from all intellectual property courts in China in 2015-2020, and employs advanced natural-language-processing technology to measure the perceived legal environment of firms through mining those documents, based on which it constructs a panel dataset containing 50,210 year-firm observations. The empirical results suggest an Inverted-U shape relationship between the intellectual property legal environment and firms' innovation in China and find that the legal mobilization of firms in the litigation network has positive moderating effects when the perceived legal system will be degraded and their efficacy of law will be enhanced. Precisely, the "informed disenchantment" flattens the U-shape relationship and shifts firms' innovation up. This study advances our understanding of the intricate interaction between the legal environment and legal mobilization specifically on intellectual property institutions, and also provides insights for policymakers and firms on intellectual property judicial reform that may lead to firms' innovation.

TIM: **Revealing Commercial Potential and Follow-on Inventions: Evidence from Patent Marking**

Author: **Wolf-Hendrik Uhlbach**, *Ecole Polytechnique Fédérale de Lausanne*
Author: **Ling Zhou**, *EPFL*
Author: **Gaétan De Rassenfosse**, *Ecole Polytechnique Fédérale de Lausanne*

In this paper, we investigate the effects of revealing the commercial application of an invention on its use in follow-on inventions by other firms. We extend the literature on knowledge disclosure and cumulative innovation by considering a new mechanism that generates spillovers of strategic knowledge, i.e. disclosing how inventions are used in commercialized products. We operationalize the disclosure of the commercial potential, using Virtual Patent Marks (VPM). We test our hypotheses using the patent portfolio of firms that consistently mark their patents, in the period of 2012 to 2018. To address the empirical problem of time-varying confounders, we make use of Inverse Probability of Treatment and Censoring Weights (IPTCW). Our results suggest that marking leads on average to more follow-on inventions, however, this effect is limited to industries with weak appropriability regimes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1502** | Submission: **20728** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 4:15PM - 5:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Reactions to Employee Voice

Session Moderator: **Anna Hickman**, *U. of North Carolina, Greensboro*

OB: **Managerial Response to Voice: A Systematic Review and Agenda for Future Research**

Author: **Anna Hickman**, *U. of North Carolina, Greensboro*
Author: **Jason R. Pierce**, *U. of North Carolina, Greensboro*

How managers respond to voice, or upward feedback, from employees has important implications for organizations. Recognition by management scholars that this is so has inspired a nascent and growing body of research on the topic. This literature, however, has yet to gel into a coherent framework. We take two steps towards establishing such a framework. First, we propose, a priori, separate typologies of potential manager reactions to the messengers and message of voice, respectively. Then we conduct a systematic literature review of research on managerial responses to voice using our typologies as guiding frameworks. Our results indicate significant gaps in the literature due to a dearth of research on negative responses to voice message and messenger. We propose a future research agenda oriented around these and other topics in need of further attention.

OB: **On Giving Specific Explanations for Rejecting Employees' Voice: The Critical Role of Voice Safety**

Author: **Si Qian**, *Beijing Technology and Business U.*
Author: **Bert Schreurs**, *Vrije U. Brussel*
Author: **I. M. Jawahar**, *Illinois State U.*
Author: **Melvyn Hamstra**, *IESEG School of Management*

Voice behavior is important in organizations, but managers often need to reject, rather than endorse, the suggestions their employees make. Yet, at the same time, managers need to ensure that employees continue to voice, show voice resilience. Our goal is to contribute to this important but underdeveloped area of knowledge on voice resilience. We propose that specific explanations for why a voiced suggestion was not endorsed are likely to be deemed as fairer, leading to perceptions of voice safety, encouraging expressions of voice in the future. Two experimental studies (N = 176 and N = 275) were conducted using data collected in the US and China. We experimentally manipulated specific versus non-specific explanations after non-endorsements of a voiced suggestion. Results of both experiments show that supervisors' high explanation specificity when rejecting voice promotes voice resilience, indirectly via voice safety.

OB: **A Source Credibility Perspective of Coworkers' Positive Reactions to Employee Voice**

Author: **Xin Liu**, *Renmin U. of China*
Author: **Jingni Dong**, *School of Business, Renmin U. of China*
Author: **Siyu Yu**, *U. of Michigan*
Author: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Jia Yu**, *U. of Nebraska, Lincoln*
Author: **Shudi Liao**, *Hubei U.*

Recent research on employee voice has shifted its attention from examining the antecedents of voice to investigating its consequences, especially about coworkers' reactions to employee voice. However, knowledge on why coworkers react positively to employee voice remains limited. Drawing on source credibility theory in the communication literature, we propose that a coworker's evaluation of the focal employee's competence and sincerity are two key mediating mechanisms that explain why a coworker reacts positively and offers later-on help to the voicer. Furthermore, we propose that the focal employee's friendship network centrality serves as a key moderator to these relationships, such that the positive relationship between the focal employee's voice and a coworker's evaluation of the focal employee's competence and sincerity, as well as the indirect effects, are stronger when the focal employee's friendship network centrality is lower rather than higher. Using a three-wave, multi-source round-robin survey and social relations analysis, the results largely supported our hypotheses except for the moderating effect of friendship network centrality on the competence evaluation path. Our findings provide novel insights into the mechanisms and boundary conditions that explain how coworkers react to employee voice.

OB: **Linguistic Construal And Responses To Group Member's Voice**

Author: **Afra Koulaei**, *Inland Norway U. of Applied Sciences*

Despite the importance of newcomers' voice messages for enhancing ideas and promoting innovation in groups and organizations, newcomers often conform to group norms. As such, they are less likely to engage in voice behavior as they fear potential negative reactions (e.g., social rejection, unfavorable evaluations) from other group members. Integrating the linguistic construal model with research on group socialization and criticism, we argue that framing of voice messages serves as a situational cue that elicits more or less favorable recipient reactions to voicers (attribution of positive intentions, willingness to utilize voice). We further propose the voicer's tenure as an important moderator of the effects of voice framing on voice utilization via attribution of positive intentions. Results showed that a newcomer's voice message communicated in a low linguistic construal (as opposed to a high linguistic construal) elicited more favorable reactions and support from group members. For an incumbent group member, however, variation in voice framing did not affect other group members' responses to voice differently.

Session Type: **Meeting**
Program Session: **1503** | Submission: **19911** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 4:30PM - 6:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Health Care Management Division Business Meeting & Provan Award Presentation

Division Chair: **Kristine Ria Hearld**, *U. of Alabama, Birmingham*
Division Chair-Elect: **Cheryl Rathert**, *Saint Louis U.*
Program Chair: **Nicholas Edwardson**, *U. of New Mexico*
Professional Development Workshop Chair: **Deirdre McCaughey**, *U. of Calgary*
Past Director: **Brian Hilligoss**, *U. of Arizona*

All members of the Health Care Management Division and those interested in the Division are encouraged to attend. This meeting features reports on the state of the division, presentation of division awards, discussion of involvement opportunities, and more.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1504** | Submission: **14010** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 4:30PM - 6:00PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom A**

SIM Business Meeting

Organizer: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Host: **Katherina Pattit**, *St. Cloud State U.*
Host: **Colin Patrick Higgins**, *Deakin U.*
Host: **Cristina Neesham**, *Newcastle U.*
Host: **Erica Steckler**, *U. of Massachusetts, Lowell*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1505** | Submission: **15182** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 5:00PM - 6:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

ENT Division Business Meeting

Organizer: **Rachida Justo**, *IE Business School*
Participant: **Jon C. Carr**, *North Carolina State U.*
Participant: **April Franco**, *U. of Toronto*
Participant: **Vishal K. Gupta**, *U. of Alabama*
Participant: **Sarah Jack**, *Stockholm School of Economics*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1506** | Submission: **20104** | Sponsor(s): **(MH)**
Scheduled: **Monday, Aug 7 2023 5:00PM - 6:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Management History Business Meeting

Program Chair: **Jeffrey Muldoon**, *Emporia State U.*

A planning session for the next year and a recap for the previous.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1507** | Submission: **19906** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 5:00PM - 6:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

ODC Distinguished Scholar - Jean Bartunek

Program Chair: **Patrice Elizabeth Rosenthal**, *Fielding Graduate U.*
Division Chair: **Amit Nigam**, *City, U. of London*

The 2023 recipient of the ODC Disintguished Scholar Award is Jean Bartunek (Boston College).

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1508** | Submission: **20101** | Sponsor(s): **(PUBS)**
Scheduled: **Monday, Aug 7 2023 5:00PM - 6:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

AMP - Happy Hour With AMP Editors

Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

A perfect opportunity to meet and chat with the AMP editorial team, ask questions, discuss your projects, asses project-journal fit, and get to know what AMP is all about.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1509** | Submission: **10158** | Sponsor(s): **(RM)**
Scheduled: **Monday, Aug 7 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Ballroom A**

Research Methods Division Reception

Organizer: **Le Zhou**, *Texas A&M U.*
Participant: **Jason Huang**, *Michigan State U.*
Participant: **Kris Byron**, *Georgia State U.*
Participant: **Andreas Schwab**, *Iowa State U.*
Participant: **Daniel Judson Beal**, *Virginia Tech*

Join us for the Research Methods Division awards ceremony followed by the social hour.

Session Type: **Social Event**
Program Session: **1510** | Submission: **19976** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 5:00PM - 6:00PM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

Strategizing Activities and Practices IG Business Meeting 2023

Participant: **Leonhard Dobusch**, *U. of Innsbruck*
Participant: **Katharina Dittrich**, *Warwick Business School*
Participant: **Eric Knight**, *Macquarie Business School, Macquarie U.*
Participant: **Fleur Deken**, *Vrije U. Amsterdam*
Participant: **David Oliver**, *U. Of Sydney*
Participant: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Participant: **Birgit Elisabeth Renzl**, *U. of Stuttgart*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1511** | Submission: **15997** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 5:15PM - 6:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Strategies and Frameworks for Incorporating Community Perspectives in Health Equity

Moderator: **Jeana Wirtenberg**, *Rutgers Business School*
Panelist: **DEIDRA Johnson**, *Porter Novelli*
Panelist: **Justin Pallenik**, *Atlantic Insights*
Panelist: **Manan Shah**, *Bristol-Myers Squibb*
Discussant: **Wendy Purcell**, *Rutgers U.*

While solving health inequities in healthcare does not wholly lie with any one stakeholder, employers can play a far greater role. Healthcare systems are struggling to find solutions to the debilitating inequities in healthcare access, provision, and outcomes. We believe that sustainable success and solutions will only be delivered through clarity of goals, innovative and inclusive community-based programs, conscious and sustained collaboration between the public and private sector, and accelerated, measured impact. New community data- designed by communities – can help point to solutions and prioritize research and practice for effective action. In this Symposium, eminent experts will discuss this unfolding line of research and explore improved equitable access to healthcare for at-risk communities to chart a path forward.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1512** | Submission: **19942** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 5:15PM - 6:45PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

MC Business Meeting

Participant: **Shola Ajiboye**, *Case Western Reserve U.*

This is the annual meeting for the general membership of the MC Division

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1513** | Submission: **20869** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 5:15PM - 6:45PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

Cross-Cultural Management in the Workplace

Session Moderator: **Gaoyuan Zhu**, *Cornell U.*

OB: **A Strategic Approach to Uniqueness Seeking in Collectivistic Cultures**

Author: **Gaoyuan Zhu**, *Cornell U.*
Author: **John Angus Hildreth**, *Cornell SC Johnson College of Business*
Author: **Ya-Ru Chen**, *Cornell U.*

People in collectivistic cultures have been characterized as being low in uniqueness seeking. However, we find evidence that people in collectivistic cultures are more likely to pursue uniqueness in certain situations compared to those in individualistic cultures. Findings from five preregistered studies (N = 1,986) revealed that compared to those in individualistic cultures, people in collectivistic cultures exhibited a more strategic approach to uniqueness seeking: they were more likely to pursue uniqueness or think others would pursue uniqueness in situations where being unique might confer benefits. Moreover, when being unique did not confer benefits, those in collectivistic cultures exhibited similar levels of uniqueness seeking behavior to those in individualistic cultures. We also found that those in collectivistic cultures did not exhibit lower levels of generic (rather than strategic) preferences for uniqueness. Thus, our findings suggest that in general, people in collectivistic cultures are not lower on uniqueness seeking compared to those in individualistic cultures and can be more highly motived to pursue uniqueness in situations where strategic considerations are prevalent. Overall, our research offers a novel perspective for understanding uniqueness seeking across situations and cultures.

OB: **Are Employees More Burnt Out in Tight vs. Loose Organizations?**

Author: **Shota Kawasaki**, *Nanyang Business School*
Author: **Xi Zou**, *Nanyang Business School*

Cultural tightness, the extent to which a group of people is constrained by rules and norms, has significant implications in group members' well-being at the national and regional levels. Yet, little is known about how organizational tightness affects employee well-being. Integrating tightness theory and job demands-resources model of burnout, we propose that organizational tightness is a double-edged sword to burnout by inducing both job demand and job resource. However, the association between tightness and job demand is more pronounced among female employees, whereas the association between tightness and job resource is more pronounced among male employees. The results from a daily diary study over one workweek period support our prediction. Shedding light on both advantages and disadvantages of tight cultures, our research offers several theoretical and practical implications for organizations to cultivate cultures that can reduce burnout among both female and male employees. Keywords: Organizational tightness; employee well-being; burnout; exhaustion; disengagement; job demands; job resources; gender; daily diary study.

OB: **Bridging Processes of Multiculturals and Multilinguals**

Author: **Tomke Jerena Augustin**, *Asper School of business, U. of Manitoba*
Author: **Markus Pudelko**, *U. of Tuebingen*

This study investigates how multicultural and multilingual employees develop and enact their particular capabilities to bridge cultural and language barriers in international work contexts. Although previous literature has already identified the usefulness of these individuals in overcoming such hurdles, we offer novel insights into how these employees not only use their assets but interestingly also their shortcomings to bridge cultural and language barriers. Based on an in-depth analysis of 154 interviews, we inductively develop a theoretical model of bridging activities that carefully distinguishes between the related, but still distinct, concepts of culture- and language-related bridging. We show the entire bridging processes based on assets on one hand, and shortcomings on the other including (1) antecedents to (2) capabilities and motivation, and (3) enactment. Based on this analysis, we develop four roles in bridging activities including: cultural teacher, language translator, cultural coach and language facilitator.

OB: **How Employee Individualism-collectivism Orientations Predict Workplace Vigilantism**

Author: **Huaying Wang**, *Wuhan U. of Technology*
Author: **Guanglei Zhang**, *Wuhan U. of Technology*
Author: **Mingze Li**, *Wuhan U. of Technology*

Workplace vigilantism refers to activities that employees carry out to monitor their workplace for signs of wrongdoings and effect unauthorized justice based on perceived sense of right and wrong. Extant research gives less attention to how individual differences might predict employees' vigilantism at work. We propose that employee individualism-collectivism orientations may lead to different cognition of workplace vigilantism, perceiving it with risk or efficacy of adopting a vigilante identity as represented by employee perceptions of relationship cost or pro-team motivation, which in turn may affect their engagement in self-appointed mission of monitoring and punishing perceived wrongdoers. We also propose a moderator-task interdependence. We tested this theoretical model in a field study of a sample of 357 employees, which demonstrate our hypotheses largely. Specifically, we found that collectivism-oriented employee gives more attention to the efficacy that vigilantism brings to the work group or team, and they may give less attention to the risk (relationship cost) from engagement in workplace vigilantism. In contrast, individualism-oriented employees may pay more attention to potential risks of effecting vigilantism, which in turn is less likely to motivate them to participate in vigilante activities. Besides, our study have demonstrated that task interdependence moderates the indirect relationship between collectivism orientation and workplace vigilantism, such that the relationship is stronger via perceived workplace vigilantism efficacy when task interdependence low rather than high. Theoretical and practical implications are offered.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1514** | Submission: **19885** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 5:30PM - 6:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Careers Division Business Meeting

Participant: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Participant: **Richard Cotton**, *U. of Victoria*
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Jos Akkermans**, *Vrije U. Amsterdam*

Please join our CAR business meeting. All current, past and future members of the Careers Division are very welcome to attend. During the meeting we will share updates about the Division. We hope you will join and participate.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1515** | Submission: **19934** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 5:30PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Learning from the Best. Finalists for the MED Leadership Development Award

Session Chair: **Moran Anisman Razin**, *U. of Limerick*
Session Chair: **Hannes Leroy**, *Erasmus Research Institute of Management*

Presentations by the finalists for the Leadership Development Award

Session chairs: Hannes Leroy and Moran Anisman-Razin

Presenters:
Winner of the 2023 MED Evidence-Based Leadership Development Award:
Leadership Development at UBC Sauder: Taking on the World's Grand Challenges Through Adaptive Stewardship
Michael Daniels, Jon Evans, & Daniel Skarlicki, University of British Columbia Sauder School of Business

Finalists:
Developing Responsible Leaders Through Challenge, Coaching and Mindfulness for Sustainable Change
Nicola M. Pless (UNISA Business, University of South Australia)

Putting the 'we' into leading: A social identity approach to leadership development
S. Alexander Haslam (University of Queensland, Australia), Nik Steffens (University of Queensland, Australia), Kim Peters (University of Exeter), Blake McMillan (University of Queensland, Australia)

Discover, Inspire, and Shape: How the University of Zurich's Center for Leadership in the Future of Work leads on leadership development
Jochen Menges, Lauren Howe, Jennifer Sparr, Mary Hausfeld, Anand van Zelderen, Leonie Hentrup, Vera Hampel, Florence Bernays, Perrine Lhuillier, and Lissette Cabrera, University of Zurich

How to Ensure the Apple Does Not Fall Far From the Tree? Organizational Purpose, Pedagogical Consistency and a Systematic Research Agenda as drivers for Evidence-Based Leadership development.
Johannes Claeys, Felipe A. Guzman, Edith Kennedy and Meysam Salimi, IÉSEG School of Management, France

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1516** | Submission: **20033** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 5:30PM - 7:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Journal of Operations Management (JOM) Session

Organizer: **Suzanne De Treville**, *U. of Lausanne*
Organizer: **Tyson Browning**, *Texas Christian U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1517** | Submission: **20014** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 5:30PM - 6:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

TIM Research Networking Reception

Division Chair: **Maryann P. Feldman**, *Arizona State U.*
Division Chair-Elect: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Program Chair: **Elena Novelli**, *Bayes Business School*
Professional Development Workshop Chair: **Susan K. Cohen**, *U. of Pittsburgh*
Past Director: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Representative-at-Large: **Raffaele Conti**, *ESSEC Business School*
Representative-at-Large: **Eunhee Sohn**, *Georgia Institute of Technology*

Join other TIM community members to mingle and discuss research in an informal setting.

Sponsored by Bayes Business School (formerly Cass).

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1518** | Submission: **11601** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 5:45PM - 7:15PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Innovations in Research on Hierarchy

Organizer: **William Fawson**, *IESE Business School*
Presenter: **Nicholas Hays**, *Michigan State U.*
Participant: **Zhiya Guo**, *Utah State U.*
Participant: **Russell Eric Johnson**, *Broad College of Business, Michigan State*
Presenter: **Rebecca Mitchell**, *U. of Colorado, Boulder*
Participant: **Catarina Fernandes**, *Emory U., Goizueta Business School*
Participant: **Jo K. Oh**, *U. of Connecticut*
Participant: **Sebastien Brion**, *IESE Business School*
Participant: **Anneloes M. L. Raes**, *IESE Business School*
Presenter: **Julian Pfrombeck**, *Columbia Business School*
Participant: **Adam Galinsky**, *Columbia U.*
Presenter: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Participant: **Nicole Abi-Esber**, *Harvard Business School*
Participant: **Annebel H.B. De Hoogh**, *U. of Amsterdam*

We bring together leading scholars in the field of hierarchy – experts in research on power and status in organizations – to present five innovative projects that explore ways in which individuals in organizations perceive hierarchy, and the downstream organizational implications of these perceptions. Altogether, the research presented here provides state-of-the-art theoretical and methodological advances to enhance and refine our understanding of hierarchy, which is a defining feature of organizations and a key research topic for our field. As well as filling conceptual gaps in the literatures on power and status, this research hopes to inspire future scholarship into hierarchy.

How the Psychology of Structural Rank is Shaped by the Relative Salience of Power versus Status

Author: **Nicholas Hays**, *Michigan State U.*
Author: **Zhiya Guo**, *Utah State U.*
Author: **Russell Eric Johnson**, *Broad College of Business, Michigan State*

Moderating Effects of Status Portfolio Variance on Within-Group Responses to Status

Author: **Rebecca Mitchell**, *U. of Colorado, Boulder*
Author: **Catarina Fernandes**, *Emory U., Goizueta Business School*
Author: **Jo K. Oh**, *U. of Connecticut*

Beyond Consensus: A Dyadic Perspective on Extraversion Congruence and Status Perception in Groups

Author: **William Fawson**, *IESE Business School*
Author: **Sebastien Brion**, *IESE Business School*
Author: **Anneloes M. L. Raes**, *IESE Business School*

How Leader Gender and Subordinate Age Difference Explain Feedback Delivery and Acceptance

Author: **Julian Pfrombeck**, *Columbia Business School*
Author: **Adam Galinsky**, *Columbia U.*

Team Hierarchical Elasticity: Benefits for Psychological Safety and Team Performance

Author: **Nicole Abi-Esber**, *Harvard Business School*
Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Author: **Annebel H.B. De Hoogh**, *U. of Amsterdam*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1519** | Submission: **16684** | Sponsor(s): **(OB, TIM, CTO)**
Scheduled: **Monday, Aug 7 2023 5:45PM - 7:15PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

Artificial Intelligence and Creativity in Organizations: How Machine Learning Shapes Creativity

Participant: **Alentina Vardanyan**, *Cambridge Judge Business School*
Participant: **Daria Morozova**, *HEC Paris*
Participant: **Federico Magni**, *ETH Zürich*
Discussant: **Teresa M. Amabile**, *Harvard U.*

In this proposed symposium, we aim to spur the exciting discussion on how AI is affecting creativity in organizational settings, including how AI empowers workers in creative domains, how it changes human involvement in creative processes, and what cognitive biases it engenders. We introduce a set of papers that seek to contribute to the study of human-AI creativity on different levels of analysis, integrating insights from established organizational research on organizational behavior and applied psychology into the field of human-AI collaboration.

Machine Learning and Creativity: Examining How AI Output Affects Idea Merging

Author: **Alentina Vardanyan**, *Cambridge Judge Business School*
Author: **Andreas Wilhelm Richter**, *U. of Cambridge*
Author: **Giles Hirst**, *Australian National U.*

Individual AI-Attitudes and Content of Creative Work: An Experimental Study

Author: **Daria Morozova**, *HEC Paris*
Author: **Mathis Schulte**, *HEC Paris*

Humans as Creativity Gatekeepers: Human Evaluators' Bias against AI Creativity

Author: **Federico Magni**, *ETH Zürich*
Author: **Jiyoung Park**, -
Author: **Melody M. Chao**, *Hong Kong U. of Science and Technology*

Augmenting or Automating? Breathing Life into the Uncertain Promise of Artificial Intelligence

Author: **Kevin Woojin Lee**, *U. of British Columbia*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1520** | Submission: **12624** | Sponsor(s): **(CAR, OB, MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Meaning of Work in Crisis Contexts

Organizer: **Eunice Eun**, *Yale School of Management*
Organizer: **Winnie Jiang**, *INSEAD*
Discussant: **Sally Maitlis**, *U. of Oxford*
Participant: **Megan Gorges**, *Harvard Business School*
Participant: **Gabriel Robert Sala**, *Northeastern U.*
Participant: **Kimberly Rocheville**, *Creighton U.*

At any moment, organizations may face a range of crises, from global pandemics and economic depressions to business catastrophes – all of which can strain operational processes and performance (Wright et al., 2020; Williams et al., 2017). Research suggests that crises can also engender positive organizational growth, learning, and identity (Fink et al., 1971), which may trickle down to the group and individual levels. However, the dynamics underpinning the interplay of organizational-, group-, and individual-level shifts in meaning of work amidst "a backdrop of change and 'outside' elements" (Cheney & Thompkins, 1987: 5) remain largely underexplored. Research that addresses meaning of work in times of crisis and change not only helps to close this gap, but also enables scholars to understand when and why thriving (vs. decline) amidst crisis occurs. This symposium brings together five field-based investigations to focus on the interplay of individual, group, and organizational dynamics around the meaning of work in the context of crisis. First, Jiang and Cho quantitatively examine the macro effects of a societal level crisis and how a societal crisis can trigger a personal one in terms of individuals' meaning of work; in particular, they uncover that one's meaning of work can be temporarily unsettled by an external, societal-level crisis. Second, Gorges explores people's experiences of downshifting—defined as a voluntary long-term change to spend less time on work and more time on leisure—following a large global crisis, namely, the COVID-19 pandemic. Third, Eun examines how callings are expressed in crises, such as the COVID-19 crisis, illuminating not only the prevailing prosocial nature of callings, but also revealing work orientations as an important input to crisis behaviors. Fourth, Sala considers the effects of occupational level threats and how they affect individuals' sense of self and meaning. Finally, Rocheville and colleagues unpack the effects of individual-level crises in illuminating how workers in chronic pain create and/or sustain a positive meaning of work. Sally Maitlis, a distinguished scholar of how people make sense of challenges and trauma at work in meaningful ways, will serve as the discussant to highlight both theoretical and practical implications as well as future research directions.

Crisis within a Crisis: The Destabilizing Effect of Societal Crises on Individual Work Orientation

Author: **Winnie Jiang**, *INSEAD*
Author: **Yuna Cho**, *HKU Business School, The U. of Hong Kong*

Downshifting: A Voluntary Career Shift to Reduce Work Hours

Author: **Megan Gorges**, *Harvard Business School*

Putting Callings to the Test: Prosocial Behaviors in a Crisis Associated with Calling Orientations

Author: **Eunice Eun**, *Yale School of Management*

Out of Service? Individual Experiences of an Occupational Identity Existential Threat

Author: **Gabriel Robert Sala**, *Northeastern U.*

Chronic Pain as a Crisis: The Role of Work-Body Ideologies in Sustaining Positive Meaning of Work

Author: **Kimberly Rocheville**, *Creighton U.*
Author: **Elana Feldman**, *UMass Lowell*
Author: **Beth Schinoff**, *Boston College*
Author: **Njoke Thomas**, *Boston College*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1521** | Submission: **20036** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

CTO Plenary Session

Speaker: **Paul Leonardi**, *U. of California Santa Barbara*
Host: **Nicholas Berente**, *U. of Notre Dame*

Paul Leonardi, Duca Family Professor of Technology Management at UC Santa Barbara is the CTO Division's Distinguished Scholar Keynote Speaker. Dr. Leonardi’s research, teaching, and consulting focus on helping companies to create and share knowledge more effectively. He is interested in how implementing new technologies and harnessing the power of informal social networks can help companies take advantage of their knowledge assets to create innovative products and services. He has authored more than 60 articles that have appeared in top journals across the fields of Management, Communication, and Information Systems. He also publishes his work for managers and executives in outlets such as Harvard Business Review and MIT Sloan Management Review. He is the author of four books on technological innovation and organizational change, including the award-winning, Car Crashes Without Cars and Technology Choices. His latest book is The Digital Mindset: What it Really Takes to Thrive in the Age of Data, Algorithms, and AI (co-authored with Tsedal Neeley). Dr. Leonardi has won major awards for his research from the Academy of Management, the American Sociological Association, the Alfred P. Sloan Foundation, the Association for Information Systems, the International Communication Association, the National Communication Association, and the National Science Foundation and was recently elected as a Fellow of the International Communication Association. He has also received two major teaching awards for graduate student mentorship and education.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1522** | Submission: **10773** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Bridging Conversations About Blockchain Research in Management

Organizer: **Hans Nikolas Rawhouser**, *U. of Nevada, Las Vegas*
Organizer: **Marvin Hanisch**, *U. of Groningen*
Organizer: **Wenqian Wang**, *Purdue U., West Lafayette*
Panelist: **Darcy Allen**, *RMIT*
Panelist: **Curtis Goldsby**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Shaila Miranda**, *U. of Oklahoma*
Panelist: **Paul Momtaz**, *UCLA Anderson School of Management*
Panelist: **Jean-philippe Vergne**, *UCL School of Management*
Panelist: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

Management scholars have started to embark on understanding how blockchain may bring about implications for business strategies and organizational theories. This panel symposium seeks to build on a successful panel symposium at AOM 2022 with about 50 attendees by assembling a group of scholars with blockchain technology research spanning an even wider array of AOM divisional interests, including: strategy, innovation, information systems, entrepreneurship, and operations. The panel will “bridge conversations about blockchain research” across these AOM communities. Panelists will provide insights related to theories that could help better understand the application of blockchain to business, theories that can be better understood by observing blockchain phenomena, blockchain phenomena that seem particularly interesting/surprising for researchers, and blockchain data sources (and relevant methods for studying those sources) that have the potential for interesting insights.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1523** | Submission: **21191** | Sponsor(s): **(DEI)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Identity, Ethics, and Embodiment

Session Moderator: **Edith Pick**, *Queen Mary U. of London*

DEI: **Hair and its Ramifications (HAIR): A Model of Societal, Organizational, and Individual Forces**

Author: **Lonwabo Makapela**, *U. of Pretoria*
Author: **Maria Del Carmen Triana**, *Owen Graduate School of Management Vanderbilt U.*
Author: **Aneika Simmons**, *Sam Houston State U.*

Despite the CROWN Act of 2022, which stands for Creating a Respectful and Open World for Natural Hair, the existing theory on hair bias rarely explores how past (and consequential exclusionary) practices connect to modern-day structural bias. We present the HAIR model, a comprehensive multi-level model on the antecedents and consequences of hair bias with a distinct focus on Black women's hair. We examine how the experience of Black women resembles subalternity because of their lower social status based on sex and race. We emphasize Black women because they are the targets of hair bias for reasons that include their racio-ethnic status and gender status. The HAIR model explores how Black women experience a society that is socialized to devalue their natural hair and are encouraged to modify their hair to meet White standards of beauty without considering what it takes to accomplish that (e.g., scalp-burning chemicals). We propose testing the HAIR Model to address the artificial barriers Black women face in the workplace regarding their hair. We also propose that workplace organizations and schools establish an approach which challenges the biases in grooming policies directly.

DEI: **Race, Whiteness, and the Diversity Discourse: Lessons from UK Jewish Organizations**

Author: **Edith Pick**, *Queen Mary U. of London*

This paper deepens our understanding of the construction of ethno-racial diversity and difference in organizations, and the consequences of those discursive struggles on the lives of workers. Categories of difference are usually seen as building blocks of diversity management, however critical and postcolonial researchers have long pointed out the need to develop more flexible and context-sensitive epistemologies in studying racial inequality, beyond binary conceptions of blackness and whiteness. The Jewish context offers a unique opportunity to explore those discursive dynamics, due to the elusive nature of "Jewish difference", taboos over the use of racial classifications, and possible conflicts between an anti-racist stance and a Zionist affiliation. Exploring the diversity discourse within UK Jewish nonprofit organizations reveals three main diversity frames: in the first, "Jews are white", the construction the Jewish organization as a white space is explored, as well as DEI efforts to bridge the Jewish-black gap; the second, "Jews are non-white", explores this re-emerging discourse in the context of DEI, and investigates its acceptance as an act of reclaiming a historically marginalized identity, and as an appropriation of racial difference; the third, "Jews are ethnically diverse" explores the manifestations of Ashkenazi-Sephardi relations in diaspora organizations, and the sidelining of race. Throughout those diversity discourses, the repercussions on the lives of workplace are critically examined.

DEI: **Towards Antiracist Feminist Ethics of Care: Interrogating White Apathy in Women-Led Organizations**

Author: **Samantha E. Erskine**, *UMass Boston College of Management*

In this paper, I explore white apathy as an implementation barrier to organizational leaders enacting the "happy" and caring values they espouse. I ask broadly, how do whiteness and elitism influence the allocation of care in the workplace? Using critical discourse analysis (CDA) to understand the insights shared by women CEOs of nonprofit organizations in the U.S., this paper highlights the intersectional ways in which white apathy derails the provision of care, is misaligned with the happy talk espoused in organizations, and perpetuates whiteness and elitism as systemic power in organizations and society. I argue that this weaponization of apathy contributes to systemic racism, including systemic gendered racism. I conclude with implications for research and practice, as well as recommendations for future research.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1524** | Submission: **13134** | Sponsor(s): **(DEI, HR)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Do Diversity Initiatives "Work"? Examining the Unintended Consequences of Diversity Practices

Session Chair: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*
Organizer: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Discussant: **Quinetta M. Roberson**, *Michigan State U.*
Participant: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Participant: **Jennifer Lauren Nelson**, *U. of Illinois at Urbana-Champaign*
Participant: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Participant: **Katherine Chen**, *The Wharton School, U. of Pennsylvania*
Participant: **Jared Scruggs**, *The Wharton School, U. of Pennsylvania*
Participant: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*
Participant: **Camellia Bryan**, *Schulich School of Business*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*

Diversity, equity, and inclusion initiatives have become a top priority for many companies, with billions of dollars spent per year to improve the workplace experiences and outcomes of groups that face disadvantages in society. Scholars are attempting to keep pace by studying whether these initiatives are effective in increasing target representation, reducing gaps in career success between targets and nontargets, and increasing targets' inclusion; yet equivocal results suggest that diversity initiatives may "not always work as intended" (Leslie, 2019: 538). In turn, there has been a marked increase in research and theory examining the unintended positive and negative consequences of diversity initiatives. This symposium is intended to build on and extend this stream of research by bringing together four papers that coalesce around the general theme of unintended consequences of diversity initiatives. Specifically, the papers in this symposium include examinations of the risks associated with diversity advocacy, dominant group reactions to diversity initiatives, effects of diversity training on creativity, and minority group backlash to diversity initiatives. Following the presentations, Dr. Quinetta Roberson, a renowned scholar in the field of diversity and inclusion, will provide a synthesis and discussion of the papers themselves and broader trends in the literature.

Burning bridges: Consequences of Approaching and Avoiding DEI Efforts

Author: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Author: **Jennifer Lauren Nelson**, *U. of Illinois at Urbana-Champaign*

Diversity Risk: When Risks Relating to Diversity Deter versus Enhance DEI Advocacy

Author: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Author: **Jared Scruggs**, *The Wharton School, U. of Pennsylvania*
Author: **Katherine Chen**, *The Wharton School, U. of Pennsylvania*

Why Me? The Effects of Targeted Training on Employee Creativity

Author: **Alondrea Michelle Hubbard**, *Rutgers U., School of Management and Labor Relations*

Intervention for Addressing Diversity Resistance from Dominant Groups

Author: **Camellia Bryan**, *Schulich School of Business*
Author: **Brent John Lyons**, *Schulich School of Business, York U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1525** | Submission: **17643** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Exploring the Role of Creators' Responses within the Creative Idea Evaluation Process

Discussant: **Justin M. Berg**, *Stanford Graduate School of Business*
Organizer: **Velvetina Siu Ching Lim**, *UCL School of Management*
Presenter: **Velvetina Siu Ching Lim**, *UCL School of Management*
Presenter: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Participant: **Jennifer Mueller**, *U. of San Diego*
Participant: **Cheryl Wakslak**, *U. of Southern California*
Presenter: **Sarah Harvey**, *UCL School of Management*
Participant: **Onyaglanu Idoko**, *U. College London*
Participant: **Tuukka Toivonen**, *UCL - Dept of Science and tech (UK); GLOCOM International U. of Japan*

In recent years, creativity and innovation scholars have focused their attention towards the complexities in the evaluation of creative ideas (Mueller & Yin, 2021; Zhou, Wang, Bavato, Tasselli, & Wu, 2019). Specifically, the main question has been on how evaluators may overcome the bias against novelty (Harvey & Mueller, 2021; Mueller, Melwani & Goncalo, 2012). Despite establishing the importance of shaping the evaluator's cognition to increase the implementation of ideas, this perspective neglects to account for the social dynamics underlying the idea evaluation process, where creators may also be involved in assessing the value of their own ideas and actively determine if an idea's journey should continue (Berg, 2016; Perry- Smith & Mannucci, 2017). While insights in creative feedback literature suggests the value of feedback to creators (Abi-Esber, Abel, Schroeder, & Gino, 2022; Harrison & Rouse, 2015; Toivonen, Idoko, Jha, & Harvey, 2022), the focus remains very much towards the outcome of developing and implementing creative ideas successfully, rather than how creators navigate and react towards receiving evaluations. In this symposium, we seek to provide a more comprehensive view of the underlying social dynamics of the idea evaluation process by asking: How do creators respond and behave when creative ideas are being evaluated? Second, to what extent should the anticipated responses of creators or other audiences be considered by evaluators during the evaluation process? Across three presentations, we discuss these key questions.

Understanding How People React to Change

Author: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Author: **Jennifer Mueller**, *U. of San Diego*
Author: **Cheryl Wakslak**, *U. of Southern California*

Creative Resonance: How Evaluators Connect to Creators in the Course of Developing Novel Ideas

Author: **Onyaglanu Idoko**, *U. College London*
Author: **Sarah Harvey**, *UCL School of Management*
Author: **Tuukka Toivonen**, *UCL - Dept of Science and tech (UK); GLOCOM International U. of Japan*

The Influence of Leader Silence on Late-Stage Creative Idea Abandonment

Author: **Velvetina Siu Ching Lim**, *UCL School of Management*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1526** | Submission: **20537** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Family Business Succession 1

Session Moderator: **Mark Bolinger**, *Appalachian State U.*

ENT: **(Inter)Family Feuds: The Surprising Benefits of Interfamily Rivalries**

Author: **Mark Bolinger**, *Appalachian State U.*
Author: **Alex Bolinger**, *Idaho State U.*

Scholarly and popular accounts are replete with examples of intrafamily rivalries and how they hinder intragenerational succession in family businesses. However, despite famous accounts (e.g., Romeo and Juliet, the Hatfields and McCoys) of interfamily feuds in literature and popular culture, researchers have given little systematic attention to the effects of interfamily rivalries (i.e., rivalries between family businesses). In this paper, we theorize how the presence of a rival family business can increase successors' motivation to participate in the family business and shift the locus of conflict from within the family (e.g., sibling rivalries or squabbles with parents) to competition with the rival family. Drawing on realistic group conflict theory from social psychology, we conceptualize factors that predict the emergence of interfamily rivalries and explain how such rivalries may simultaneously promote intergenerational succession and interfamily hostility. Our conceptual model offers insight into how to leverage interfamily rivalries to address the challenges of intergenerational succession without allowing unmitigated interfamily hostility to harm the well-being of the communities in which the businesses operate.

ENT: **Growing up in a Business Family and Becoming a Founder: Exploring Next Generation Founding Behaviors**

Author: **Miriam Foerch**, *FIF@Zeppelin U.*

Business families are prone to raise entrepreneurs. However, consensus is that family firms, on average, are less entrepreneurial than their nonfamily counterparts. These conflicting findings may be due to the prevailing family firm level of analysis in family business research. This article takes on a family level of analysis by examining how experiences within their business families affect next generation founders' engagement in (1) Family-supported and (2) Unsupported Entrepreneurship. Building on 44 interviews with next generation founders, we further elucidate how these experiences and founding behaviors influence the next generation founders' intention to (1) Integrate their new Venture into the Family Firm, (2) Develop Transgenerational Intentions for their new Venture, or (3) Scale & Exit their new Venture. A theoretical model capturing the relations between next generation experiences within the business family, founding behaviors, and intentions with the new venture is developed to create a theoretical foundation on next generation founding behaviors.

ENT: **Childhood Exposure to the Family Firm, Affective Commitment, and Transgenerational Orientation**

Author: **Baris Istipliler**, *U. of Mannheim, Business School*
Author: **Annegret Hauer**, *U. of Mannheim, Business School*
Author: **Detlef Keese**, *U. of Mannheim, Business School*
Author: **Michael Woywode**, *U. of Mannheim*
Author: **Jan-Philipp Ahrens**, *U. of Mannheim*

On the basis of a commitment theoretical perspective, we explain how childhood exposure to the family firm (CEFF) impacts shareholders' affective commitment (AC) to the firm in later life. After we demonstrate how this AC mediates the relationship between shareholders' transgenerational orientation (TGO) and CEFF, we investigate the two factors on which this mediation relationship is contingent: shareholders' non-manager status and material expectations from the firm. By utilizing a unique sample of 217 family firm shareholders from 174 family firms and a conditional process modelling analysis, we demonstrate that the AC mediates the relationship between CEFF and TGO. Taking into account the different manifestations of AC, this mediation is however only there for non-managing shareholders and gets weaker when shareholders have high material expectations from their firm.

ENT: **A Study on the Effects of Fit and Gender on Next-Generation Family Members' Succession Intentions**

Author: **Fei Zhu**, *U. of Nottingham, China*
Author: **Christopher Graves**, *U. of Adelaide*
Author: **Mary Tang**, *U. of Nottingham Ningbo China*

One key challenge family businesses face is sustaining the success of the entrepreneurial team, particularly following exit of the family founder, and one critical factor influencing such ability is whether a capable next-generation family member is willing to succeed into the family business. Unfortunately, a large number of family businesses in the world are facing a succession crisis, with many founders planning to retire in the next decade having difficulty finding willing and capable successors. This research develops an integrative model of next-generation family members' succession intentions from the person-environment fit perspective and examines how three types of fit perceptions—that is, person-organization fit, person-job fit, and person-group fit, independently and jointly influence next-generation family members' succession intentions. It also explores the gender difference in the fit–succession intentions relationship. Our results show that person-organization fit, person-job fit, and person-group fit both independently and jointly influence the next generation's succession intentions. There is a gender difference as well, as person-group fit has a larger influence for females than for males with respect to succession intentions. This research contributes to family business succession research and person-group fit research.

Session Type: **Paper Session**
Program Session: **1527** | Submission: **20550** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Drivers and Antecedents of Women Entrepreneurial Outcomes

Session Moderator: **Filippo Marchesani**, *D'Annunzio U. of Chieti-Pescara, Italy*

ENT: **Exploring the Relationship Between Smart Living and Female Entrepreneurship in the Contemporary City**

Author: **Filippo Marchesani**, *D'Annunzio U. of Chieti-Pescara, Italy*
Author: **Francesca Masciarelli**, *G. D'Annunzio U. of Chieti-Pescara*

The appeal of "smart" cities in the current urban trajectories has prompted cities across the globe to pursue smart city initiatives. However, in this transformation from city to smart city, a large part of the research corpus has mostly focused on technology and digital advancement in the city as a driver of this transformation, losing the intrinsic sense that cities should be human-based rather than tech-based or capital-based. In this article, we aim to investigate the relationship between the economic environment and the current smart city trajectories, focusing on the dimension of smart living. This dimension is under-investigated and controversial as it includes cities' practices that enable users and citizens to develop their potential and build their own life in a proper environment. Building on this state-of-the-art, this paper investigates the relationship between smart living practices in cities and the promotion of entrepreneurial activities focusing on female entrepreneurship, as women are identified as the most sensitive actors in the "smart living" dimension in the city. In doing this, we also include the complementary effect of public R&D investment as a driver in the "smart" city transition. Using a GMM method and a panel dataset that considers 30 Italian cities for 12 years, we demonstrate that the advancement of smart living practices in cities drives the promotion of female entrepreneurship. Furthermore, we highlight that public R&D affect this relationship. In doing so, this paper offers empirical contributions to the public and academic discourse on smart city trajectories at the interception between human-based practices and female entrepreneurship in contemporary cities.

ENT: **The Gender Gap in Entrepreneurial Growth Expectations and the Role of Cultural Factors**

Author: **Maud Pindard-Lejarraga**, *IE Business School*
Author: **Ainara González De San Román**, *IE Business School*
Author: **Jose Lejarraga**, *IE U. - IE Business School Madrid, Spain*

A sizeable factor contributing to the gender gap in entrepreneurship relates to women starting smaller and less growth-oriented businesses than men. We argue that this factor has been overshadowed in the entrepreneurship literature by scholars' emphasis in studying women's lower entry rate with respect to men, while directing less attention to understanding the drivers of expectations at entry time. We explore the effect of cultural norms in determining men and women growth expectations at founding. Using data from the GEM report and the UN Gender Inequality Index we find that, consistent with gender roles, the gender gap in growth expectations is reduced in social entrepreneurship, but in countries with low gender inequality women expectations are not conditioned by the social nature of their ventures. However, higher prevalence (i.e. legitimacy) of social entrepreneurship has little effect on the gender gap in expectations for social businesses, suggesting that entrenched cultural norms have more impact than less sticky contextual characteristics. We discuss implications of our results for theory and practice.

ENT: **When do Women Sign Up for Micro-Entrepreneurship Training?: Evidence From a Field Experiment**

Author: **Leena Kinger Hans**, *Indian School of Business*
Author: **Juan Ma**, *INSEAD*

Micro-entrepreneurship training has emerged as a widely used intervention to support the income generating activities of women living in poverty settings. However, most evaluation studies do not find significant positive effects of training on start-up activity, business incomes, and growth- thus raising the question when do women sign up for training in the first place. This study investigates how knowledge about 'how to do entrepreneurship' influences the likelihood of signing up for micro-entrepreneurship among women in less developed contexts. We theorize that founding templates- conceptualized as abstract representations of entrepreneurial tasks and actions- influence individuals' perceived ease of entrepreneurship, thereby driving entrepreneurial action. Furthermore, to investigate how heterogeneity in knowledge influences entrepreneurial intentions, we distinguish between templates that rely on social support and those that rely on self-dependent actions. Findings from our field experiment with 394 rural women in India reveal that exposure to founding templates drives sign-up to entrepreneurship training and that this effect is particularly enhanced when templates exemplify reliance on social support. We thus advance management research on entrepreneurship training in poverty contexts and open up avenues for broader entrepreneurship research.

ENT: **Does Safety Matter? Formal Safety Institutions and Women Microenterprise Failure in India**

Author: **Sreedevi R**, *S P Jain Institute of Management and Research*
Author: **Sriram Narayanan**, *Michigan State U.*
Author: **Disha Bhanot**, *S P Jain Institute of Management and Research*

This study examines the relationship between formal safety institutions and the failure of women-owned microenterprises (MEs) in Southern India. Prior studies on micro-enterprises have primarily focused on the role of human, social and financial capital on microenterprise performance. In addition, prior studies have also examined the role of both formal and informal institutions for ME growth. This study focuses on the role of formal safety institutions and their impact on the failure of women-owned microenterprises. In particular, the study shows that in areas with a greater number of police stations, human, financial, and social capital play a (significant) complementary role to safety in preventing the failure of women-owned MEs. In studying the safety of women, this study departs, and substantially adds to previous studies on performance of women owned microenterprises. Another key feature of the study is its use of not only large-scale empirical data from Kudumbashree (one of the largest social micro-enterprise organizations in India), but also the use of a sequential mixed methods design that finds support for empirical observations through a qualitative study on the field. Implications to policy makers and to theory are discussed.

Session Type: **Paper Session**
Program Session: **1528** | Submission: **20626** | Sponsor(s): **(ENT)**
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Entrepreneurial Finance; Late Stage

Session Moderator: **Ruining Cao**, *U. of Nottingham Ningbo China*

ENT: **Heterogeneous Networks and Startups' Subsequent Financing: Theorization Based on Machine Learning**

Author: **Ruining Cao**, *U. of Nottingham Ningbo China*
Author: **Qingxin Meng**, *U. of Nottingham Ningbo China*
Author: **Jin Chen**, *U. of Nottingham Ningbo China*

Startups' interorganizational networks with venture capitalists (VCs) and technological partners largely affect their likelihood of obtaining external financing, and different networks (e.g., startup-VC investment network, VC syndication network, and startup-partner co-patenting network) may function differently and collectively. However, prior studies have mainly regarded different networks as homogeneous or isolated due to the difficulty dealing with heterogeneous, connected networks by econometrics methods. Following the "Algorithm Supported Induction for Building Theory" research paradigm, we construct heterogeneous, dynamic networks by using machine learning and self-develop an innovative hybrid composition layer to combine multiple networks. The results show that our model predicts startups' subsequent financing more precisely than human investors or machine learning methods without the hybrid composition layer. We further find that a hybrid of investment network and syndication network outperforms that of investment network and co-patenting network, and theoretical propositions are developed. Our study contributes to the literature by highlighting the importance of heterogeneous networks in determining startups' external financing and improving understanding of different stakeholders and their networks.

ENT: **A Rewarding Ride? How CVC Experience Influences Startup's Technology Standard Setting**

Author: **Xiumei Li**, *U. of Manitoba*
Author: **Tianxu Chen**, *West Virginia U.*
Author: **Vadake Narayanan**, *Drexel U.*

Startups often emerge based on new technologies and participate in standard setting where one single technology among competing technological variants sponsored by different firms will become the technology standard. The establishment of a technology as the standard is associated with enormous benefits to the sponsoring startup, but no study has explored factors that determine a startup's chance of success in establishing its technology as the standard. In this study, we examined the role of corporate venture capitalist (CVC) experience. We distinguished between CVC standard-setting experience and CVC generic industry experience and found that CVC standard-setting experience has a positive impact on startups' establishment of standard while CVC generic industry experience has a negative impact. Further, we distinguished two types of technology—end-user technology and intermediate technology and examined the moderating effect. We found that CVC standard-setting experience is more beneficial and that CVC generic industry experience is less harmful in end-user technology standard setting. Our study has important implications for the technology entrepreneurship literature, the technology standards literature, and the literature linking CVC and startup performance.

ENT: **Performance Feedback, Resource Deployment, and Corporate Venture Capital in China**

Author: **Lei Yu**, *Business School, Sun Yat-Sen U.*

This research examines the influence of performance feedback on the incumbent firms' behavior of investing in startups in China. The study is motivated by the tension between behavior theory of firm and resource-based view. While the traditional argument in behavior theory of firm suggests that external corporate development activities are used to "fix the weaknesses" of the firm during performance shortfalls, the logic in RBV indicates that the incumbent firms in emerging market can also conduct external corporate development activities to "build on strengths". This study proposes that the influence of performance feedback on firm's behavior depends on the nature of the behavior. In Chinese market, incumbent firms are frequently using corporate venture capital (CVC) to build ecosystem. We find that incumbents in China are more likely to invest intensively in startups when the performance increases above aspiration, and less likely to conduct CVC investments when performance decline below aspiration. Moderators at both firm level and industry level are also discussed. This study enriches the literature of behavior theory of firm, and contributes to the studies of CVC in emerging market.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1529** | Submission: **20665** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Entrepreneurial Incubation and Acceleration 2

Session Moderator: **Yanbo Song**, *INSEAD*

ENT: **Variety is the Spice of Founding: Team Affective Diversity, Functional Diversity and Venture Funding**

Author: **Melanie Milovac**, *INSEAD*
Author: **Jeffrey Sanchez-Burks**, *U. of Michigan*
Author: **Yanbo Song**, *INSEAD*

Although prior work has shown how founder positive emotions influence investment decisions, our understanding of how such dynamics play out in founding teams remains limited. In this paper, we suggest that different levels of positive emotion expressed by team members leads to higher funding and investor evaluations for teams that have clear functional separation in their venture. Our theory further suggests that the fit of the positive emotion intensity and the respective role in the venture influences evaluations. We test our theory in two studies. In Study 1, we use FaceReader to analyze prerecorded pitch videos submitted to accelerators to understand how affective diversity in these team pitches influences later funding and venture growth outcomes. In Study 2, we employed an experimental study to examine how the fit of positive emotion levels with creative and non-creative roles in the venture influences evaluations.

ENT: **Are Public Funds for Entrepreneurship Wasted? Evaluating a Business Acceleration Program**

Author: **Alejandro Rodriguez-Vahos**, *U. EAFIT*
Author: **Sebastian Aparicio**, *U. Autònoma de Barcelona*
Author: **David Urbano**, *U. Autonoma De Barcelona*

A debate on whether new ventures should be supported with public funding is taking place. Adopting a position on this discussion requires rigorous assessments of implemented programs. However, the few existing efforts have mostly focused on regional cases in developed countries. To fill this gap, our paper seeks to measure the effects of a regional acceleration program in a developing country (Medellin, Colombia). The economic notion of capabilities is utilized to frame the analysis of firm characteristics and productivity, which are hypothesized to be heterogeneous within the program. Using a sample of 60 treatment and 16,994 control firms, we find that the former had a higher revenue than propensity-score- matched controls on average, confirming a positive impact on growth measures. However, such financial growth is mostly observed in service firms rather than other economic sectors. These findings tip the balance in favor of the literature suggesting supportive programs for high-growth firms as opposed to everyday entrepreneurship. Further evaluations, with a longer time span and using more outcome variables, are suggested in the context of similar publicly funded programs in developing countries.

ENT: **The Mechanisms of Acceleration**

Author: **Laurens Vandeweghe**, *ETH Zürich*
Author: **Dmitry Sharapov**, *Imperial College Business School*

The accelerator is a popular form of entrepreneurship support. Despite the rapid proliferation of the phenomenon in practice, academic literature on accelerators remains disjointed, in particular, about the process of acceleration and its underlying mechanisms. We draw on a literature review to identify three distinct research perspectives on accelerators: venture-centric perspective, sponsor-centric perspective, and ecosystem-centric perspective. We compare and contrast these perspectives and distinguish three distinct underlying rationales of acceleration – accelerated venture learning, accelerated brokering, and accelerated ecosystem spillovers. We then identify and theorize the mechanisms of acceleration within each of these rationales and present an integrative framework of acceleration. By synthesizing existing research in a novel way and generating new theory on the concept of acceleration, we contribute to the literature on accelerators in particular and entrepreneurial support organizations more broadly.

ENT: **I am Not Like Everyone Else! The Moderation Influence of Accelerators on Startup's Signaling**

Author: **Jorge Vinicio Murillo-Rojas**, *INCAE Business School*
Author: **Jan Brinckmann**, *ESADE Business School*

This study draws on signaling theory and literature on financial resource acquisition and analyzes the accelerators' influence on the effectiveness of entrepreneurs' signals for acquiring equity investment. Empirical research has mostly focused on the direct relationship between resource and service provision by accelerators and firm performance. However, few studies address the simultaneous benefits accelerators may have for resource acquisition processes. This study reveals that accelerators' support exceeds direct support through resources and services. This study utilizes the most comprehensive dataset on acceleration programs, including almost 23,000 new ventures from 175 countries that applied to 408 acceleration programs between 2013 and 2019. Employing the two-stage Heckman method to overcome selection bias constraints, this study uses a quantitative methodology based on probit regression, marginal effects, and contrast analysis. The results provide empirical evidence to improve understanding of the moderating role of accelerators in signal effectiveness, which extends the theory on the conditions under which signals influence investment in early-stage firms. Furthermore, this study highlights how four accelerators' practices influence the observability and credibility of signals in financial resource acquisition processes.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Session Type: **Paper Session**
Program Session: **1530** | Submission: **20604** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

Entrepreneurship and work-family dynamics

Session Moderator: **Khaled Tamzini**, *LaREMFiQ, U. of Sousse*

ENT: **Antecedents and Consequences of Women Entrepreneurs' Work-Family Conflict in a Developing Country**

Author: **Khaled Tamzini**, *LaREMFiQ, U. of Sousse*

Research on work-family conflict among working women is neither rare nor new. However, studies conducted on women entrepreneurs in developing countries are scarce, leading to limited knowledge in this field and a lack of empirical evidence in the academic literature. Due to the relevance of this issue for not only researchers but also for women entrepreneurs and policymakers, and drawing on Hobfoll's resource conservation theory (1989), this study aims to fill these gaps by investigating the antecedents (role tension) and the consequences (job satisfaction) of work-family conflict experienced by women entrepreneurs in the context of a developing country (Tunisia). The results of this quantitative study conducted on 130 Tunisian women entrepreneurs revealed that role conflict and role overload positively influence work-family conflict, while role ambiguity has no effect on it. Moreover, the work-family conflict has no negative impact on job satisfaction. This study makes some important theoretical and practical contributions to the work-family conflict and entrepreneurship literature. In opposition to Hobfoll's (1989) resource conservation theory and work-family literature, this research finds that work and family represent two domains for women entrepreneurs that could be seen as "allies" and not necessarily "enemies". Based on this theoretical contribution, an avant-garde and new specific socio-economic model is suggested to policymakers to promote and foster women's entrepreneurship. Avenues for future research are discussed.

ENT: **I Don't Leave Because they Support Me: The Importance of Family-to-Business Support**

Author: **Ting Ting Niu**, *U. of Science and Technology of China*
Author: **Qingxiong Weng**, *U. of Science and Technology of China*

Why does poor business performance cause some entrepreneurs to exit their enterprise but not others? Drawing on the stressor-strain-outcome (SSO) framework as the theoretical underpinning, the present study proposes and tests a research model that examines how and when poor performance is related to entrepreneurial exit intention. We test the model based on time-lagged data from a survey with a sample of 336 Chinese entrepreneurs. The results largely support our hypotheses that emotional exhaustion mediates the relationship between poor performance and entrepreneurial exit intention and that family-to-business support moderates the relationship between emotional exhaustion and entrepreneurial exit intention. However, the hypothesis that family-to-business support buffers the relationship between poor performance and emotional exhaustion is unsupported. Theoretical and practical implications along with future research directions are also discussed.

ENT: **Do Entrepreneurs Face Work Interference with Family Exit Due to Regret?**

Author: **Ting Ting Niu**, *U. of Science and Technology of China*

This study proposes and examines a model that links work interference with family to entrepreneurial exit intention, via entrepreneurial regret, at varying levels of family centrality and entrepreneurial resilience. Specifically, this research introduces conservation of resources theory to the regret literature to suggest that work interference with family triggers entrepreneurial regret, which then leads to entrepreneurial exit intention. Additionally, we explore the potential role of entrepreneurs' family centrality and resilience in moderating these hypothesized relationships. Specifically, family centrality is expected to moderate the work interference with family-entrepreneurial regret relationship, while entrepreneurial resilience is expected to moderate the entrepreneurial regret-entrepreneurial exit intention relationship. The empirical results from a study of 361 entrepreneurs provide general support for our hypothesis. We conclude with theoretical and practical implications as well as future research avenues.

ENT: **Work-Family Boundary Dynamics, Coping Strategies and Subjective Well-being of Women Entrepreneurs**

Author: **Jasmine Banu**, *Indian Institute of Technology, Madras*
Author: **Rupashree Baral**, *Indian Institute of Technology, Madras*

Work-Family Boundary Dynamics, Coping Strategies and Subjective Well-being of Women Entrepreneurs: A Moderated Mediation Model. Women venture into entrepreneurship as a career choice since they desire to achieve greater autonomy and flexibility. Building on the Boundary theory and Role accumulation theory this study examines how boundary management preference impacts the subjective well-being of women entrepreneurs from an emerging country perspective like India. Results of structural equation modelling with data from 324 women entrepreneurs collected in two waves from one of the southern states of India - Tamil Nadu, show that the normative expectations placed on women to perform traditional gender roles and work autonomy, tend to impose integration as a boundary management strategy for women entrepreneurs in India. This study shows that boundary integration preference is positively related to actual integration behavior. The actual integration behavior of women entrepreneurs positively mediates the relationship between boundary integration preference and subjective well-being. As women entrepreneurs need to juggle obligations from business and family spheres and are expected to behave adhering to societal norms, they perhaps prefer to employ coping strategies to experience positive effects in both work and family domains. The problem-focused coping strategies were found to positively moderate the relationship between actual integration behavior and subjective well-being. The relationship is stronger among women entrepreneurs employing higher levels of such coping strategies. The theoretical and practical implications of these findings are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Program Session: **1531** | Submission: **20829** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **111**

Entrepreneurial Resilience

Session Moderator: **Etayankara Katangote Muralidharan**, *MacEwan U.*

ENT: **Societal Well-being, Self-Control, and Entrepreneurial Resilience**

Author: **Etayankara Katangote Muralidharan**, *MacEwan U.*
Author: **Saurav Pathak**, *College of William and Mary*

Entrepreneurial resilience is associated with subsequent entrepreneurial re-entry of entrepreneurs who have had unfavorable exits due to a crisis. Considering well-being and self-control as emotional competencies explained by the individual level trait emotional intelligence (EI) model and rendering them as culturally contextualized societal psychological capital (PsyCap), we posit to explain their cross-cultural comparative influences on entrepreneurial resilience. We use PsyCap theory to establish these as emotional competencies that constitute an individual's positive PsyCap. Societies with an increased number of individuals having such competencies will have higher reserves of positive PsyCap thus making these competencies as culturally contextualized. Using 5,351 survey responses from the Global Entrepreneurship Monitor obtained from 29 countries post the 2008 economic crisis and supplementing with data from the World Values Survey we show that the dimensions of well-being at the societal level positively influence entrepreneurial resilience. This influence is mediated by societal-level self-control. Implications of our findings in regard to entrepreneurial resilience are discussed.

ENT: **Team Entrepreneurial Resilience and Entrepreneurial Growth**

Author: **Xiaolin Li**, *Fudan U. School of Management*
Author: **Kai Yao**, *Fudan U., School of Management*
Author: **Vivien Lim**, *National U. of Singapore*
Author: **Xiaolong Shui**, *U. of Bristol*

Based on the conservation of resource theory, we examined the relationship between team entrepreneurial resilience and entrepreneurial growth. As well, we predicted that team stressors would moderate this relationship. Three wave data were provided by 168 teams in high-tech entrepreneurial ventures in China. Results show that team entrepreneurial resilience is positively associated with entrepreneurial growth. This relationship is serial-mediated by certain cognition and behaviour. Team stressors also significantly moderated the serial-mediating effect between team entrepreneurial resilience and entrepreneurial growth. Implications for research and practice are discussed.

ENT: **A Study of Entrepreneurs' Resilience Process in the Face of Persistent Adversity**

Author: **Karlien Coppens**, *Ghent U.*
Author: **Annelore Huyghe**, *U. Ramon Llull, ESADE Business School*
Author: **Mirjam Knockaert**, *Ghent U.*

While prior research has often assessed resilience as a personality trait or state-like resource capacity, this study aims at understanding how entrepreneurs build resilience in the face of persistent adversity. In order to do so, we examine the resilience process of seven entrepreneurs faced with prolonged venture distress over a period of three years. Through our inductive analysis and drawing on insights from appraisal theory, we develop a theoretical model that describes how consecutive functioning episodes translate into different (non-)resilience trajectories over time. A functioning episode reflects entrepreneurs' appraisals of the distress situation and the coping strategies they undertake to manage it. The perceived impact of these coping strategies on the distress situation (i.e., no/small gain or breakthrough/breakdown) in turn shapes new episodes of reappraisal and coping strategies. Eventually, entrepreneurs either move from a threat to a challenge appraisal, hereby building resilience, or evolve from threat to loss appraisal, thus losing resilience. We identify the temporal depth of threat appraisals alongside the sequence and accumulation of gains as important factors in the resilience process. Our study has important contributions to entrepreneurial resilience literature and appraisal theory, and has relevant practical implications.

ENT: **What you Don't Feel Won't Hurt You. How Previous Life Adversity affects Entrepreneur Resilience**

Author: **Saran Anika Nurse**, *Kean U.*

Utilizing an analytic autoethnography, I explore how previous life adversity affects the resilience of Black entrepreneurs under conditions of gentrification. I find that the extent of previous life adversity affects several aspects of the resilience process as well as multiple dimensions of resilience. While most Black entrepreneurs are likely to perceive racial discrimination, those with extensive prior exposure are more likely to be psychologically resilient since they are more likely to have coping mechanisms such as racial identity salience which prevent negative emotions from arising. However, racial identity salience also makes them less likely to adapt their business models to the new residents, so while they are more likely to be psychologically resilient, they are less likely to be financially resilient. Conversely, those with limited prior experience or exposure to racial discrimination are less likely to have previously developed coping mechanisms and have lower psychological resilience. Many do eventually recover psychologically by developing coping strategies such as identity hiding which help their psychological as well as financial resilience.

KEY TO SYMBOLS
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Session Type: **Paper Session**
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Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Entrepreneurship and Environmental Sustainability

Session Moderator: **Mehmet Ali Yetim**, *Louisiana State U.*

ENT: **An Examination of Venture Capital Investments and Firms' Environmental Performance**

Author: **Xiaomin Fan**, *National U. of Singapore*
Author: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Author: **Jiaxing You**, *School of Management, Xiamen U.*

Firms often face a potential trade-off between profit-seeking and environmental protection when put under pressure by influential investors, particularly in emerging economies where environmental issues are of vital concern. Coalition theory suggests that under adequate institutional influence, a dominant coalition with participation from key members, such as those responsible for financial resources and regulatory oversight, could resolve such conflicting goals. We investigate whether strengthening formal institutions for venture capital (VC) investment yields an (unintended) adverse consequence on the environment for the focal firms. We also examine how such an effect can be mitigated through the participation of key members in the dominant coalition. Using the context of the energy-intensive industry in China, we find that strengthening formal institutions for VC investment associated with a major, top-down VC policy reform results in increased intensity of air and water pollution emissions of the target firms. Nevertheless, VC firms' prior experience in the energy-related industry and local government's monitoring and environmental protection measures could mitigate such adverse impacts. Our study contributes to bridging the literature on coalition theory and institutional theory and advances our understanding of the relationship between VC investments and firms' environmental performance. This study yields important policy and strategy implications.

ENT: **Environmentally Conscious Decision-Making In Employee-Owned Ventures**

Author: **Mehmet Ali Yetim**, *Louisiana State U.*
Author: **Furkan Amil Gur**, *Northern Illinois U.*

Environmental sustainability is important for employee-owned ventures because their employees' retirement accounts are financially vested in their company shares and environmental sustainability is associated with the long-term well-being of these ventures. However, challenges occur due to employee and management concerns about being both sustainable and profitable. In this study, we explore how employee-owned ventures make environmentally conscious decisions through interviews with 26 managers of employee-owned ventures complemented by other data sources. We find that high transparency and delegation of power to employee-owners lead to environmentally conscious practices. On the other hand, when managers make environmentally conscious decisions without the involvement of employee owners, these decisions do not translate to actual practices. We discuss three mechanisms through which transparency and delegation of power lead to environmentally conscious decisions in employee-owned ventures.

ENT: **The Sustainability Orientation of New Ventures – The Role of Imprinting, Firm Age, and Stakeholders**

Author: **Vincent Daub**, *Heinrich-Heine U. of Dusseldorf*
Author: **Andreas Rasche**, *Copenhagen Business School*
Author: **Maximilian Lemmens**, *Heinrich-Heine U. of Dusseldorf*

We provide a nuanced view of the evolvement of sustainability orientation in new ventures over time using imprinting theory. We hypothesize that a firm's sustainability orientation after its creation constitutes an important determinant of its later sustainability orientation, even in new ventures that are not social enterprises and, instead, focus primarily on financial objectives. We further hypothesize that the exit of founders and the entry of outside investor board members represent essential boundary conditions that weaken the persistence of initial imprints. Using data from 375 new ventures, founded in the U.S. in 2013 from different industries, we find general support for our hypotheses. This study contributes to imprinting theory by evaluating the effect of events that typically happen along the entrepreneurial lifecycle on the strength of imprints from the founding period. We also contribute to the literature at the intersection of sustainability and entrepreneurship by showing that the evolution of new ventures' sustainability orientation is significantly impacted by founder exists as well as the entry of new investors.

ENT: **Climate Change as an External Enabler of Entrepreneurial Activity**

Author: **Mirko Hirschmann**, *U. of Luxembourg*
Author: **Steffen Farny**, *Leuphana U. Lüneburg*
Author: **Christian Fisch**, *U. of Luxembourg*

This study examines the relationship between climate change and new entrepreneurial activity. We propose, using the emerging Theory of External Enablers (TEE), that climate change can enable entrepreneurial activity when individuals perceive environmental uncertainty as an attractive opportunity to start a business. Our multi-level analysis of 1,116,324 individuals from 100 countries over a 10-year period strongly supports the idea that climate change can stimulate entrepreneurial activity. Our moderation analysis further shows that women and individuals with a larger entrepreneurial network are even more likely to view climate change as a potential entrepreneurial opportunity. However, those with higher entrepreneurial self-efficacy are generally less likely to see climate change in this way. We discuss the implications of this evidence-based understanding of climate change as a catalyst for new entrepreneurial action for the fields of entrepreneurship and management.

ENT: **The Trajectory of Environmental Change and the Perception of Entrepreneurial Potential**

Author: **Jiyoung Kim**, *Jonkoping International Business School*

This research examines the influence that a trajectory—linear and nonlinear—of external changes has on individuals' perception of entrepreneurial potential regarding triggering and outcome-enhancing roles and enabling mechanisms (i.e., venture-level benefits offered). Using a 'think-aloud', scenario-based experiment, the present study explores the reasoning individuals use to justify the entrepreneurial potential of external changes. The analyses of verbalizations reveal variance in cognitive effort (e.g., frequency of reasoning made and the relative weight assigned) invested in each theme of reasoning by two different trajectories of external changes. This research helps to understand the interactions between external exchanges and individuals.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1533** | Submission: **20644** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Gender Stereotypes and attitudes

Session Moderator: **Muntasir Shami**, *Aston Business School*

ENT: **Gender Attitudes and Business Venturing: A Study of Egypt and Jordan**

Author: **Muntasir Shami**, *Aston Business School*
Author: **Bach Nguyen**, *U. of Exeter Business School*

This study investigates the relationship between an individual's gender attitudes and his/her likelihood of engaging in business venturing. We employ the social feminist viewpoint embedded in the institutional theory to argue that people holding egalitarian gender attitudes are more likely to engage in business venturing. The empirical analysis utilizes Egypt and Jordan as the context where inegalitarian structures remain institutionally significant. Addressing endogeneity-related issues using an instrumental approach, we find some initial evidence about the positive association between gender egalitarianism and business venturing. Furthermore, this effect is stronger for females and educated people. Given how gender attitudes associated with individuals' engagement in entrepreneurship are largely unknown, this study contributes to the literature examining which gender attitudes are more helpful in increasing business venturing engagement. Additionally, the study contributes to exploring the under-investigated context of Egypt and Jordan.

ENT: **Family and Female Entrepreneurial Entry: Moderating Effects of Perceptions and Institutions**

Author: **Wei Deng**, *Northwestern Polytechnical U.*
Author: **Qiaozhuan Liang**, *Xi'an Jiaotong U.*
Author: **Wei Wang**, *Xi'an Jiaotong U. School of Management*

This paper explores how family pushes or pulls women into necessity- or opportunity-based entrepreneurship and the moderating roles of individual internal perceptions and external gender-specific institutions. The findings suggest that the family responsibility burden positively affects necessity-based female entrepreneurship (NBFE) and has a U-shaped relationship with opportunity-based female entrepreneurship (OBFE). Household income level negatively affects NBFE but positively affects OBFE. Entrepreneurial self-efficacy and entrepreneurial opportunity perception strengthen the positive relationship between household income level and OBFE. Female political empowerment and gender equality strengthen the negative relationship between household income level and NBFE and weaken the U-shaped relationship between family responsibility burden and OBFE. This study deepens the understanding of antecedents of different types of female entrepreneurship, breaking through the limitation of regarding female entrepreneurs as a homogeneous group. The findings can guide women’s entrepreneurial decision-making and enlighten policymaking to promote female entrepreneurship.

ENT: **Gender Stereotypes and Social Support in the Digital Entrepreneurial Community**

Author: **Xian Cao**, *Ball State U.*
Author: **Hongfei Li**, *Chinese U. of Hong Kong*
Author: **Dan K. Hsu**, *North Dakota State U.*
Author: **Frederic Delmar**, *EMLYON Business School*

In this study, we examine how gender stereotype biases affect the social support given to entrepreneurs by members of the digital entrepreneurial community. While entrepreneurship is a socially embedded activity, extant social support research in entrepreneurship remains scant. We hypothesize that in the digital entrepreneurial community, when entrepreneurs’ conversation topics match their gender role (i.e., being a male and struggling with work-life balance or being a female and struggling with business difficulties), social media commenters’ perceived gender role congruity tends to be higher, which in turn leads to a higher likelihood of providing social support. We also hypothesize that social media commenters’ gender will moderate the relationship between entrepreneurs’ gender and social media commenters’ perceived gender role congruity. The results from three studies confirm our hypotheses.

ENT: **Digging Deep: The Roots of Gender Biases in Decision Making - The Case of Patent Examination**

Author: **Katja Bringmann**, *U. Ghent*
Author: **Theresa Helena Veer**, *U. of Tuebingen*
Author: **Alexandra Zaby**, *Seeburg Castle U.*

We analyze gender biases and their underlying mechanisms in decision making in the context of the US patent examination process. Using United States Patent and Trademark Office [USPTO] data on 1,501,985 single inventor patent applications and their respective examiners between 1991 and 2021, we are able to identify biases against female inventors (compared to male inventors) and trace these biases back to two decision heuristics: representativeness and availability. It is important to differentiate representativeness and availability heuristics because they affect the outcome of decision making in different directions. Taking the dynamically changing individual decision context of the examiners into account, we find that representativeness heuristics are impacted by examiners' prior exposure to female inventor patent applications: gender biases decrease with increasing exposure. Additionally, we look at the effects of examiners' workload on the reliance of decision-making heuristics. We conclude by suggesting that the duality of "minority" group exposure and balanced workload in organisations is a promising avenues for more gender equality in decision outcomes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Session Type: **Paper Session**
Program Session: **1534** | Submission: **20560** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Social Entrepreneurship from an Institutional Perspective

Session Moderator: **Amirmahmood Amini Sedeh**, *St. Edwards U.*

ENT: **Social Entrepreneurship: The Configurational Impact of Institutional Logics**

Author: **Amirmahmood Amini Sedeh**, *St. Edwards U.*
Author: **Mohammad Mahdi Moeini Gharaghozlou**, *Morgan State U.*
Author: **Negar Moayed**, *Old Dominion U.*

Drawing on literature on institutional logics and institutional complexity, we examine how the interactions among three prominent institutional logics—state, market, and religion—fundamentally shape the patterns of individuals' engagement in social entrepreneurship. We utilize fuzzy-set qualitative comparative analysis to test our hypotheses by gathering data on social ventures from 35 countries from the World Values Survey and Global Entrepreneurship Monitor. Our configurational theoretical framework shows that the prevalence of social entrepreneurial ventures is enabled by different combinations of logics of action, governance mechanisms, strength of religious beliefs, and religious pluralism. In conclusion, we argue that the relationship between institutional logic profiles and social entrepreneurship is contingent on the coherence between different institutional logics.

ENT: **Legitimation Strategies of Social Enterprises in the Institutional Context of Nepal**

Author: **Alina Spanuth**, *U. Autónoma de Barcelona*
Author: **David Urbano**, *U. Autonoma De Barcelona*

The concept of social entrepreneurship has gained popularity in the last decades globally, but social enterprises are continuously in need of advocating for their legitimacy across institutional contexts. The qualitative study of nine social enterprises in the unexplored institutional context of Kathmandu, Nepal reveals how social enterprise legitimation is developed over an organizational life cycle. We offer a model depicting how micro-processes, which we label Co-creating, Confirming, Consolidating, and Collaborating, of social enterprise legitimation unfold over time within a community. Further, we show how formal and informal institutions, disaster and crisis, change the legitimacy perceptions of community members. The findings display how the social enterprise legitimation process unfolds and how institutions and exogenous events affect the social enterprise legitimation process, which offers implications for legitimacy and institutional theory and practitioners.

ENT: **The Strategic Evolution of Institutional Logics Across Different Social Entrepreneurial Stages**

Author: **Yanfang Xu**, *Renmin U. of China*
Author: **Chunling Zhu**, *School of Business, Renmin U. of China*

Based on the institutional logics theory, we conduct an inductive three case study to explore how and why the institutional logics of social enterprises co-evolve with different social entrepreneurial stages. Our analysis suggests that the combination of hybrid logics for social enterprises is affected by the types of social enterprises and their motivation to acquire different legitimacy. Our findings indicate that an integrated social enterprise should adopt a commercially dominant logic while an external social enterprise employs a socially dominant logic. Only the embedded social enterprises can achieve sustainability from the establishment due to their adoption of the equality of dual logics. Our study is one of the first to reveal the connection between the types of social enterprises, the recombination of competing institutional logics and the underlying motivation to acquire legitimacy.

ENT: **Market Logic and Organizational Hybridity of Social Enterprises**

Author: **Liping Xu**, *Shanghai U. of Finance and Economics*
Author: **Zhiyang Liu**, *Shanghai U. of Finance and Economics*
Author: **Xinhe Zhuang**, *Fuzhou U.*

Drawing on an institutional logic perspective, this study investigates the relationship between the market logic in a country and the organizational hybridity of social enterprises, as well as the contingent effects of organizational activities (product/service innovation and social performance measurement). Combining Global Entrepreneurship Monitor data (2009 and 2015) with other cross-national databases, we test our theoretical predictions using 3,648 social enterprises across 42 countries. We find that the prevalence of the market logic has an inverted-U-shaped effect on the degree of hybridity in social enterprises. Furthermore, product/service innovation and social performance measurement of social enterprises will flatten the curvilinear relationship between the prevalence of the market logic and the degree of hybridity. Through this cross-level empirical exploration, we develop a richer explanation of organizational hybridity and contribute to the growing literature on social enterprises and hybrid organizations.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1535** | Submission: **21024** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Entrepreneurship and Individual characteristics: Emotion, intention, motivation

Session Moderator: **Zahra Heydarifard**, *Bryant U.*

ENT: **What Determines Entrepreneurial Career Persistence of Academics? A View of Broaden-and-Build Theory**

Author: **Feng Guo**, *Tianjin U.*
Author: **Xinru Sun**, *Tianjin U.*
Author: **Apan Zhou**, *Tianjin U.*
Author: **Huijuan He**, *Tianjin U.*
Author: **Qiyun Zheng**, *Tianjin U.*

Academic entrepreneurship has been viewed as an efficient way to bridge academia and industry to benefit society. What determines entrepreneurial career persistence of academics? Drawing on broaden-and-build theory, this study explores the effect of academic entrepreneurs' well-being on their persistence in entrepreneurial career and considers the contingencies of entrepreneurial identification and innovation and entrepreneurship support institutions. Based on a sample of 221 academic entrepreneurs in China, this study finds that well-being of academic entrepreneurs benefits their entrepreneurial career persistence and this positive effect is mediated by adaptability of task approach. Meanwhile, innovation and entrepreneurship support institutions strengthen the positive effect of well-being of academic entrepreneurs and their persistence in entrepreneurial career. In addition, entrepreneurial identification weakens the positive relationship between adaptability of task approach and entrepreneurial career persistence while innovation and entrepreneurship support institutions enhance above mentioned relationship. This study also offers important contributions and implications to theory and practices.

ENT: **Entrepreneurial Self-Efficacy as a Ward Against the Effects of Poor Sleep on Behaviors**

Author: **Zahra Heydarifard**, *Bryant U.*
Author: **Alexander Lewis**, *UTSA*
Author: **Hussain Ghodsizadeh**, *HAMAVA*
Author: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*

Entrepreneurial behavior requires energy, and so entrepreneurs need to sleep. However, combining a scarcity perspective of energy with an abundance perspective of energy, we show that entrepreneurs high in entrepreneurial self-efficacy are less dependent on good sleep than are entrepreneurs low in self-efficacy. Conducting an experience sampling study of 93 entrepreneurs over one workweek, we studied how sleep quality and entrepreneurial self-efficacy affect entrepreneurs' day-to-day energy and their subsequent entrepreneurial behavior. The results showed that sleep quality has a positive indirect effect on daily creativity and daily monitoring (but not daily scanning/search) through morning vigor and that this relationship is contingent on entrepreneurial self-efficacy, with sleep quality unrelated to morning vigor and subsequent behavior for entrepreneurs high in self-efficacy.

ENT: **The Role of Entrepreneurial Imaginativeness for Forming Entrepreneurial Implementation Intentions**

Author: **Michael Asenkerschbaumer**, *RWTH Aachen U. - Innovation and Entrepreneurship Group (WIN)*

Entrepreneurial implementation intentions, embedded in the Rubicon model of action phases, facilitate the initiation of intended action. As a self-regulatory strategy, entrepreneurial implementation intentions reduce the shortcoming of intention models (i.e. Theory of Planned Behavior) that can only partially explain the variance of action caused by entrepreneurial intention. Despite first studies showing the efficacy of entrepreneurial implementation intentions also in more complex settings like entrepreneurship, an understanding of how entrepreneurial implementation intentions may be formed is missing. We address this gap and build on a sample of 161 responses from entrepreneurs to investigate the role of entrepreneurial imaginativeness for the formation of entrepreneurial implementation intentions. We find support for a curvilinear relationship following an inverted u-shape of creative and practical imaginativeness on the formation of entrepreneurial implementation intentions. For social imaginativeness we do not find statistically significant relationships. Our study contributes theoretically to both, implementation intention theory and the Rubicon model of action phases, guiding our study, and validates them in the entrepreneurial context. By establishing entrepreneurial imaginativeness as antecedent of entrepreneurial implementation intentions, we provide entrepreneurs with a recipe to form implementation intentions and add to the extant research on consequents of entrepreneurial imaginativeness.

ENT: **The Path of Most Resistance: Rebels, Mavericks, and Contrarians Scale Development**

Author: **Carlos David Valladares**, *Iowa State U.*
Author: **Brandon Mueller**, *Iowa State U.*
Author: **Marc H. Anderson**, *Iowa State U.*

Nonconforming behaviors are at the core of entrepreneurship. Imagining innovative business ideas and acting on them often requires stepping away from traditional conventions, and nonconforming behaviors may help entrepreneurs overcome social desirability and status-quo bias to engage in entrepreneurial endeavors. However, theory development regarding nonconforming behaviors' characteristics, antecedents, and outcomes is missing from the entrepreneurship literature. This lack of conceptual clarity has limited the study of nonconformity in entrepreneurship, and the lack of reliable measures has hindered the ability to conduct empirical studies. We address this gap by developing theory underlying nonconformity in entrepreneurial contexts and proposing new measures for three distinct types of nonconformity: rebels, mavericks, and contrarians. We theorize that these three constructs are distinct from one another and unique in their relationships to entrepreneurial behaviors. In order to assess validity, we propose and test relationships between these three constructs, as well as with other theoretically relevant measures.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1536** | Submission: **11911** | Sponsor(s): **(ENT, STR, TIM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Matthew Regions? Regional Variation in Entrepreneurial Finance

Presenter: **Daniel Fehder**, *USC Marshall School of Business*
Presenter: **Jay Habegger**, *U. of Maryland R.H. Smith School of Business*
Participant: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Participant: **Naomi Hausman**, -
Moderator: **Florence EM Honore**, *U. of Wisconsin, Madison*
Participant: **Suresh B Kotha**, *U. of Washington, Seattle*
Presenter: **Sung Ho Park**, *U. of Washington, Seattle*
Presenter: **Yuan Shi**, *Cornell SC Johnson College of Business*
Presenter: **Bryan Kaiser Stroube**, *London Business School*
Presenter: **David Waguespack**, *U. of Maryland*

Are a venture's prospects determined only by the intrinsic qualities of the entrepreneur pre-entry and the post-entry decisions they make, or do seemingly exogenous factors, such as geography, play a role in entrepreneurial outcomes? For example, capital is perhaps the essential resource entrepreneurs must acquire to launch their ventures. Papers in this session focus on regional variation in access to start-up capital and how entrepreneurs wrestle with the realities of their geography. Some examine regional differences in the deployment of venture capital, while others investigate alternatives when it is unavailable locally.

Which Entrepreneurs Mobilize Resources at a Discount? A Variance-Decomposition Analysis

Author: **Sung Ho Park**, *U. of Washington, Seattle*
Author: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Author: **Suresh B Kotha**, *U. of Washington, Seattle*

Venture Capital Matthew Regions: The Effects on Start-Ups of Concentrated VC Markets

Author: **Jay Habegger**, *U. of Maryland R.H. Smith School of Business*
Author: **Florence EM Honore**, *U. of Wisconsin, Madison*

The New Argonauts: The International Migration of Venture-backed Companies

Author: **Yuan Shi**, *Cornell SC Johnson College of Business*
Author: **David Waguespack**, *U. of Maryland*

The Virtuous Cycle of Innovation and Capital

Author: **Naomi Hausman**, -
Author: **Daniel Fehder**, *USC Marshall School of Business*
Author: **Yael Hochberg**, *Rice U.*

Where is 'Shopify Valley'? Mapping Inclusion in Low-Code Entrepreneurship

Author: **Bryan Kaiser Stroube**, *London Business School*
Author: **Gary Dushnitsky**, *London Business School*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1537** | Submission: **11267** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

International Management Division Awards & Recognition Session

Program Chair: **Nandini Lahiri**, *American U.*
Division Chair: **William Newburry**, *Florida International U.*
Division Chair-Elect: **Grazia D. Santangelo**, *Copenhagen Business School*
Professional Development Workshop Chair: **Klaus Meyer**, *Ivey Business School*
Past Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*

In this session we will recognize the winners of the Division’s following Professional Award Winners
• Outstanding Service to the Global Community Award Recipient Arie Lewin, Duke University
• AmorePacific Outstanding Educator Award Recipient Maria Tereza Fleury, Fundação Getulio Vargas (FGV)
• FIU Emerging Scholar Award Recipient Joao Albino-Pimentel, University of South Carolina.

We will also announce the winners of the IM Division’s several awards: Best Dissertation Award, Best Paper Awards in eight different categories, and Best Reviewer Awards.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1538** | Submission: **20208** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

Educating Entrepreneurs

Session Moderator: **Marlous Blankesteijn**, *Vrije U. Amsterdam*

MED: **Authentic Learning in Entrepreneurship Education: The Case of a Student-led Social Venture Fund**

Author: **Joanne Jin Zhang**, *Queen Mary U. of London*

While experiential learning is critical in teaching 'for' entrepreneurship in university entrepreneurship education (EE), the authenticity of tasks employed in programmes varies. Drawing upon an in-depth study of a student-led social venture fund, we explore how an EE programme with a high level of authenticity in complexity and realness may enhance learning outcomes. The findings suggest that this type of programme helps develop those knowledge, skills and attitudes that are challenging to learn in classroom teaching. Two practices and five mechanisms appear to facilitate effective learning though conditions apply. The paper contributes to the literature on experiential and authentic learning in EE.

MED: **Towards Transformative Experiential Learning in Science and Tech-based Entrepreneurship Education**

Author: **Marlous Blankesteijn**, *Vrije U. Amsterdam*
Author: **Jorick Houtkamp**, *Vrije U. Amsterdam*
Author: **Bart Bossink**, *Vrije U. Amsterdam*

Science- and tech-based entrepreneurship education (SBEE) is crucial for the valorization of newly developed fundamental knowledge and innovative technology in science faculties for sustainability. Yet, its didactics are currently underdeveloped. Experiential learning plays an important role in science- and tech-based entrepreneurship education. This paper addresses the following research question: What does systematic assessment of the application of principles of experiential learning bring for further development of the didactics of SBEE? The paper concludes that much improvement is possible when systematic attention is paid to implementation of four core activities of experiential learning: bringing real-worldness into the learning setting, recognition of the ill-defined nature of management problems and entrepreneurial challenges, involvement in execution of management interventions, and the importance of reflection. For a transformative experiential learning effect, the sole focus on a business logic in current science- and tech-based entrepreneurship education needs to be transcended to enable such entrepreneurship and sustainability education to contribute to the kind of out-of-the-box technological innovation solutions which are required for the current, pressing sustainability challenges that society faces. This paper provides first evidence that dedicated attention for critical reflection is a crucial component in the design of the experiential learning process for entrepreneurship and sustainability education.

MED: **Exploring the Utilization of Experiential Learning Methods within Entrepreneurial Education**

Author: **Apurva Ganoo**, *Aalto U. School of Business*
Author: **Ville Eloranta**, *Aalto U. School of Business*

Experiential learning methods are commonly utilized within entrepreneurial education as, in many ways, the nature of such methods closely align with the ways of an entrepreneur. However, the benefits, and more importantly the foundations needed to make experiential entrepreneurial education work in practice need to be better understood. This study, conducted using a grounded theory approach, explored the Young Innovators and Entrepreneurs Pilot, an educational pilot where university students from multiple universities and institutions were partnered with research institutions and startups under the EU ATTRACT Initiative. Looking more specifically at the interactions between the students, the educators, and the organizing body of ATTRACT, the study conducted 22 semi-structured interviews over two rounds. The results indicate that the key to the utilization of experiential learning methods within entrepreneurial education lies in 1) adopting a constructivist educational model and providing tools and methods for students to co-create, 2) identifying and recognizing aspects that can or cannot be controlled, and 3) co-existence of interdisciplinary entrepreneurial education within existing educational environments. This study contributes to the growing theoretical discourse within the fields of experiential learning and entrepreneurial education and presents an integrative framework that highlights the key foundations of experiential entrepreneurial education.

MED: **The Inside Pitch: Entrepreneurial Competencies Through Student-Centered, Experiential Learning**

Author: **Sean McMahon**, *Elon U.*
Author: **Elena Kennedy**, *Elon U.*

The startup "elevator pitch" occupies a prominent place in management and entrepreneurship education. Yet, this experience is often a one-off, a business course rite of passage built upon manufactured student startup ideas rather than a skill-building process for opportunity assessment, value creation, vision, and self-efficacy. This paper describes the Inside Pitch, a curricular change transforming the elevator pitch into an iterative, experiential learning process with broad professional utility. Instead of modeling venture founding, a phenomenon only eight percent of entrepreneurship students pursue upon graduation, students recognize, evaluate, and articulate innovation in a 3600 capacity: as advocate and judge, individually and relative to competing projects, and across industries and organizational types. Over nine rounds, students assume the role of Analyst or Evaluator at an investment firm or foundation. Selected analysts each choose a real crowdfunding campaign and prepare internal pitches to evaluator classmates. Meanwhile, evaluators have prepared written memos with cursory analysis and questions about all the campaigns. Following pitches and Q&A, grades are distributed via evaluators' ranking of analyst performance and the process starts over. Each round introduces a different set of analysts, a new industry focus, and increasing sophistication as students reflect, form insights, and test new capabilities.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1539** | Submission: **20130** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Innovation and Leadership

Session Moderator: **Martial Stephane Ndtoungou Pfouga**, *U. de Savoie Mont-Blanc, IREGE*

MOC: **When Pay-Performance Incentives Are Detrimental To CEOs' Exploration Orientation: The Role Of Power**

Author: **Martial Stephane Ndtoungou Pfouga**, *U. de Savoie Mont-Blanc, IREGE*
Author: **Rachel Bocquet**, *IAE Savoie Mont Blanc – U. of Savoie Mont Blanc*

When are pay-performance incentives detrimental to CEOs' exploration orientation? This study investigates the influence of pay-performance incentives on the exploration-exploitation choices of CEOs. Building on the behavioral agency model, we argue that pay-performance incentives will respectively have a negative relationship with the exploration orientation of CEOs and a positive relationship with the exploitation orientation of CEOs. We further argue that a high level of managerial power weakens the negative effects of pay-performance incentives on CEOs' exploration orientation. Using computer-aided textual analysis to capture the exploration and exploitation orientations from the rhetoric of 154 CEOs of S&P 500 firms during earnings calls with investors, we do not find a significant relationship between pay-performance incentives and CEOs' exploration. However, we find support for the moderating effect of managerial power such that the negative relationship between pay-performance incentives and CEOs' exploration orientation only exists when CEOs have a low level of managerial power and the negative relationship disappears when CEOs have a high level of managerial power. This result is robust to alternative measures of exploration such as the environmental innovation performance of the firm.

MOC: **Harnessing Challenges: How Public Leaders' Challenge Self-Efficacy Actuates Their Imaginativeness**

Author: **Katrin Bauer**, *TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*

War, pandemic, refugee crises, climate change, hyperinflation… The public sector nowadays finds itself in an infinite loop of grand challenges. Thus, for the pure sake of citizens, public leaders need to creatively approach or even anticipate challenges. One way is deploying one's imaginativeness and form a mental image of the problem to generate feasible solutions. However, while imaginativeness is recognized as a vital skill for creative problem-solving in the entrepreneurship field, recent research does not focus on how imaginativeness can be sparked, nor do scholars look at imaginativeness in the public sector. Drawing upon social cognitive theory, we explore public leaders' challenge self-efficacy as an actuator for their creative, social, and practical imaginativeness. Besides, we examine organizational orchestration orientation as a contextual factor. Responses of 308 public leaders provide remarkable insights for public entrepreneurship and entrepreneurial cognition research alike. With our cross-disciplinary approach, we uncover the impact of public leaders' experience and their human side, social influences, on entrepreneurial cognition, being among the first to show imaginativeness antecedents. We further reveal a positive contingent effect of organizational orchestration in large organizations like in the public sector. Our findings have implications both for public leaders and their organizations facing grand challenges.

MOC: **The Effect of Strategic Decision Maker's Hypertemporal Focus and Temporal Depth on Innovation Speed**

Author: **Kilho Shin**, *Niagara U.*
Author: **Liliana Pérez-Nordtvedt**, *U. of Texas At Arlington*

Innovation speed has been argued to be critical in creating and maintaining a competitive advantage for firms. While some work examines temporal issues affecting innovation speed, most of this research has focused on objective treatments of time. However, temporal research has shown the equal importance of the subjective experience of time on affecting organizational outcomes. In this study, we conceptually reframe temporal orientation as both temporal focus and temporal depth and suggest their distinctive effects on innovation speed. Specifically, we examine the effect of strategic decision makers' hypertemporal focus, their strong attentional balance among the past, present, and future, on their firms' innovation speed. In addition, we suggest how decision makers' past and future temporal depths moderate this relationship. Using longitudinal data from 354 strategic decision makers, this study demonstrates how the direction (temporal focus) and the distance (temporal depth) of temporal orientation together shape innovation speed.

MOC: **Confirmation Bias and Managerial Exploration and Exploitation: The Impact of Psychological Capital**

Author: **Valerie Starke**, *Institute for Technology and Innovation Management at RWTH Aachen*

This study advances research on managerial cognition and behavior by examining how confirmation bias influences managerial exploration and exploitation activities in incumbent firms. Furthermore, we evaluate how positive psychological capital (PsyCap) moderates this relationship. Using an original data set based on responses from 233 top managers of German cooperative banks, we found that confirmation bias is positively linked to managerial exploration and exploitation activities. PsyCap only moderates the relationship between confirmation bias and exploration. Managers who are highly susceptible to confirmation bias perform the most exploration, only if they have high levels of PsyCap. Overall, these findings contribute to the debate on how cognitive biases influence managerial behavior. We identify PsyCap as a powerful tool for managers to improve their managerial exploration and discuss why managers can benefit from the functional side of confirmation bias by enhancing their psychological capital.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1540** | Submission: **20131** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Relationships and Friendships at Work

Session Moderator: **Liuxin Yan**, *National U. of Singapore*

MOC: **Not All Rivals are Created Equal: Friendly Rivalry at Work**

Author: **Liuxin Yan**, *National U. of Singapore*
Author: **Kai Chi Yam**, *National U. of Singapore*

Individuals ascribe greater significance and experience more psychological arousals when interacting with rivals compared to normal competitors. Aside from heightened psychological significance of rivalry, it needs to be highlighted that rivalry and liking are orthogonal such that one can either hate or love his or her rivals. In response to a widespread assumption that rivalry is often accompanied with hostility and animosity, we set forth a new theory for understanding how individuals develop rival relationships of different emotional valence and consequently result in divergent affective responses and behavioral outcomes. To do so, we first propose a typology of four different types of rivalry (ambivalent, hostile, indifferent, and friendly). Then, we zoom in to the less commonly studied friendly rivalry and delineate a theoretical model that specifically highlights antecedents and consequences associated with having friendly rivals at work. Our theory incorporates both individual dispositional differences and contextual factors to deepen the existing understanding of workplace rivalries.

MOC: **Relational Infrastructures and Gig Worker Well-Being: Social and Parasocial Interaction Rituals**

Author: **Erin Marie Reid**, *McMaster U.*
Author: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Author: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Author: **Steve Granger**, *Concordia U., Montreal*
Author: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Author: **Jordan Nye**, *U. of Michigan, Ross School of Business*

In organizations, reliably patterned interactions and role-relationships offer emotional resources central to workers' well-being. In the gig economy, however, workers lack a ready relational infrastructure. Through two studies, a longitudinal repeated measures study of independent scientists and an interview study of gig and organizational workers paired in a variety of occupations, we examine how work relationships shape workers' well-being in the gig economy and develop theory about how gig workers build relational infrastructure. Analysis of the longitudinal data reveals how relational challenges affect gig workers' well-being. Analysis of the rich interview data shows that while organizational workers can rely on stable relationships, gig workers intentionally craft interactions with a variety of relational partners, including imagined interactions, to support their well-being. Mobilizing theory of social interaction and rituals, we demonstrate how these interactions, which we characterize as reaching out or reaching in, create positive energy and emotions that form the building blocks of gig workers' relational infrastructure, ultimately helping workers cope with relational challenges. We detail contributions to scholarship on work relationships and well-being, interaction rituals, and people's experiences in the gig economy.

MOC: **Cross-Class Friendships Help: The Effect of Social Class Background on Performance and Promotability**

Author: **Grace Jia Hui Lim**, *Hong Kong Baptist U.*
Author: **Bingjie Yu**, *Hong Kong Baptist U.*

Workers coming from lower social class backgrounds are disadvantaged in terms of long-term career success in higher-status occupations even when they attain a high level of education and work competence, an issue known as the "class ceiling." To better understand this phenomenon, we integrate research on cultural mismatch theory and newcomer adjustment to examine the cultural obstacles experienced by newcomers from lower social class backgrounds when they enter middle-class workplaces. In a time-lagged multisource field study, we find that newcomers from lower social class backgrounds experience a lower level of person-organization (PO) fit than their counterparts from higher social class backgrounds, and subsequently are rated lower on task performance and promotability by supervisors (Study 1). Furthermore, cross-class friendships moderate this indirect effect, such that the positive relationship between social class background and PO fit is attenuated when cross-class friendships are present as opposed to absent (Study 2). We find support for our explanation that class achievement gaps (measured as task performance and promotability) emerge as a function of newcomer PO fit. We discuss how our findings broaden the understanding of the sources of the class ceiling and how these findings inform novel potential solutions for this issue.

MOC: **How Should Strangers Initiate a Cooperative Exchange? A Grounded Theory of Relational Bands**

Author: **Joella Allott**, *Beijing Foreign Studies U.*
Author: **Laura Poppo**, *U. of Nebraska, Lincoln*
Author: **Jenny Gibb**, *U. of Waikato*

How do strangers decide to work together? To address this question, we conducted an inductive study of how artists and art dealers decide whether to initiate a cooperative exchange. Our inquiry is based on 47 interviews with 20 art dealers and 27 artists in China. Our findings show that shared instrumental benefits are necessary but not sufficient to initiate this decision, which also depends on relational quality: if artists' or art dealers' perceptions of their interpersonal connection or of the other party's moral standing are negative, they will not initiate an exchange, even when a potential benefit to cooperation exists. We then extend these findings to build a grounded theory of relational band to show how relational and financial assessments can reduce harm, relational risk, and financial risk. They do so by offering protection or by suggesting the cooperative exchange should be avoided. This grounded theory extends the predominant conceptualization of trust, the intention to be vulnerable based on positive expectations of financial benefits, by showing that the decision to cooperate need not be a leap of faith.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1541** | Submission: **20143** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Resilience and Coping at Work

Session Moderator: **Silja Hartmann**, *Technische U. Berlin*

MOC: **Modes of Adjustment: There's More Than One Way To Organize For Resilience**

Author: **Brian Hilligoss**, *U. of Arizona*
Author: **Jeff Larson**, *U. of Arizona*
Author: **Alden Lai**, *New York U.*
Author: **Matthew John DePuccio**, *Rush U.*
Author: **Elena Maria Wong**, *U. of Arizona*

Despite growing concerns that unexpected events have become regular features of environments, we know little about organizing for resilience—the process by which leaders attempt to positively adjust operations to adversity. To address this gap, we conducted longitudinal case studies of eight U.S. health care organizations adjusting operations through successive phases of the COVID-19 pandemic. We discovered these adjustments demonstrated considerable variety during different phases of the pandemic, even when made by the same leaders in similar situations. We explain this variety through an inductively derived process model of organizing for resilience that traces how the enactment of different adverse situations leads to alternative modes of adjustment that target different resilience outcomes. In contrast to definitions that imply resilience entails both absorbing strain and preserving functioning, our study shows these, along with a third resilience outcome of anticipating and preparing for immanent threat, exist in three-way tension. Leaders must trade off one in pursuit of others. How leaders perceive the relative adversity of conditions and the alignment of organizational capabilities with those conditions shapes this trade-off and modes of adjustment made in pursuit of one, or at most a mix of two, of these three resilience outcomes.

MOC: **"Doing a Service Job": Coping with Customer Abuse Through Identity Work at Gas Stations in China**

Author: **Qi Song**, *Northwestern U.*

Customer abuse has become prevalent across a wide range of service scenarios. However, existing studies on service work have overlooked the question: How do service workers construct an occupational identity that maintains a measure of dignity while facing customer abuse? To address this question, I draw on the case of gas station attendants in China who are frequently harassed by customers but actively embrace their identity as service workers. Findings show that attendants construct positive occupational identities through meaning-making and social comparison. Specifically, attendants mobilize the discourse of professionalism and create a moral order to claim superiority over rude customers to cope with the emotional tolls caused by customer abuse.

MOC: **Understanding How and Under Which Conditions Learning Goal Orientation Fosters Resilience**

Author: **Silja Hartmann**, *Technische U. Berlin*
Author: **Ravit Cohen-Meitar**, *Bar Ilan U.*
Author: **Abraham Carmeli**, *Tel Aviv U.*

With the increasingly volatile and uncertain business environment, psychological resilience in organizations, i.e., the capacity to successfully cope with adverse situations, adapt, and grow, has received growing attention in the communities of scholarship and practice. Yet, existing research has provided only little understanding that explains why, how, and under which conditions resilience can be developed. Our research addresses this gap in the literature. Building on the conservation of resources theory and the relational resourcing view, we develop a conceptual model which posits that learning goal orientation is indirectly related to resilience, through the development of tenacity, but that generative work relationships are required to nourish this relationship. Three different quantitative studies provide support for our model. With our research, we attempt to enrich the current discourse on resilience in the workplace We build theory by tapping on the cognitive, psychological, and social resources that may help build resilience. Moreover, we bridge research on learning and resilience and highlight the crucial role of social conditions for the development of resilience.

MOC: **Next-Generation Mindfulness: Extending the Transformative Potential of Workplace Mindfulness (WITHDRAWN)**

Author: **Jutta Tobias**, *City U. London*

This conceptual analysis offers a rationale for extending the transformative potential of mindfulness for individuals, communities, and society at large, specifically by creating new linkages across previously siloed workplace mindfulness literatures and by arguing that next-generation mindfulness at work research and practice should draw on underexplored synergies between these literatures. The article makes the following three contributions: It offers an overview of seminal workplace-relevant mindfulness literatures and an outline of the problematic associated with "first-generation" mindfulness interventions available to people at work today. Next, it contributes an analysis of the mechanisms of action that make mindfulness practice 'work'. It then provides an integrative mapping of key workplace mindfulness schools of thought alongside several propositions for follow-up theorizing in designing and evaluating next-generation workplace mindfulness interventions, in order to extend the transformative potential of mindfulness at work beyond self-healing, in the interest of overcoming workplace stress and suffering, for one and all.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1542** | Submission: **20145** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Interactions of Collectives and Teams

Session Moderator: **Hamid Foroughi**, *U. of Essex Business School*

MOC: **The Role of Collective Memories in Negotiating Membership in Occupations**

Author: **Hamid Foroughi**, *U. of Essex Business School*
Author: **Micki Eisenman**, *Hebrew U. of Jerusalem*
Author: **Samantha Parsley**, *U. of Porthsmouth*

This paper advances scholarship at the intersection of organisational memory studies and occupational research. It asks how the past provides a framework through which DJs in the electronic music industry validate their membership within the occupation and foster their sense of belonging to define and distinguish themselves as 'proper' DJs. We develop the idea of occupational mnemonic communities (OMCs) as socially constructed groups with imagined and interpretative boundaries that are constituted by the occupational Past. Members of an OMC maintain it by remembering the past in discursive, material, and embodied modalities and these memories are expressed through their ongoing interactions and technologies. In particular, we suggest that OMC is a useful theoretical device to analyse diffuse, networked and more informal occupational settings such as among rising numbers of professional freelancers and those working in the gig-economy.

MOC: **The Components of Collective Intelligence and their Predictors**

Author: **Erik Kommol**, *WU Vienna*
Author: **Christoph Riedl**, *Northeastern U.*
Author: **Anita Williams Woolley**, *Carnegie Mellon U.*

The ability of human groups to collaborate effectively is of growing economic and societal importance in more and more areas of daily life. Recent research on collective intelligence in human groups has offered robust evidence that group performance can be explained by one general "collective intelligence" (CI) factor (Riedl et al., 2021). More recent work has theorized a hierarchical structure, with some evidence suggesting a role for component processes such as collective memory, attention, and reasoning, but no analyses to date have examined the degree to which a hierarchical structure adequately fits CI measurement data. In the model presented here, we explain the emergence of CI based on cognitive processes and abilities on the individual- and their aggregation onto the group-level while highlighting temporal aspects of CI. This offers a refined theoretical framework for the study of CI, which enables the derivation of theoretical predictions and the design of interventions. We test our model on a sample of 22 studies, including 5,279 individuals in 1,356 groups using meta-analysis. We find that the hierarchical model shows a better fit in comparison to alternative models in the complete sample as well as in different subsamples. We illustrate the benefits of the hierarchical model by showing that different variables predict different components of CI and discuss implications in the form of interventions.

MOC: **Does Helping Facilitate or Hinder Teammate Performance? An Uncertainty Management Perspective**

Author: **Edward Tang**, *Zhongnan U. of Economics and Law*
Author: **Lida Lingling Zhang**, *U. of Macau*
Author: **Xiaoping Pu**, *Wuhan U. of Technology*

Whereas previous research on workplace helping focused on the relational benefits of helping behavior, we study its relational costs and their implications on teammate performance. Drawing on the uncertainty management perspective of social exchange, we argue that, as a focal team member engages more frequently in matched exchange of help with his or her teammates (i.e., the member gives and receives relatively similar level of help), the teammates experience less relational uncertainty and perform better. By contrast, mismatched exchange of help (i.e., the member gives more or less than receives help) increases teammate relational uncertainty and therefore decreases teammate performance. Results of a survey study supported our arguments. These findings contribute to our current understanding of workplace helping.

MOC: **The Role of The Joint Effect of Verbal and Non-Verbal Communication in Team Interaction**

Author: **Natalia Vuori**, *Aalto U.*
Author: **Satu Rekonen**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Lotta Hassi**, *U. Ramon Llull, ESADE Business School*

Scholars have generated many valuable insights into how creative solutions emerge during the interaction between team members. However, most of the studies investigated verbal communication only—what is explicitly said. We know little about the role of non-verbal communication (e.g., body movements, and facial expressions). To address this gap, we conducted a real-life inductive study of interaction in five teams tasked with creative problem-solving. We observed, and video recorded meetings. We found that verbal and non-verbal communication align or be in conflict. Surprisingly, we found that the conflict between verbal and non-verbal reactions increased mutual focus of attention and the team members' engagement in interaction by activating three processes: monitoring other non-verbal and verbal reactions, elaborating solutions, and/or providing arguments to support or reject the solution, and engaging in active thinking about solutions. We contribute to the team interaction literature by showing that team interaction cannot be studied by focusing on verbal or non-verbal reactions in isolation because interaction patterns may depend on a more subtle joint effect of non-verbal and verbal communications. More importantly, by developing a system that allows researchers to code team members' body movements and their meaning, we provide a methodological tool to investigate micro-socio-emotional dynamics in teams

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1543** | Submission: **20142** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Prosocial Behavior and OCB

Session Moderator: **Hongguo Wei**, *Robert Morris U.*

MOC: **Will Prosocial Behavior Backfire? Impacts of Leader Pro-group Unethical Behavior**

Author: **Hongguo Wei**, *Robert Morris U.*
Author: **Daria Crawley**, *Robert Morris U.*

Drawing on the appraisal theory of emotion and the three selves literature, we develop a theoretical framework explaining how observing leaders' unethical behaviors that gain better outcomes for the group (i.e., pro-group unethical behavior; UPGB) affects employees' emotional reactions (contempt, guilt, and respect) and supervisory satisfaction. With two experimental studies, we found a positive relationship between leader UPGB and employee guilt and contempt and a negative relationship between leader UPGB and employee respect. These emotional reactions served as the mediating mechanisms through which leader UPGB affected their supervisory satisfaction. In addition, we found that employees with high (than low) conscientiousness experience more guilt and contempt and less respect. Employees with high (than low) collective awareness experience less guilt and contempt and more respect. The moderating effects of conscientiousness and collective awareness on the relationship between observing leader UPGB and emotional reactions passed on to impact their supervisory satisfaction. We discussed the implications and limitations of the studies.

MOC: **Rising from the Shadows of Stigma! Interpersonal Capitalization and Social Worth Affirmation**

Author: **Dong Liu**, *Georgia Institute of Technology*
Author: **Elijah Wee**, *U. of Washington*
Author: **Yang Chen**, *Schoolofbusinessadministration,SWUFE*
Author: **Guiyao Tang**, *Shandong U.*

Occupational stigma has been found to be a significant threat to employees' personal outcomes such as wellbeing. Drawing on self-affirmation theory, we theorize the critical role of two unique affirmation mechanisms, interpersonal capitalization (self-initiated) and social worth affirmation (coworker-initiated) in mitigating employees' occupational stigma awareness. Our time-lagged field survey (study 1) first demonstrates that the two affirmation mechanisms synergize to reduce occupational stigma awareness and ultimately, impact two organization-related outcomes, prosocial organizational behavior and cutting corner at work. We also collaborated with a hospital to conduct a longitudinal field experiment (study 2) to help frontline health workers to minimize occupational stigma awareness and cutting corner behavior, and enhance prosocial organizational behavior. The findings from both field studies highlight the effectiveness of our proposed affirmation mechanisms in coping with occupational stigma and cultivating positive organizational outcomes.

MOC: **Competent or Warm? The Role of Job Performance and OCB in Predicting Workplace Aggression**

Author: **Hamsa Gururaj**, *Wilfrid Laurier U.*
Author: **Aaron CH Schat**, *McMaster U.*

This study proposes and investigates a curvilinear relationship between job performance and exposure to workplace aggression. Drawing upon the stereotype content model, we theorize two distinct mediating mechanisms at high and low levels of job performance. High performers provoke jealousy, and low performers provoke contempt from coworkers, both of which are positively associated with exposure to workplace psychological aggression. We further examine the moderating effect of organizational citizenship behavior- individual. The current study tested these relations using data from a sample of 187 teachers from India. We found support for the curvilinear relationship between performance and workplace psychological aggression and the mediating mechanisms of jealousy and contempt for high and low performers, respectively. We also found that employee citizenship behavior weakens the relationship between job performance and workplace aggression for high performers.

MOC: **Why and When Helping Behavior Can Enable Followers to Cope with Leader Moral Scrutiny**

Author: **Qi Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

We developed and tested a two-stage moderated mediation model to explore why and when helping behavior serves as a successful impression management tactic for coping with leader moral scrutiny. We revealed that followers' helping behavior can serve as a successful tactic for coping with leader moral scrutiny because it can be used to manipulate the assignment of moral credit through the lens of impression management. We further hypothesized that performance subjectivity influences followers' motivation to engage in impression management and impression management attribution affects the effectiveness of impression management. A study of 188 followers and 41 leaders supported this model. We found that helping behavior can enable followers to cope with leader moral scrutiny because it can result in moral credit for followers, especially in high-level performance subjectivity and low-level leader impression management attribution.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1544** | Submission: **20141** | Sponsor(s): **(MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

Identities at Work

Session Moderator: **Micah Rajunov**, *Boston U. Questrom School of Business*

MOC: **Experts without Expertise: Repairing Professional Identity Through the Professional Motive**

Author: **Micah Rajunov**, *Boston U. Questrom School of Business*
Author: **Miyoung Chang**, *Boston U. Questrom School of Business*

Expertise, or "what we do," is the foundation of professional identity, or "who we are." We examine a case of extreme disruption to expertise where, in contrast to previous studies, professionals were unable to repair their identity through alternative expertise. At the onset of the AIDS epidemic in the US, doctors were confronted with a novel and intractable problem; for over fifteen years, physicians were at a loss for how to effectively treat and cure AIDS patients. We found that this prolonged inability to generate and apply expertise led many doctors to question the "meaning of medicine"— their professional identity. To repair their identity, physicians initially reconnected with the professional motive: the reason a profession exists. They then reinterpreted this motive and discovered new ways to enact their identity. They came to see client relationships as essential, and integrated them alongside expertise to constitute a multi-component professional identity. We contribute to theory on identity work by highlighting the professional motive as a foundation of identity and a key mechanism in this process. In considering clients, rather than professional peers or competitors, we also build on the burgeoning relational perspective in the professions literature.

MOC: **Internal Identity Threats: Theoretical Insights from Elite Rugby**

Author: **Benjamin Webster Walker**, *Victoria U. of Wellington*
Author: **Dan V. Caprar**, *U. Of Sydney*
Author: **Alyson Meister**, *IMD Business School*

Identity threats are pervasive in modern organizations, and much literature has documented their significant psychological and behavioural consequences. Most of this literature, though, focuses on threats triggered by external sources, such as the views of others, or social stigma. But external sources are not the only potential triggers of identity threats. In our qualitative study aimed at exploring how elite professional rugby players develop a performance-based identity (i.e., derive a sense of self from their performance), we discovered that players also experienced threats to these identities stemming from their own adverse perceptions of their performance – a specific manifestation of the broader phenomenon we conceptualize as internal identity threats. Importantly, we also discovered that these internal threats seemed to be even more potent than external threats in driving players to question their performance-based identities, with implications for their well-being, performance, and motivation to improve. Drawing on these findings, key properties of our research context, and relevant literature, we present an initial conceptualization of internal identity threats, and a preliminary theory of when they are more-or-less likely to trigger questioning of the threatened identity. In doing so, we provide foundational insights into a powerful yet largely overlooked source of identity threat.

MOC: **Personal Orientations and Identifications: Their Impacts on Employees' Working Behaviors**

Author: **Hyun Sun Chung**, *Seoul National U.*
Author: **Won-Woo Park**, *Seoul National U.*

Organizational identification (OID) has been known to enhance employees' attitudes and behavior toward and in organizations because it reflects employees' perception of oneness with their affiliation as they connect themselves to their employing organizations. However, it is a recent belief that OID has been eroded in organizations; therefore, in this study, we suggest occupational identification (OCID) as an alternative concept to OID and conduct an empirical investigation to compare relationships between employees' personal orientations and OID and OCID. Furthermore, we compare how employees illustrate their working behaviors based on their personal orientations and OID and OCID by measuring job crafting and voice behaviors. With a sample of 252 survey participants, the results indicate that although collectivism yields both OID and OCID, individualism is only related to OCID; however, employees with OCID showed positive results for all three dimensions (task, cognitive, and relational) of job crafting whereas employees with OID only show positive significant for two dimensions, cognitive and relational crafting, but neither OID nor OCID has a significant relationship with voice behaviors. Based on empirical findings, OID might have a larger impact on organizations, but OCID could yield better performances in job-specific tasks.

MOC: **Work Engagement and Multiple Work Identities: Livelihood Construction Amidst Precarity**

Author: **Muhammad Aqeel Awan**, *London School of Economics and Political Science*
Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*

The study develops theory on how workers construct work identities amidst exposure to multiple precarity and weak organizational scaffolds. Through in-depth qualitative analysis of fisher folk, including 60 interviews, 45 informal conversations, and 100 hours of observation, we find evidence for the enactment of multiple logics and work identities. Thematic findings reveal four work engagement drivers: individualistic, cooperative, competitive, and reconciliatory, based on four logics: individualism, camaraderie, capitalism, and destiny. Analyses shows that each engagement driver builds on a certain degree of control, with individualistic engagement reflecting the highest degree of control or agency and resignation to fate reflecting the lowest sense of agency among the participants. Our contribution further reflects how agency can also be an inherent characteristic of an identity by showing how workers operating under multiple precarity and weak organizational scaffolds construct and transition between multiple identities—agentic and anti-agentic. We put forward a model of a balanced identity enactment cycle which includes the enactment of both agentic identities as well as an anti-agentic identity steeped in a destiny logic of high external locus of control.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1545** | Submission: **12639** | Sponsor(s): **(MOC, OB)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester**

Long Live the Past!: Exploring Lingering Attachments, Identity, and Grief in Post Death Organizing

Organizer: **Shannon Leigh Sciarappa**, *Boston College*
Organizer: **Eliana Crosina**, *Babson College*
Moderator: **Michael G. Pratt**, *Boston College*
Discussant: **Dean Shepherd**, *mendoza*
Panelist: **Blake E. Ashforth**, *Arizona State U.*
Panelist: **Ryan L. Raffaelli**, *Harvard Business School*
Panelist: **Trenton A. Williams**, *BYU Marriott School of Business*

Given the prevalence of organizational death, and the centrality of identity and relationships in shaping behavior, in this symposium, we invited a group of experts as panelists to explore the ways in which the past “lives on” – that is, how individuals connect and disconnect with dead organizations, and the related role of identity in informing their thoughts, behaviors, and ultimately the trajectory of their careers.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1546** | Submission: **10704** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

MSR Business Meeting

Organizer: **Joan F. Marques**, *Woodbury U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1547** | Submission: **20635** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

Surviving (and Thriving) in the Gig Economy

Session Moderator: **Konstantina Kougiannou**, *Nottingham Trent U.*

OB: **Lived Experiences of Gig Workers and Side Hustlers in Platform-based Food Delivery Gig Work**

Author: **Konstantina Kougiannou**, *Nottingham Trent U.*
Author: **Pedro Mendonça**, *Heriot-Watt U.*

Management scholars' understanding of motivation factors and job satisfaction is predominantly based on workers' experiences in standard employment relationships with organizations. In this paper, we draw from 35 interviews with, social media data and observations of, food delivery couriers in a British city to understand how the nature of their participation (full-time or side hustling) in, and the structural characteristics of, the gig economy impacts their attitudes, perceptions and behaviors. The data also draws on interviews with two food delivery company senior managers. We explore in-depth individuals' lived experiences of work in platform-based food delivery gig work, factors influencing their decision to take up such gig work and aspects of job satisfaction. Our paper responds to the call for a deeper examination of these workers' lived experiences, attitudes and job satisfaction and informs organizational behavior scholars and practitioners interested in examining and addressing the needs of similar groups of workers in similar occupational contexts.

OB: **To Be (Safe), Or Not to Be (Safe)? Why and When Gig Workers Stay Safe Under Customer Demands**

Author: **Jing-hao Zhang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Jiaxin Xue**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Yingxin Deng**, -
Author: **Zongbo Li**, *China U. of Mining and Technology*

Gig workers in the food delivery industry constantly encounter highly severe life-threatening occupational safety risks. However, little scholarly attention was paid to the hazards of this job that involves potential dangers in traffic situations. Drawing on job demands-resources theory, we theorize a typical tension in food delivery workers' daily experience, namely, finance-safety tradeoff, and examine why and when customer demands may influence delivery workers' safety (i.e., safety behavior, driving speed) using experience sampling method (ESM). We conducted a 14-day diary study with 117 food delivery workers in China. Results indicated that customer demands enhanced workers' safety concern when algorithms had more supervision and showed fewer errors. Moreover, higher safety concern and lower financial concern make them show more safety behavior and lower driving speed. Our research sheds light on the role of exogenous influences in safety compliance of gig workers and broadens our knowledge of how they navigate the salient tension between financial needs and safety risks.

OB: **Thriving in the Gig Economy: How Crafting Beyond the Job Fosters On-the-job Citizenship Behaviors**

Author: **XINYUE LIN**, *Shanghai International Studies U.*
Author: **Liang Meng**, *Shanghai International Studies U.*

Rapid growth of the gig economy provides opportunities for "stuck" employees to pursue proactivity in the form of crafting beyond the job. We introduce a new context-specific form of job crafting, crafting beyond the job, that entails self-initiated efforts to stretch their work lives beyond the current jobs, and further empirically explore its influence on on-the-job citizenship behaviors. Results of a three-wave survey data from 298 full-time employees with side hustles indicated that there exists a positive relationship between crafting beyond the job and employees' on-the-job citizenship behaviors. Three motivational states (i.e., on-the-job role-breadth self-efficacy, perceived competence, and positive affect) mediate the above relationship. Our findings thus indicate that how employees stretch themselves beyond their current jobs in the gig economy turns out to be a flourishing field that invites future research.

OB: **Gig Workers' Social Support Seeking on Informal Online Platforms as a Predictor of Performance**

Author: **Vera M. Schweitzer**, *WHU Otto Beisheim School of Management*
Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*
Author: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*

The number of gig workers continues to rise globally. Due to the lack of formal support structures and the unpredictability of many tasks, gig work can be emotionally challenging and cognitively demanding. We integrate the transactional stress theory with the social support literature to propose that gig workers (specifically crowd workers) engage in emotion- and problem-focused coping in reaction to daily gig work-specific demands by seeking social support on informal online platforms. In a pilot study, we identify specific behaviors that gig workers show to seek emotional and instrumental support on informal online platforms. Across a single-day noon-afternoon study (N=180) and a 10-day experience sampling study (N=100), we find that gig work-specific cognitive and emotional demands are positively related to emotional and instrumental support-seeking. Moreover, social support seeking subsequently predicts in- (i.e., monetary performance) and extra-role performance (i.e., OCB-I and OCB-O). We also explore differences between coping responses and downstream effects at the within- (i.e., daily) and between-person-level. We discuss how our research helps to further disentangle coping as a trait-based style from coping as a situational response and how the findings contribute to incorporating gig work into current theorizing in organizational behavior.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1548** | Submission: **20811** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Exploring Positive and Negative Effects of Servant Leadership

Session Moderator: **Yangxin Wang**, *business school of Central South U.*

OB: **The Impact of Servant Leadership on Employee Job Insecurity and Outcomes**

Author: **Yangxin Wang**, *business school of Central South U.*
Author: **Zhen Wang**, *Renmin U. of China*

Drawing on the job insecurity literature and contingency theories of leadership, this study investigates how employee job insecurity is reduced by servant leadership and further relates to emotional exhaustion and organizational commitment. We suggest that servant leadership helps remove objective threats to employees' job continuity and stableness and declines employees' subjective perceptions of potential threats. We also suggest that the effects of servant leadership are counteracted by perceived competition because competition creates a strong situation where servant leadership could hardly impose their values. Based on a three-wave field study (197 employee data at a photoelectric technology company), we found support for all our hypotheses. Theoretical and practical implications are discussed.

OB: **You're Not the Boss of Me: Peer Reactions to Subordinate Use of Servant Leader Behavior**

Author: **Alexander Lyle Effinger**, *U. of Illinois at Chicago*

While decades of research suggest that servant leaders enjoy myriad benefits resulting from their servant behavior, little is known about the consequences faced by non-leaders who engage in the same behavior. When followers emulate their servant leader's behavior, will they be regarded with appreciation or animus by their peers? The servant leader behaviors likely benefit peers through the provision of valued social exchange such as emotional healing; however, the leader-like behaviors may also prime peers to infer careerist motives. This research investigates the outcomes that non-leaders face when they engage in servant leader behavior, as well as the role that peer attributions play in this process. Findings across two studies suggest that servant non-leaders garner a prosocial reputation and consequently receive greater helping behavior from peers and that this relationship. Furthermore, this effect is influenced by the extent to which non-leaders engage in consistent, authentic behavior.

OB: **Exploring the Dark Side and its Suppressor of Servant Leadership: A Moderated Mediation Model**

Author: **Zhi Liu**, *School of Business, Renmin U. of China*
Author: **Huaiqian Zhu**, *School of Business, Renmin U. of China*
Author: **Yu Zhou**, *School of Business, Renmin U. of China*

Servant leadership has attracted much attention from scholars and practitioners, but its ignored dark side impedes the development of research and practice. Based on role theory, this study explores the negative effect of servant leadership on employees' task performance via employees' role ambiguity and the boundary effect of perceived strength of human resource management system in this relationship. Results from a three-wave two-source study indicates role ambiguity partially mediates the relationship between servant leadership and task performance, and perceived strength of human resource management system mitigates and even eliminates the relationship through attenuating the effect of servant leadership on employees' role ambiguity. Theoretical and practical implications of the results are discussed.

OB: **The Paradoxical Influences of Servant Leadership Behaviors on Illegitimate Tasks**

Author: **Xueling Fan**, *Nanjing U. School of business*
Author: **Ye Li**, *Nanjing U. School of business*
Author: **Jun Liu**, *Wuhan U. of Technology*

While the detrimental influences of illegitimate tasks are almost universally recognized, less research has explored the potential antecedents of illegitimate tasks. Drawing on the servant leadership literature and role theory, we set off to investigate the paradoxical influences of servant leadership on employees' illegitimate tasks perception. Specifically, on the one hand, servant leadership could elicit employees' work meaningfulness and subsequently reduce employees' illegitimate tasks perception; on the other hand, servant leadership could also enhance employees' workplace social status and lead to more employees' illegitimate tasks perception. Moreover, individual identity weakened the positive relationship between servant leadership and work meaningfulness, but strengthened the positive relationship between servant leadership and workplace status. We also proposed two conditional indirect paths linking servant leadership and illegitimate tasks, moderated by individual identity in the opposite directions. Results from a time-lagged multiple-wave field survey with participants from China lent support to most of our hypotheses. Theoretical and practical implications and future research directions are acknowledged.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1549** | Submission: **20668** | Sponsor(s): **(OB)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

Understanding Virtual Team Dynamics and Processes

Session Moderator: **Min Ju Lee**, *UT Austin*

OB: **Zoom In, Zoom Out: Affective Convergence in Virtual Teams and the Role of Videoconferencing Layouts**

Author: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*

The advent of technology has allowed individuals to maintain contact with one another even when physically apart. In particular, more recently, videoconferencing has played an important role in sustaining interpersonal communication and facilitating team processes necessary for remote work that became the new norm as a result of the COVID-19 pandemic. The present study thus aims to explore virtual affective convergence, which has been traditionally examined in text-based interactions, during team meetings on a videoconferencing platform. Specifically, I investigate whether affective convergence occurs when groups meet and discuss over Zoom. Furthermore, I consider how the speaker (versus gallery) video layout configuration can facilitate virtual affective convergence, information elaboration, and group decision-making effectiveness. Results of an experimental study indicate the important role videoconferencing layout configurations can play in influencing affective linkages among team members and highlights the potential videoconferencing platforms have for being rich domains to study interpersonal phenomena. I conclude with a discussion of the theoretical contributions and practical implications the findings of this study offer, along with several recommendations for future research avenues.

OB: **Seeing is Disbelieving: How Liking Influences the Effects of Visuality on Virtual Collaboration**

Author: **Wonbin Sohn**, *U. of Hawaii at Manoa*
Author: **Min Ju Lee**, *UT Austin*
Author: **Andrew Brodsky**, *U. of Texas at Austin*

There has been substantial research highlighting the significant role that passive observation plays in how employees build evaluations of others' engagement at work. One of the most meaningful instantiations of this effect is the "face time bias," which refers to prevailing assumptions by employees that coworkers that they can observe are likely working harder than those they cannot observe. However, passive observation is often no longer feasible with recent growth in remote work and globalization. Consequently, active interactions are now one of the primary (and sometimes only) ways through which employees can observe—and hence, form impressions of—their coworkers' engagement. In this paper, we explore the role of visuality in communication modes in forming impressions of engagement during interactions. In an experience sampling study of 1,338 dyadic virtual interactions reported by 185 employees, we found that being able to "see" one's interaction partner does not necessarily increase perceptions of the partner's interaction engagement and consequent willingness to continue working with that partner. In particular, when the focal employee dislikes the interaction partner, the ability to see them leads to more positive impressions of engagement. Our findings advance the theory on face time to show that evaluations of engagement occur during virtual interactions as a function of both communication mode and existing dyadic interpersonal sentiment.

OB: **A Double-Edged Sword: Multilevel Identification in Global Virtual Teams**

Author: **Maria Ximena Hincapie**, *School of Management, U. de los Andes*

Organizations increasingly rely on global virtual teams due to the need to provide employees with more flexible work arrangements while leveraging high-quality talent from around the world. As a result, many employees plan to work remotely and be part of global virtual teams. Therefore, it is crucial to understand what team members can do to enhance performance in these global virtual teams. Team researchers have recognized team identification as an essential emerging state that can favorably influence team outcomes. While research on team identification exists in other contexts, understanding team identity in global virtual teams has received far less attention. In this study, I theorize and empirically test the hypothesis that identification in GVT acts as a double-edged sword, enhancing the team's performance while simultaneously diminishing individual performance. Adopting a multilevel approach, I investigate the influence of team members' cultural intelligence on member identification and the bottom-up process relating to team member identification to team performance. Results from 751 team members working in 223 global virtual teams reveal that a member's cultural intelligence positively affects the member's identification with the team via the team members' motivation. Results also indicate that team identification is associated with motivation and performance at the team level. Finally, findings show that identification with the team has an overall negative impact on a team member's performance but a positive impact on team performance. This paper advances knowledge about the antecedents, processes, and multilevel effects of team members' identification.

OB: **Emergent Leadership and Team Performance in Short-term, Virtual Teams: A Configurational Approach**

Author: **Katharina Agethen**, *Technische Hochschule Ostwestfalen-Lippe*
Author: **Luc Sandfort**, *Paderborn U.*

While considerable research has been conducted on understanding the multiple drivers of informal emergent leadership, less attention has been given to the implications of these emergent leaders for a team's success. Integrating socioanalytic and functional leadership theory, we developed and tested a multilevel model of antecedents and outcomes of emergent leadership within short-term, virtual teams. We propose that distinct configurations of explicit motives may lead to emergent leadership, and that the resulting leadership motive profiles combine with team processes to promote team success. Hence, we apply a configurational, person-centered perspective to examine what combinations will be sufficient to emerge as a leader and achieve superior team performance. Using fuzzy set qualitative comparative analysis (fsQCA) at individual and team level (223 individuals in 54 teams), we find two causal paths involving specific motive configurations for emergent leadership, namely a) presence of preference for teamwork combined with presence of goal priority and of power motive (the captain), b) absence of preference for teamwork combined with presence of reliance (the opportunist); and multiple causal paths for superior team performance, either combining different team processes regardless of leadership, or if leadership is needed, then only the captain with different combinations of team processes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1550** | Submission: **10771** | Sponsor(s): **(OB, CM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

It's Not You, It's Me: Beyond the Victims of Shame, Interpersonal Views of Shame in Organizations

Discussant: **Michael Daniels**, *U. of British Columbia*
Organizer: **Olivia Jurkiewicz**, *U. of California, San Diego*
Organizer: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Gordon Scott**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Organizer: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*

Throughout history, shame has been utilized as a tool to maintain social harmony and to communicate important information about norms and values within society. However, research on shame has almost exclusively focused on the individual experience of this emotion with minimal attention to the other parties involved in this social emotion. Furthermore, research on this emotion has typically fixated on the negative consequences. To address these shortcomings, this symposium presents a diverse body of scholarship that explores overlooked perspectives on the study of shame: the shamers and the third-party witnesses. Through two papers, we highlight the role of shamers in shaping organizational cultures and demonstrate the beneficial downstream outcomes of shaming, such as increased corporate social performance. In the second set of papers, we pivot our focus to third-party observers and examine the effects of witnessing not only acts of shaming but also expressions of shame on observers' impressions and behavior. Collectively, the papers in this symposium employ a multitude of theoretical perspectives, levels of analysis (e.g., individual, group and organizational), and methodological approaches (e.g., inductive and deductive, qualitative and quantitative) to advance the scholarship on a unique perspective of this social emotion.

Workplace shaming behavior: On carving and canceling emotional organizational cancel cultures

Author: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*

Witnessing shaming: A qualitative study of the utility of public corrections in organizations

Author: **Giselle Elaine Antoine**, *Washington U. in St. Louis, Olin Business School*
Author: **Qiongjing Hu**, *Zhejiang U.*

Exploring the Positive Social Judgements of Shame Expression

Author: **Olivia Jurkiewicz**, *U. of California, San Diego*
Author: **Navya Yarrabothula**, *U. of California, San Diego*
Author: **Christopher Oveis**, *U. of California, San Diego*

Shame broadcasts social norms: Positive effects of shame on norm acquisition and normative behavior

Author: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Author: **Samuel Skowronek**, *UCLA Anderson School of Management*

Corporate responsibility ratings as drivers of norms: An examination of board gender diversity

Author: **Katie Apker**, *Cornell U.*
Author: **Michelle Checketts**, *U. of Illinois at Urbana-Champaign*
Author: **Taeya Howell**, *Brigham Young U.*
Author: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Author: **Ben William Lewis**, *Brigham Young U.*
Author: **Gordon Scott**, *Washington U. in St. Louis, Olin Business School*

Session Type: **Symposium**
Program Session: **1551** | Submission: **16705** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

Leading From the Back: An Updated Look at Leader Humility

Session Chair: **Burak Oc**, *Lee Kong Chian School of Business, Singapore Management U.*
Session Chair: **Michal Lehmann**, *Hebrew U. of Jerusalem*
Presenter: **Irina Cojuharenco**, *Surrey Business School*
Participant: **Avraham N. Kluger**, *Hebrew U. of Jerusalem*
Participant: **Guy Itzchakov**, *U. of Haifa*
Presenter: **Sarit Pery**, *Hebrew U. of Jerusalem*
Presenter: **Paige Watson**, *Clemson U.*
Participant: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Discussant: **Brad Paul Owens**, *Brigham Young U.*
Participant: **Herman Aguinis**, *George Washington U.*
Participant: **Shir Genzer**, *Hebrew U. of Jerusalem*
Participant: **Nur Kassem**, *Hebrew U. of Jerusalem*
Participant: **Daryl R. Van Tongeren**, *Hope College*
Participant: **Anat Perry**, *Hebrew U. of Jerusalem*
Discussant: **David R. Hekman**, *U. of Colorado, Boulder*

Leader humility, a behavioral characteristic arises when leaders interact with others, is conceptualized as a multi-faceted construct . Humble leaders or those who are willing to admit mistakes and limitations, model teachability, and acknowledge others' strengths and contributions, are shown to influence the outcomes of individual and group of subordinates as well as the organizations they lead. Given the impact of humble leaders in organizational context, understanding (a) when leaders express humility and (b) the underlying mechanisms of the impact of their humility should provide further insights into how to improve work outcomes. This symposium has two primary goals. First, this symposium seeks to provide empirical evidence to extend our current understanding of antecedents of leader humility by exploring whether leaders can learn to develop humility. Second, this symposium seeks to provide empirical evidence and theoretical development to build on extant research on the topic of leader humility. Research presented in this symposium advances our current understanding of leader humility by looking at its effects on different underlying mechanisms and outcomes as well as boundary conditions in which these effects hold. In doing so, this symposium includes research that employs complex and innovative measurement and analytical methods.

Leaders-as-listeners: A new pedagogical approach to the development of skill and humility

Author: **Irina Cojuharenco**, *Surrey Business School*
Author: **Michal Lehmann**, *Hebrew U. of Jerusalem*
Author: **Avraham N. Kluger**, *Hebrew U. of Jerusalem*
Author: **Guy Itzchakov**, *U. of Haifa*

How does leader humility impact follower outcomes? A meta-analytic test of competing mechanisms

Author: **Paige Watson**, *Clemson U.*
Author: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Author: **Brad Paul Owens**, *Brigham Young U.*
Author: **Herman Aguinis**, *George Washington U.*

Your humility elicits others' creativity

Author: **Sarit Pery**, *Hebrew U. of Jerusalem*
Author: **Avraham N. Kluger**, *Hebrew U. of Jerusalem*

Intellectual humility and empathic accuracy between people from diverse backgrounds

Author: **Michal Lehmann**, *Hebrew U. of Jerusalem*
Author: **Shir Genzer**, *Hebrew U. of Jerusalem*
Author: **Nur Kassem**, *Hebrew U. of Jerusalem*
Author: **Daryl R. Van Tongeren**, *Hope College*
Author: **Anat Perry**, *Hebrew U. of Jerusalem*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1553** | Submission: **21043** | Sponsor(s): **(ODC)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Assessing Interventions To Boost Employee Wellbeing, Resilience, Agility, and Innovation

Session Moderator: **John Molineux**, *Deakin U.*

ODC: **An Integrated Intervention Study: Lessons About Key Factors for Effective Outcomes**

Author: **John Molineux**, *Deakin U.*
Author: **Adam Fraser**, *The Energy Factory*

This paper reports on the findings of a wellbeing intervention study involving 26 groups of school principals and other school leaders. The intervention was developed through an action research process in response to needs expressed by school principals to reduce strain and improve their overall wellbeing. With theoretical underpinning from the job-demands resources framework, the multi-modal intervention focused on improving the personal resources of participants. Content from psychology, health and human behaviour was presented and discussed through an integrated set of techniques designed into four bespoke one-day workshops over a 12-month period, plus relationship support within the groups including the use of buddies. A paired sample t-test was conducted that showed significant improvement in 12 measures as hypothesized, including wellbeing and work-family balance. The outcomes were confirmed through qualitative comments provided by participants. The success of this intervention may be attributed to: (1) the use of action research to design an intervention that specifically met the needs of the participant groups; (2) the implementation strategies used in the program; and (3) the commitment of participants. A key message for researchers is to co-design implementations with participants for their specific needs, which should lead to stronger implementation and improved outcomes.

ODC: **An Arts-based Approach to Workforce Agility: The Role of Epistemic Curiosity**

Author: **Janani M**, *Department of management studies, Indian Institute of Technology Madras*
Author: **V Vijayalakshmi**, *Indian Institute of Technology, Madras*

The world of work is constantly evolving such that while the previous era saw the need for stability, the current era witnessed the need for disruption. The ever-changing environment and aspects of work pose important challenges to all its stakeholders. Firms must respond to such dynamics continuously, while the employees must too. Such responses from employees are termed 'Workforce agility', which is the ability of employees to properly respond to change in a timely fashion and to exploit the benefits of change. Every employee needs to be driven at an individual level to leverage one's agile capacities at work. In this study, we proposed and tested the predictive role of both dimensions of 'Epistemic Curiosity' in aggrandizing Workforce agility. Further, we aimed to build a group-level practice to enhance Workforce agility. With a sample of 50 students from Universities in the Southern part of India, we implemented the 'Intermodal Arts-Based Intervention' as a fifteen-hour group process that combines four art forms, Visual arts, Music, Movement, and Theatre. The results reveal a significant change in Workforce agility after the intervention and that only the Interest-type of Epistemic Curiosity predicts Workforce agility.

ODC: **Investing in Employees with Strength-based Training - Insights from a Qualitative Study**

Author: **Nicola Beatrice Spickenreither**, *U. Bundeswehr, Munich*
Author: **Sonja Sackmann**, *U. Bw Munich & U. of Tartu*

Employee well-being and resilience have become a high priority for organizations due to increasing work-related stress and associated costs as well as performance. Since strength-based interventions show great potential for improving employee well-being and performance, our study examined the outcomes of a training program focused on improving mental strength, positive thinking, and individual goal setting and attainment. The 36 interviewees reported increased performance and goal attainment, partly due to a more optimistic, positive, and calm attitude. Our research contributes to the literature on strength-based interventions, positive change in a traditional setting, and well-being by examining the outcomes of strength-based training in the traditional agricultural sector. The paper concludes with suggestions for future research and practice.

ODC: **Transformational Leadership and Employee Innovation: Roles of Commitment to Change and Support**

Author: **Kiho Jun**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Author: **Joonghak Lee**, *Gachon U.*

Although the impact of transformational leadership on followers' creativity and innovation has been well documented, the question of how transformational leadership enhances employee innovation in the context of organizational change remains unanswered. In this research, we investigate the function of employee commitment to change as a mediator of the relationship between transformational leadership and employee innovation as measured by both ostensible and measurable measures. We further examine the moderating effect of organizational support for creativity on the link between employee innovation and commitment to change. Regression analysis was used to evaluate the assumptions using data gathered from 535 managers in 11 subsidiaries of a prominent financial institution in South Korea that underwent a dramatic mandated organizational change The results showed that employee commitment to change mediated the positive relationship between transformational leadership and employee creativity such as innovative performance and innovative behavior was mediated by employee commitment to change. Additionally, we also found that individuals with high organizational support for creativity had a greater association between commitment to change and employee innovation was stronger for employees with high organizational support for creativity than for those with poor organizational support. This study can contribute to the management discipline by resolving mixed outcomes between transformation leadership and innovation using both subjective and objective data. Also in the relation between transformation leadership and innovation, which might be important in the changing environment the study discovers the contingent factors of commitment to change and organizational support. Finally, practitioners are aware of what leadership styles and organizational climate should be needed for the imposed change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1554** | Submission: **19896** | Sponsor(s): **(ONE)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 9:00PM ET (UTC-4)** at **Offsite** in **Back Bay Social**

ONE Social

Program Chair: **Nardia Haigh**, *U. of Massachusetts*
Division Chair: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Division Chair-Elect: **Martina K. Linnenluecke**, *U. of Technology, Sydney*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1555** | Submission: **20506** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Blockchain Technology

Session Moderator: **Lara Schilling**, *U. of Kassel*

OSCM: **A Critical Discourse Analysis of Blockchain Application in Supply Chains: From Power to Justice**

Author: **Lara Schilling**, *U. of Kassel*
Author: **Mehrdokht Pournader**, *Faculty of Business and Economics, U. of Melbourne*
Author: **Stefan Seuring**, *U. of Kassel*

Despite an overall positive discourse of blockchains in academic literature, organizations face difficulties in implementing blockchain in supply chains as with the recent case of discontinuation of TradeLens, a blockchain platform co-developed between IBM and Maersk, has shown. This has prompted the current paper to look more critically into the implementation of blockchains in supply chains. We conduct a critical discourse analysis of academic publications while focusing on buyer-supplier relationships and power asymmetries in such relationships impacting adoption of blockchains. Based on textual, discursive, and contextual analyses, we identified that this discourse is determined by positive sentiments while mainly talking about blockchain's positive impacts on supply chain efficiency, food and drug safety, and sustainability. However, these benefits are reached by reinforcing the power of large multinational companies over small and medium-sized enterprise suppliers. We propose that the adoption of blockchain technology under the consideration of inter-organizational justice would stimulate a more beneficial distribution among supply chain members. Our findings further demonstrate the need to pay more attention to the empowering effect of blockchain technology on suppliers.

OSCM: **Digital Technologies and Operations Management**

Author: **Daniel Kwasnitschka**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Henrik Franke**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Torbjørn H. Netland**, *Swiss Federal Institute of Technology Zurich, ETH*

We study the effect of providing performance feedback to frontline workers that use new digital technologies in manufacturing. Our research setting is a globally operating manufacturer that uses smartwatches for real-time control on the shop floor. Using a large- scale and multi-site field experiment, we analyze 29.669 machine statuses and study the productivity effects of providing workers near real-time feedback on their performance via the smartwatch. We leverage construal-level theory and its central idea of psychological distance to develop our hypotheses. We first observe the production without feedback to establish comparability of our treatment groups and then allocate several combinations of different feedback to workers in two production plants. We vary whether the feedback addresses the individual worker or the entire work group and the message framing: the positive frame focuses on what tasks have been completed on the shop floor ("glass half full") whereas the negative frame focuses on those tasks that were left unfinished ("glass half empty"). Our findings suggest that positively framed feedback directed to individuals improves performance most, providing novel theoretical insights on the combination of feedback framing and their individual/team-level reference points.

OSCM: **Trusting the Trust Machine: How Blockchain Enhances Credibility in Supply Chain Finance**

Author: **Wenyi Liu**, *School of Business, Renmin U. of China*

Blockchain technology was recognized as a response to the trust crisis experienced in supply chain operations and financial activities. However, limited research on the impact of blockchain technology as a substitute for trust and its accelerating effect on cash flow in supply chain has been conducted. This study draws from a literature review on the relationship between trust and supply chain finance, as well as four case studies to demonstrate that blockchain technology can generate trust. Moreover, the study explores how blockchain technology fits with specific supply chain finance scenarios through resource orchestration, realizing trust in the capabilities and restructuring of the supply chain process. From the resource orchestration perspective, this study proposed that the trust in blockchain application is twofold: First, blockchain-enabled capabilities reconfiguration including organization and technology connectivity, networking, and customized deployment can be internal drivers for trust; and second, blockchain-enabled process reconfiguration covered by credible transactions, logistics, and behavior chains can be regarded as an external driver for trust generation. Hence, we highlight the need for contextualization of trust research on blockchain technology.

OSCM: **Agency and Technology-organization-environment Theories to Interpret Blockchain**

Author: **Pamela Danese**, *Dep. of Management and engineering, U. degli Studi di Padova*
Author: **Pietro Romano**, *U. of Udine*
Author: **Riccardo Mocellin**, *U. degli Studi di Padova*

Empirical research clarifying the real benefits of blockchain (BC) is scarce, while BC applications remain small-scale. This study investigates how a BC system can be designed to address ex-post opportunism, and what factors influence BC system use by supply network members. It analyzes 11 principal–agent dyads within one case of BC implementation in the food sector, each composed of a consortium (the principal) and a supply chain actor (the agent). The methodological approach is case research as theory elaboration starting from Agency and Technology-organization-environment (TOE) theories. This study proposes that different BC systems exist, each assuring a certain level of system trust (trust in the technology output), which should be consistent with the risk level of agents' ex-post opportunism. It also provides an interpretation of how TOE factors can intervene in the adoption of different types of BC systems by agents. This research is useful to assess the efficacy of a BC system to address the agency issue in the food sector, and understand how to adapt, at least initially, a BC system to agents' needs to achieve widespread adoption. It applies a new perspective to study BC based on Agency and TOE theories, to develop a framework explaining BC design and use in a supply network involving many different actors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1556** | Submission: **20923** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Measuring Well-Being

Session Moderator: **Deborah Blackman**, *U. of New South Wales*

PNP: **Different Types of Managerial Support for Flexible Working: Implications for Employee Well-being**

Author: **Fiona Buick**, *UNSW, Canberra, Australia*
Author: **Deborah Blackman**, *U. of New South Wales*
Author: **Miriam Glennie**, *U. of New South Wales Canberra*
Author: **Vindhya Weeratunga**, *UNSW, Canberra, Australia*
Author: **Michael O'Donnell**, *U. of New South Wales*

Improving well-being is an important human resource management issue within public sector organizations as it is linked with improved employee and organizational outcomes. A key antecedent to employee well-being is flexible working, which can enable work-life balance. However, flexible working is often under-utilized in practice due to a lack of managerial support. Despite the importance of managerial support for flexible working and, consequently, employee well-being, few studies explore this in-depth, particularly in the public sector. This article addresses this gap, presenting four distinct types of managerial support for flexible working in a public sector context. These findings are important for public sector organizations, as they can help inform how to support flexible working arrangements in a way that better enables the creation and sustainment of both eudaimonic and hedonic well-being and, thus, optimize well-being. This is particularly important due to access to flexible working now being core to the employee value proposition, with optimizing employee well-being a core focus of many public sector organizations.

PNP: **Too Much of a Good Thing? The Curvilinear Effects of Empowering Leadership on Employee Well-being**

Author: **Zhuolin She**, *Renmin U. of China*
Author: **Quan Li**, *Nankai U.*

Leaders are encouraged to empower employees in recent public sector management reforms. However, it remains unclear whether the influence of empowering leadership on employee outcomes is linearly favorable. Grounded in the “too-much-of-a-good-thing” effect and conservation of resources theory, we develop a model considering a potential curvilinear relationship between empowering leadership and public employees’ well-being. Using data from a multisource, time-lagged survey of 496 employees and their 97 supervisors from a prefecture-level city government in China, we find that (1) empowering leadership has a curvilinear (inverted U-shaped) relationship with employee well-being; (2) perceived responsibility mediates this relationship; and (3) public service motivation moderates the curvilinear effect of perceived responsibility on employee well-being and the indirect effect of empowering leadership on employee well-being via perceived responsibility. Implications of these findings for public management research and practice are discussed.

PNP: **Well-being in the Public Service: Multi-level Analysis of Job Demands and Resources**

Author: **Vindhya Weeratunga**, *UNSW, Canberra, Australia*
Author: **Fiona Buick**, *UNSW, Canberra, Australia*
Author: **Michael O'Donnell**, *U. of New South Wales*
Author: **Deborah Blackman**, *U. of New South Wales*
Author: **Miriam Glennie**, *U. of New South Wales Canberra*

This study extends the Job Demands-Resources (JD-R) theory in the public sector by adopting a multi-level, qualitative approach to examining well-being. Drawing on a study undertaken in the Australian Public Service, we demonstrate that employee well-being is impacted by job demands and job resources that vary and interact at different levels of the organisation. We propose that adopting a multi-level approach to well-being is useful to recognise the inter-related and inter-dependent nature of job demands and resources at the individual, team and organisational levels. We discuss our contributions to the theoretical development of the JD-R theory and make recommendations to practice for enhancing and sustaining well-being. Qualitative examinations of the JD-R theory are limited; our study addresses this gap, providing valuable insight into the contextual influences on job demands and resources and their implications on employee well-being.

PNP: **Which Survey Design can Serve as an Authentic Citizen Satisfaction Measurement?**

Author: **Chengwei Wang**, *City U. of Hong Kong*

A considerable amount of literature has been published on increasing citizens’ satisfaction with using satisfaction surveys. However, we know little about how to find the optimal design for a citizen satisfaction survey. Based on dual-process theory, the study examines the effects of citizen satisfaction survey design on respondents’ effort and reported satisfaction. A fully randomized 23 between-subjects factorial experiment revealed a positive relationship between the number of anchors and the cognitive effort, while the effect of survey length is negative. Additionally, an increasing number of anchors will decrease the cognitive bias of participants. This study highlights the importance of dual-process theory in the account of citizens’ evaluations and provides implications for practitioners. The first argument is supported by performance feedback theory (Greve, 1998; Salge, 2011), borrowed from business management to PA, and indicates that existing performance information will optimize managerial decisions (Ma, 2016; Meier, Favero, & Zhu, 2015; Zhu & Rutherford, 2019) and lead to performance improvement (Hong, 2019; Min & Oh, 2020). The second argument is discussed under the framework of Michel Foucault’s disciplinary power, which implies that rankings are a kind of benchmark which offer consultancies an avenue of profit (Broome, 2021; Hood, 2006). This article tries to answer the above puzzle by using the case of the Doing Business report published by the World Bank Group. We formulate a dataset of the Ease of Doing Business rankings, Doing Business reforms, and the government's dependence on the World Bank of 190 countries from 2007 to 2020 (N=2590). We examine the influence of performance feedback produced by rankings on the number of positive and negative doing-business reforms. We also verify whether dependence on the World Bank would moderate the effect of performance feedback on government reforms. The result indicates that (a) negative performance feedback will decrease positive reforms and increase negative reforms, (b) positive performance feedback will increase positive reforms and decrease negative reforms, and (c) the dependence on World Bank will decrease the effect of performance feedback on government reforms. The findings support the second answer and suggest that the government ranking released by the inter-governmental organizations will dominate the less-developed countries to learn and obey the rules, potentially threatening their long-term performance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1557** | Submission: **20908** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

What Role for Performance?

Session Moderator: **LOAN PHAM**, *Penn State Scranton U.*

PNP: **High-Performance Work Systems and Employees' Creativity in Vietnam: The Role of Employees' Creative**

Author: **LOAN PHAM**, *Penn State Scranton U.*

Although creativity is extensively examined in the US or other developed nations, studies exploring the determinants of individual creativity in Vietnam, especially in the state-owned sector remain limited. The present study extends the creativity literature by investigating mechanisms through which high-performance work system (HPWS) fosters individual creativity, focusing on employee creative self-efficacy and organizational contexts of state own enterprises (SOEs) in Vietnam. The study was conducted among a sample of 392 employees, working in Vietnamese SOEs. The result demonstrated the significant effect of high-performance work system on employee creativity in Vietnam through the mediating role of their creative self-efficacy. Moreover, organizational contexts were found to moderate the impact of employee creative self-efficacy on their creativity. In this paper, managerial implications, recommendations for future research, and limitations are discussed accordingly.

PNP: **Values, Performance or Both? How Values-focused Work can Benefit from Results-based Management**

Author: **Gerhard Speckbacher**, *WU Vienna U. of Economics and Business*

While results-based performance measurement has become a common practice in governing relationships with external stakeholders, many nonprofits are struggling with severe tensions when implementing results-based management practices inside the organization. As its first contribution, the present paper conceptualizes "dedication to values" as a particular characteristic of nonprofit organizations that helps to explain such tensions associated with results-based management practices. Second, the paper builds on research on results-based management and the management of nonprofits to argue that results-based management helps to reduce role ambiguity among nonprofit staff, but by doing this, it creates role conflict. As its third contribution, the paper analyzes how organizations with high dedication to values can make use of results-based management to reduce role ambiguity among employees while avoiding employee role conflict.

PNP: **How Does Performance Feedback Affect Co-Production?**

Author: **Taek Kyu Kim**, *U. of Missouri, Columbia*

This paper is motivated by the following question: Do organizations engage in co-production in response to performance signals? Co-production is activities in which public organization actors and stakeholders work together for public service delivery; it positively impacts reducing costs and improving the service quality. On the other hand, co-production may be a risky strategy because it causes unintended effects such that it complicates the delivery process by inviting external actors. Given the benefits and risks, could co-production be a strategy that organizations deliberately use under certain circumstances, for example, when they are underperforming? To examine the research question, this study employs a regression discontinuity (RD) design based on school performance data and ratings from school quality reports in New York City public schools. The findings show that schools are more likely to increase the degree of co-production in response to performance shortfall. it contributes to the burgeoning performance feedback research by showing that performance signals affect subsequent organizational decision-making on co-production. It also connects the performance management literature and co-production literature by showing that organizations engage in co-production in response to performance shortfalls.

PNP: **Closing the Planning-Performance Gap: Planning Process Outcomes and Their Relationship with Process Design**

Author: **Isidora Sidorovska**, *UQAM U. of Quebec in Montreal, Canada*
Author: **Amelia C. Clarke**, *U. of Waterloo*

Despite various accounts of the practical benefits for nonprofits that implement strategic planning, vs. those that do not, such as survival, growth and access to resources (Stone et al., 1999; Hwang & Bromley, 2015), the value of strategic planning in the nonprofit spaces remains highly disputed. Key concerns for this include the relevance of for- profit tools for the specific needs of the nonprofit organization, whether the benefits gained in efficiency and effectiveness can cause mission drift and greater interest in economic objectives, as well as the relevance of planning tools in the sector beyond their legitimating properties. This paper addresses the question of value of strategic planning for the nonprofit organization by examining the first-order proximal outcomes of strategic planning process in nonprofits and their contribution to long-term objectives such as successful strategic adaptation and performance. The findings indicate that effective planning processes in nonprofits contribute to four major groups of outcomes, including cognitive, operational, social and emotional outcomes that can serve as core resources for strategic adaptation and performance.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1558** | Submission: **20925** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Schools and Education

Session Moderator: **James Harrington**, *U. of Texas at Dallas*

PNP: **Legacies, Imprinting, and Rectification (or lack thereof): Evidence from Private Schools in the U.S.**

Author: **Peter Polhill**, *ILR at Cornell*
Author: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*
Author: **Ryan Scott Coles**, *U. of Connecticut*
Author: **Kunyuan Qiao**, *Georgetown U.*

We study how legacy, imprinting, and rectification are connected. We argue that rectification through diversity and inclusion efforts are more likely to occur when a community's shameful legacy interacts with the imprinted values of the organization. We test our hypotheses using the National Survey of Private Schools, the National Census, and a compilation of lynching events in the United States and find supportive evidence. We contribute to the literature on institutional legacies, organizational imprinting, and their intersection with the socially sustainable practice of diversity and inclusion.

PNP: **Determinant Factors to Explain High-School Students' Achievements in Large-Scale Standardized Tests**

Author: **Ricardo Correa Gomes**, *FGV - EAESP*
Author: **Gustavo Fernandes**, *FGV - EAESP*
Author: **Erika Lisboa**, *FGV-EAESP / UnB*

Enem is a large-scale standardized test used as a doorway to higher education in Brazil. Due to social-economic differences among regions, states, and municipalities, the Brazilian Federal Government created mechanisms to improve poor students' chances to access higher education. This investigation aims to understand the determinant factors contributing to improving high school students' performance in the Enem test. We gathered panel data from 5,561 Brazilian municipalities from 2012 to 2020 (two consecutive administrative mandates). We used large-scale standardized tests as dependent variables and educational expenditure per capita, inter-governmental cooperation, and regulatory stakeholder influences as independent variables. We assessed regression estimators using fixed-effects, Newey, and multilevel regression analysis. The results indicate that educational expenditure, inter-governmental cooperation, and stakeholder regulatory activities influence students' achievement in large-scale tests. Two of them have positive effects, while the third one is negative. We conclude the study by proposing contributions and follow-ups for scholars and practitioners.

PNP: **The Unintended Consequences of Quantitative-Centralized Faculty Promotion**

Author: **Mohammad Moshtari**, *Tampere U.*
Author: **Zaynab Sabagh**, *Sharif U. of Technology*

The Iranian higher education system is large in terms of the number of institutions, with nearly 2,500 higher education institutions and 80,000 professors. The promotion system in Iran is semi-centralized and relies heavily on quantitative indicators of performance to ensure transparency and fairness. The present study is empirically grounded research aimed at identifying the unintended consequences and challenges facing the promotion system in Iranian public universities. The data sources include (a) interviews and focus groups with faculty members and policymakers and (b) policy and regulation documents related to the promotion system in the country. Results revealed that the shortcomings of the promotion system have led to low-quality academic activities, task reduction, ethical issues, a decline in satisfaction and well-being, and unconstructive attitudes. The impacts, however, depend on the faculty's individual profile, institutional experiences, and available resources. Decentralization of the current system does not seem to be appropriate because not all institutions have the capability and resources to regulate their promotion guidelines. However, the current quantitative-based faculty promotion system could be improved by adding some dimensions of qualitative assessments.

PNP: **Working in Extreme Contexts: Revisiting the Relationship between Staff Emotions and Outcomes**

Author: **Cecilia Latorre-Cosculluela**, *U. of Zaragoza*
Author: **Pilar Rivera-Torres**, *U. of Zaragoza*
Author: **Monica Franco-Santos**, *Cranfield School of Management*

Staff emotions play a crucial role in the delivery of public service outcomes. This research advances our understanding of the emotions-outcomes relationship in extreme contexts and the conditions that moderate this relationship. In a sample of 765 educational professionals working in infant, primary and secondary schools during the early stage of the COVID pandemic, we find that negative staff emotions do not necessarily lead to poor student outcomes as previous research would have predicted. In extreme contexts, educational professionals seem to "pack their emotional bag (with their fears and concerns) and leave it at the door" to avoid projecting their feelings onto students following deeply embedded professional values. These restrained emotions, however, have detrimental consequences for professionals' work-family relations as families function as an emotional safety valve that enables professionals to release their frustrations, not without potentially hurting their interactions. We also find that an adaptive leadership response to the event attenuates the perceived level of context extremity, leading to a healthier relationship between professionals' work and family life.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1559** | Submission: **20914** | Sponsor(s): **(PNP)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Policy Implementation

Session Moderator: **Shirley-Ann T. Augustin-Behravesh**, *Arizona State U.*

PNP: **Stakeholder Influence on the Type of Env. Sustainability Policy Adopted: The Case of US Local Govt**

Author: **Shirley-Ann T. Augustin-Behravesh**, *Arizona State U.*
Author: **Nicole Darnall**, *Arizona State U.*
Author: **Stuart Bretschneider**, *Arizona State U.*

Some environmental sustainability policies can be comprehensive and focus on addressing local governments' broader environmental sustainability concerns, whereas other policies are incremental, focusing on enhancing organizational internal efficiencies. We suggest that pressures from different types of stakeholders – those that are motivated more by economic issues and those motivated by broader social issues – are associated with the local governments' adoption of different types of environmental sustainability policies. Drawing on a nationwide survey of U.S. city governments, we find that stakeholders who are motivated by broader social issues (environmental stakeholders) are associated with local governments' adoption of comprehensive and incremental environmental sustainability policies. By contrast, stakeholders who are motivated by economic and compliance issues (business and higher-level governments) are negatively associated with local governments' comprehensive sustainability policies. Finally, pressures from stakeholders who are motivated by both types of issues (internal stakeholders) are associated with local governments' adoption of comprehensive sustainability policies. These findings offer a more nuanced understanding of how variations in stakeholder pressures are related to different types of city-level environmental sustainability policies and expand on stakeholder theory in the context of public-sector organizations.

PNP: **Zero to one: A Yin-Yang Perspective of Street-level Policy Entrepreneurs in Inter-local Collaboration**

Author: **Monica Ren**, *Macquarie U.*
Author: **Hua Xing**, *School of Government, Central U. of Finance and Economics, Beijing China*
Author: **Puyao Xing**, *School of Government, Central U. of Finance and Economics, Beijing China*

This study adopts a cultural perspective—yin-yang logic—to explore how street-level policy entrepreneurs (SLPEs) affect policy innovation by successfully formulating inter-local collaborations (across 14 cities) from 'zero' to 'one'. Drawing on a single case study—the formation of the Chinese Eastern Northeast Economic Zone between 2003 and 2016—and utilizing the critical incidents technique based on fieldwork interviews and content analysis, we identify 20 critical incidents. We propose a yin-yang logic conceptual framework to investigate the role of SLPEs in the formation of policy innovation, highlighting a six-stage process, three SLPE capabilities, and three yin-yang operating mechanisms. This study makes four theoretical contributions to the policy entrepreneurship literature: (i) it introduces a yin- yang perspective; (ii) it proposes a yin-yang framed conceptual framework; (iii) it explains how context matters in reflecting paradoxes; and (iv) it identifies the three SLPE capabilities through three yin-yang operating mechanisms in formulating policy innovation.

PNP: **The Spatial Spillover Effect of Environmental NGOs on the Urban Ecological Environment in China**

Author: **Zhouyuanye Wang**, *Shanghai International Studies U.*
Author: **Qian LI**, *Shanghai International Studies U.*

Environmental problems have become a common topic around the world. The existing literature rarely studies the relationship between environmental NGOs and ecological environment quality from a spatial perspective. Using spatial econometric models and panel data for 286 Chinese cities from 2011 to 2019, this article develops a comprehensive evaluation system of urban ENGO development and examines its impact on ecological environment quality. The results of spatial distribution analysis show the areas with a high level of ENGO development form a regional city cluster development pattern, with a concentration trend in the northwest-southeast direction across China. The estimation results of spatial Durbin models confirm that ENGO has a certain promotional effect on local ecological environment quality, and has a positive spatial spillover effect on neighbor cities' ecological environment quality. Theoretical and practical implications are discussed.

PNP: **The Impact of Imposed Measures on Individual Temporal Schemata: The Context of Students during Covid**

Author: **Selien Vancaillie**, *Ghent U.*
Author: **Paul Gemmel**, *Ghent U.*
Author: **Melissa De Regge**, *Ghent U.*
Author: **Bert Meijboom**, *Tilburg U.*

This study uses a mixed-method approach to validate the Temporal Cognitive Affective-Processing System (T-CAPS) by applying it in the context of students during Covid-19. The authors took the lockdown measures, imposed by the government and the university, as organizational temporal structures that confront the individual temporal schemata of students. Surveys and interviews were carried out during three Covid-19 waves in Belgium to explore if (1) the T-CAPS is a valid theory that captures the mechanism when temporal structures confront temporal schemata and (2) which behavioral responses the students show and how they evolve over time. The findings suggest that students mostly showed entrainment towards measures imposed by the university. More resistance is visible concerning the measures imposed by the government, especially when they interfered with social life. Subsequently, the study demonstrates that all predicted types of behavioral responses can occur in real life and that deliberate entrainment can transform into resistance over time, both findings that are in line with the T-CAPS. The authors conclude the paper with policy recommendations based on the study results.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1560** | Submission: **19978** | Sponsor(s): **(SAP)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Georgian Room**

Strategizing Activities and Practices Interest Group Social 2022

Participant: **Fleur Deken**, *Vrije U. Amsterdam*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1561** | Submission: **13987** | Sponsor(s): **(SIM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

SIM Social

Host: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*
Host: **Cristina Neesham**, *Newcastle U.*
Host: **Colin Patrick Higgins**, *Deakin U.*
Host: **Katherina Pattit**, *St. Cloud State U.*
Host: **Erica Steckler**, *U. of Massachusetts, Lowell*

Welcome to the SIM Social! Please join your SIM colleagues for a drink, some bites, and a chance to connect and talk with a variety of people from our community.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1562** | Submission: **20743** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

New Insights on CEO Compensation

Session Moderator: **Naga Lakshmi Damaraju**, *Sonoma State U.*

STR: **Does Caste/Religion Homophily Matter for CEO Compensation? Evidence from Indian CEO Compensation**

Author: **Naga Lakshmi Damaraju**, *Sonoma State U.*
Author: **Anil Makhija**, *The Ohio State U. Fisher College of Business*
Author: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*

In this paper, we examine the professional CEO compensation using a sample of "same caste/religion" and "not same caste/religion" professional CEOs from the largest 1,000 publicly listed firms in India from 2001-2009. We find caste/religion homophily influences CEO compensation. Unlike previous studies of caste/religion influences in corporate decisions in India that supported 'information/trust' advantages, our findings support homophily influences potentially driven by "taste-based" preferences. We provide evidence for a higher compensation for "not same caste/religion" CEOs, possibly an insurance against "taste-based" discrimination.

STR: **CEO Regulatory Focus and Stock Buybacks: The Moderating Effect of CEO Tenure and Restricted Stock**

Author: **Alexis Hu**, *Harvard College*
Author: **Wanrong Hou**, *U. of Texas Rio Grande Valley*

Maximizing shareholder value has been the dominant goal of corporations in the last several decades, and stock buyback has emerged as the primary mechanism by which corporations return capital to their shareholders. Although a wealth of literature has examined the motivations underlying a firm's decision to repurchase shares, there has been limited research on the influence of CEO psychological attributes on stock buyback. Drawing on upper echelon theory and regulatory focus theory, our study investigates the effects of CEO regulatory focus on a firm's stock buybacks. We find that stock buybacks are negatively associated with CEO promotion focus, while positively associated with CEO prevention focus. In addition, we find the relationship between CEO regulatory focus and stock buyback depends on CEO tenure and CEO restricted stock holdings. CEOs accumulate experience and develop increased risk aversion as tenure increases, thereby weakening the relationship between CEO regulatory focus and stock buyback. The potential gains of restricted stocks weaken the effect of promotion focus on stock buyback, while the potential losses of restricted stocks strengthen the effect of prevention focus on stock buyback. Research contributions and implications are also discussed.

STR: **Always an Agency Problem? The Effect of Top Management Team Perquisite Consumption on R&D Investment**

Author: **Jiangyan Li**, *Chongqing U.*
Author: **Yanshuang Luo**, *Chongqing U.*
Author: **Bing Wang**, *Chongqing U.*

The mainstream research commonly considers perquisite consumption of top management team (TMT) as an agency cost, but some scholars insist on its rationality and call for an exploration of its potential benefits. This study attempts to investigate the effect of TMT perquisite consumption on a firm's R&D investment. We propose that perquisite consumption can promote information exchange and motivate top executives to increase R&D investment. Using a sample of 3,572 Chinese listed firms from 2008-2021, we find a positive effect of perquisite consumption on R&D investment, and such effect is stronger when firms have urgent needs for information gathering. In addition, we follow the agency problem perspective and find that the positive effect of perquisite consumption on R&D investment is weakened when the firm has a weak governance structure. The findings of this study deepen the understanding of TMT perquisite consumption by proposing its potential benefits and complement the research that investigates the effect of executive incentives on firm innovation.

STR: **Regulatory Fit or Regulatory Pride? Relative Values of CEO Restricted Stock and Risk Taking**

Author: **Rong Ma**, *Rutgers U., Camden*

Prior studies have drawn on the behavioral agency model and shown that the relative values of CEO stock-based compensation have a significant effect on firm risk taking. Integrating the upper echelons perspective and the regulatory focus theory, we examine how CEO regulatory focus moderates the effect of relative restricted stock values on firm risk taking. We propose that when restricted stock value is below the reference point, CEOs try to proactively achieve regulatory fit by relying on the goal attainment strategies aligned with their regulatory focus orientations. When the deviation of restricted stock values is positive, CEOs perceive it as an achievement of the compatible self-regulatory motivational systems, which reinforces their regulatory focus and the goal attainment strategies are determined by regulatory pride. Our findings based on a sample of S&P 500 firms support our hypotheses.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1563** | Submission: **15823** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

Regulatory Uncertainty in Nascent Markets and Entrepreneurial Strategy

Organizer: **Jiayi Bao**, *UNC-Chapel Hill*
Discussant: **Mahka Moeen**, *U. of Wisconsin*
Presenter: **Jake B. Grandy**, *U. of Arkansas*
Participant: **Shannon LT Younger**, *U. of Arkansas*
Presenter: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Participant: **Alicia DeSantola**, *U. of Washington*
Participant: **Nina Gheihman**, *Haas School of Business, UC Berkeley*
Presenter: **Jue Wang**, *Penn State U.*
Presenter: **Jiayi Bao**, *UNC-Chapel Hill*
Participant: **Miaomiao Zhang**, *Harvard Business School*

Nascent markets often offer great potential business opportunities and economic growth but are often characterized by tremendous uncertainty in how value can be created and captured by firms. Consequently, researchers have extensively explored how firms respond to these highly uncertain markets to achieve better performance, with a large focus on coping strategies for demand-side market uncertainty and supply-side technological uncertainty. However, our understanding of the role of ecosystem uncertainty, and particularly regulatory uncertainty, is still limited. This line of inquiry is much needed, as government actors play a significant role in facilitating or inhibiting the overall industry evolution and market growth. Additionally, how regulatory uncertainty shapes the strategic decisions of entrepreneurs or entrepreneurial ventures remain even murkier, as prior work on nascent markets has mostly focused on diversifying entrants. This symposium aims to provide more insights into entrepreneurial strategies under regulatory uncertainty in nascent markets by facilitating interdisciplinary conversations between researchers exploring a wide range of theories, methods, and contexts. Through two theory-building case studies that leverage in-depth qualitative evidence and two empirical papers that exploit natural experiments for establishing causal estimates, the presentations in this symposium investigate various entrepreneurial strategies, including idiosyncratic coping strategies for regulatory challenges, nonmarket strategy for directly interacting with regulators, equity financing strategy, and entry strategy, in four distinct nascent markets that underwent or are still undergoing regulatory uncertainty (birth centers, lab-grown meat, unmanned aircraft, and self-driving cars).

Caught in Transition: Market Category Stagnation and New Venture Strategies in Regulated Markets

Author: **Jake B. Grandy**, *U. of Arkansas*
Author: **Shannon LT Younger**, *U. of Arkansas*

Regulatory Entrepreneurship and Jurisdictional Contestation in the Nascent Cultivated Meat Industry

Author: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Author: **Alicia DeSantola**, *U. of Washington*
Author: **Nina Gheihman**, *Haas School of Business, UC Berkeley*

Unified Regulatory Structure and Ventures' Early-Stage Financing

Author: **Jue Wang**, *Penn State U.*

Regulatory Uncertainty, Entrepreneurial Entry, and Market Identity Specificity

Author: **Jiayi Bao**, *UNC-Chapel Hill*
Author: **Miaomiao Zhang**, *Harvard Business School*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1564** | Submission: **20689** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Social Issues and Corporate Strategy

Session Moderator: **Ana Kurtanidze**, *U. of Lugano/U. Della Svizzera Italiana*

STR: **The Influence of CSR Similarity on Merger and Acquisition Premiums**

Author: **Shao-Chi Chang**, *National Cheng Kung U.*
Author: **Nguyen Thi Kim Lien**, *Institute of International Business, National Cheng Kung U.*
Author: **Huang Chao-Hsuan**, *MBA student*

This study examines the effect of corporate social responsibility (CSR) similarity on merger and acquisition (M&A) premiums based on two competing perspectives. The integration perspective posits that cultural similarity between the acquirer and target can enhance synergy by reducing the post-M&A integration costs. In contrast, the learning perspective suggests that cultural dissimilarity can create significant value from knowledge spillover. The results show that CSR similarity is negatively associated with premiums, implying the learning effect dominates the integration effect. Furthermore, the findings show that the negative relationship between CSR similarity and premiums is stronger when the acquirer and target are from capital-intensive industries; and weaker when the acquirer and target are from related industries and when the acquirer is more experienced in strategic alliances.

STR: **Stakeholder Orientation and Firms' Acquisition Intensity**

Author: **Ana Kurtanidze**, *U. of Lugano/U. Della Svizzera Italiana*
Author: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*

This paper investigates the influence of stakeholder orientation on firms' acquisition intensity. We depart from prior literature and argue that the heterogeneity in the extent to which firms account for the interests of their stakeholders can affect their acquisition decisions. We study our research question using a difference-in-difference methodology and exploiting the staggered adoption of constituency statutes, which enabled managers to account for non-shareholding stakeholders' interests in their decisions. Our preliminary results based on a sample of 4,241 U.S.-based, publicly listed firms from 1990 to 2015, provide evidence consistent with our predictions that increased stakeholder orientation reduces firms' acquisition intensity. We further show that this effect is stronger for related vs. unrelated acquisitions.

STR: **To Acquire or to Ally? Managing Partners' Environmental Risk in International Expansion**

Author: **Chenchen Huang**, *U. of Bath*
Author: **Di Luo**, *U. of Dundee, UK*
Author: **Soumyatanu Mukherjee**, *U. of Southampton*
Author: **Tapas Mishra**, *U. of Southampton*

Environmental risk (ER) has become increasingly crucial in international business, and firms endeavor to integrate environmental risk management (ERM) into business strategies. Examining a sample of cross-border mergers and acquisitions (M&As) and alliances conducted by US firms from 39 host countries over the last two decades, we show that US firms tend to prefer to choose cross-border M&As over alliances when the ER of foreign partners is high. The propensity towards M&As is amplified by US firms' corporate governance quality, financial flexibility, and adherence to the host-country's sustainability disclosure reforms. Further, US firms experience high announcement abnormal returns when they select M&A deals rather than alliances to manage high ER from foreign partners. Overall, our study provides novel insights into ERM in firms' decision-making around international expansion.

STR: **Alliance Experience and Stakeholder Orientation**

Author: **Kerstin Neumann**, *U. of Innsbruck*
Author: **Melike Nur Findikoglu**, *Ozyegin U.*

Stakeholder theory emphasizes the importance of a relational model of the firm to establish cooperative relationships between firms and their stakeholders for joint value and social welfare creation. Less is known how firms can develop relational routines and capabilities that help them managing a variety of stakeholders in a cooperative way and balancing their interests to the common benefit of all; this is what prior literature labels stakeholder orientation. This paper maintains that firms' alliance experience can predispose them for developing stakeholder orientation, suggesting a positive effect of firms' alliance experience on their stakeholder orientation. We also maintain that alliance experience related to partner multiplicity and goal diversity positively contributes to stakeholder orientation. Furthermore, we propose that governance mechanisms that favor board diversity strengthen the positive impact of alliance experience on stakeholder orientation. Our analysis on a sample of 112 public North American firms in the energy industry with 774 firm-year observations between 2008-2014 supports our expectations about the direct effects of alliance experience generally, and partner multiplicity and goal diversity, specifically on stakeholder orientation, but refutes those concerning the moderating effect of board diversity because of a negative and significant effect.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1565** | Submission: **19876** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

STR Division Business Meeting

Program Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Division Chair: **Michael J. Leiblein**, *Ohio State U.*
Division Chair-Elect: **Marie Louise Mors**, *Copenhagen Business School*
Professional Development Workshop Chair: **Brian Wu**, *U. of Michigan*
Past Chair: **Heather Berry**, *George Washington U.*
Participant: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

Please join us for the STR Division Business Meeting! This meeting provides information about the workings of the division, acknowledges the hard work of many dedicated volunteers who help to run the division, and congratulates paper award winners, reviewers, and our newly elected officers. The business meeting will be followed by the STR Social (in Salon F).

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1566** | Submission: **20333** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

People and Innovation Track: Managing the Human-Technology Interface

Session Moderator: **Sitong YU**, *Nanyang Technological U.*

TIM: **Trust in Artificial Intelligence (AI): An Integrative and Meta-Analytic Review**

Author: **Sitong YU**, *Nanyang Technological U.*
Author: **Shota Kawasaki**, *Nanyang Business School*
Author: **Kang Yang Trevor Yu**, *Nanyang Technological U.*

Human trust is believed to be a critical precondition of successful AI implementations in the age of artificial intelligence (AI). However, there is a lack of consensus on the definition, operationalization, and measurement of AI-based trust across different associated fields of research. In this paper, we aim to add more clarity to current research on trust in AI with an integrative review and a meta-analysis. First, an integrative review based on 113 papers was conducted. The review summarizes conceptualizations and measurements of trust in AI across communities of practice, as well as generates a framework of antecedents of trust in AI. Then, a meta-analysis was conducted to quantitatively summarize the empirical findings relating trust in AI to these antecedents. Our analysis differentiates between AI-, human-, and context-related factors. A total of 48 included studies comprising 243 effect sizes were meta-analyzed. The moderating effects of AI embodiment (robotic, virtual, embedded), measurement (attitude, intention, behavior), and two study descriptors (i.e., study design and study setting) were also explored. Implications, limitations, and future directions of the review efforts are further discussed.

TIM: **Algorithmic Navigation: Why Employees Guided by Algorithms are More Systematic in Solving Problems**

Author: **Luca Vendraminelli**, *Politecnico di Milano*
Author: **Ambra Galeazzo**, *U. of Padova*
Author: **Andrea Furlan**, *Department of Economics and Management, U. of Padova*
Author: **Andrea Vinelli**, *U. degli Studi di Padova*

Most of the algorithms' support in information retrieval and processing is designed to navigate employees in carrying out ordinary tasks. However, does algorithmic navigation produce countervailing effects on the knowledge functional to systematically solve problems? Algorithmic navigation may reduce (1) the knowledge autonomously acquired from the job because paternalistic guidance leads to creating unconscious automatisms, and (2) the knowledge induced by social support because digital interfaces eliminate the need of asking advice from other human beings. As a result, we expected a decrease in employees' systematic problem-solving (SPS). We test this mechanism on empirical data gathered from an ad-hoc survey of 376 shop-floor employees from 95 work units, exposed to different degrees of algorithmic and social support. Contrary to our expectations, results indicate a positive effect of algorithmic support on systematic problem-solving, reinforced by a complementary effect between algorithmic and social support. The disproval of the SPS undermining of algorithms suggests a refinement in the algorithmic augmentation theory of task performance, advancing the navigation concept by which employees guided by algorithms have higher knowledge functional to solve unexpected problems, induced from the synergic effect of high-frequency codified digital interactions and fortified social support.

TIM: **Mechanical Me: The Dehumanizing Effect of Experience Quantification**

Author: **Kateryna Maltseva**, *Oslo New U. College*
Author: **Christian Fieseler**, *BI Norwegian Business School*
Author: **Klemens Knöferle**, *BI Norwegian Business School*

People are increasingly exposed to quantitative information about various aspects of their lives, such as the number of steps they walk, the number of minutes they spend on various daily activities, or the numbers of words they read in an email. In this paper, the authors propose that exposure to quantitative feedback about such activities induces a state of mechanistic dehumanization – that is, a feeling of being more machine-like. The proposed underlying reason for this effect is that quantification encourages analytical processing of experiences, thus inhibiting people's experiential capacities, which are fundamental to the feeling of humanness. Three studies, one correlational and two experimental, provide evidence of the mechanistically dehumanizing effect of quantification.

TIM: **What's in the (Black) Box?**

Author: **Sanghoon Kang**, *CUHK Business School*
Author: **Jerry W. Kim**, *Rutgers Business School*
Author: **You Wu**, *Chinese U. of Hong Kong*

Studies have documented that individuals distrust and reject algorithm advice (i.e., algorithm aversion). One seemingly natural way to reduce algorithm aversion is to provide post hoc algorithm justifications for algorithm predictions. By increasing the interpretability of the algorithm, decision-makers would presumably be better persuaded and be less likely to reject algorithm advice. This assumption, however, overlooks the fact that providing more information can undermine judgment quality by lowering accuracy and increasing confidence. Building on this "more is less" view of decision-making, we argue that algorithm justifications can increase human rejection of algorithm advice. Two experimental studies demonstrate that providing algorithm advice with justifications (i.e., positive and negative factors driving the recommendation) lowered the acceptance of the algorithm's advice, and that this effect was driven by lower credibility assigned to the algorithm, and an enhanced (false) sense of expertise. We further examine the interaction between expert identity and justifications, and show that the more-is-less bias is more evident when individuals are primed to see themselves as experts. Our findings highlight the importance of social psychological factors in understanding human-algorithm collaboration.

TIM: **Morality Evaluations in Uncivil Human-AI Interactions**

Author: **Patrycja Arundel**, *UC Irvine*
Author: **Maia Young**, *U. of California, Irvine*

Because artificial intelligence (AI) has become ubiquitous across the business landscape, many people now regularly interact and collaborate with voice-enabled assistants and other smart technologies at work. These interactions mirror communication between humans, including displays of workplace incivility. This research investigates how people evaluate the morality of actors who behave uncivilly compared to those behaving neutrally toward AI (Study 1) and similar behaviors toward human agents (Study 2). In Study 1, we find that workplace incivility toward an AI agent leads to lower ratings of the actor's morality, compared to neutral workplace interactions with an AI agent. In a preregistered Study 2, we replicate the initial finding and additionally find that moral inferences about an uncivil interaction between an actor and AI agent are no less extreme than the same interaction with a human agent. We conclude by discussing the theoretical and practical implications of our findings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1567** | Submission: **12465** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

The Strategy, Technology, and Management of Clinical Trials: A Multi- Disciplinary Perspective

Organizer: **Marc Lerchenmueller**, *U. of Mannheim*
Discussant: **Olav Sorenson**, *UCLA Anderson School of Management*
Discussant: **Robert Makuch**, *Yale U.*
Presenter: **Ariel Dora Stern**, *Harvard Business School*
Presenter: **Marc Lerchenmueller**, *U. of Mannheim*
Presenter: **Stefan Wagner**, *ESMT Berlin*
Presenter: **Jennifer Kao**, *UCLA Anderson School of Management*

Investments into pharmaceutical research and development (R&D) yield new treatments with the potential of improving human health. The pharmaceutical industry has seen year-on-year growth in R&D expenditures for decades, and yet there exists a large body of evidence suggesting there is a productivity crisis in drug development. With estimates ranging from $ 1-2 billion R&D costs per approved drug, the bulk of which gets expensed in the execution of clinical trials that test drug candidates for safety and efficacy, many companies risk not even earning their cost of capital. In this symposium, we bring together scholars across the disciplines of biostatistics, economics, public health, sociology, and technology management in a discourse on the challenges and opportunities for improving the clinical testing of promising new drugs. We include four empirical papers that collectively investigate the spectrum of R&D productivity challenges, including the operative and regulatory adoption of new technologies, optimal clinical trial design, information gaps in development trajectories, and corporate strategizing. Following the presentations, Robert Makuch and Olav Sorenson will serve as discussants, providing a synthesis of the papers and offering further theoretical insights into mechanisms that may produce the observed phenomena.

The Strategy, Technology, and Management of Clinical Trials: A Multi-Disciplinary Perspective

Author: **Marc Lerchenmueller**, *U. of Mannheim*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1568** | Submission: **20339** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

People and Innovation Track: Contextualizing Digitalization, Ambidexterity, and Innovation

Session Moderator: **Jino Lu**, *USC Marshall School of Business*

TIM: **The Micro-Behavioral Mechanism between Digitalization Strategy and Innovation Ambidexterity**

Author: **Chunling Zhu**, *School of Business, Renmin U. of China*
Author: **Yihui Xiao**, *School of Business, Renmin U. of China*
Author: **Ruxi Wang**, *Renmin U. of China*

While digitalization has come into wide use in contemporary business, we know far less about the micro-behavioral mechanism underpinning the link between digitalization strategy and innovation performance. Integrating innovation ambidexterity theory and the behavioral agency theory, we empirically explore the relationship between digitalization strategy and two aspects of innovation ambidexterity and CEOs' power in conditioning the focal relationship. We theorize that CEO duality strengthens the positive relationship between digitalization strategy and radical innovation and weakens the link between digitalization strategy and incremental innovation. We also propose that local CEOs weaken the positive relationship between digitalization strategy and radical innovation and strengthen the link between digitalization strategy and incremental innovation. Using a sample of listed firms in the manufacturing industry in China between 2011 and 2020, we found support for all the hypotheses. Our study contributes to innovation ambidexterity literature by examining the influence of digitalization strategy, and by bridging the behavioral agency theory and innovation ambidexterity literature.

TIM: **Demand for Innovation and Direction of Research: Evidence from Electric Vehicle Technologies**

Author: **Jino Lu**, *USC Marshall School of Business*

The recent innovation literature has highlighted the benefits of cross-disciplinary research and the importance of combining diverse knowledge domains for impactful innovations. However, despite the growing importance of such cross-domain innovative efforts, we know relatively little about how researchers from other domains respond to an increased demand for their expertise in a focal domain. In this paper, I examine how researchers' research productivity and intellectual distance to the demand shape their propensity to respond to the demand and the quality of their research outcomes. Empirically, I exploit an unanticipated environmental policy shock that led to increased demand for innovation in electric vehicle (EV) technologies. I find that in domains intellectually closer to EV research (e.g., researchers in battery research domains), more productive researchers are more likely to respond and, subsequently, produce higher-quality EV research outcomes than the less productive researchers. However, in domains intellectually more distant to EV research, there is an "adverse selection" between researchers' incentive to respond to the demand and their research outcomes – more productive researchers from distant domains could bring novel knowledge and contribute to highly impactful EV research outcomes, but they have less incentive to engage with EV research relative to their less productive peers in the distant domains. In contrast, the less productive researchers tend to produce low-quality EV research outcomes.

TIM: **Innovative Problem Solving in the Machine Learning Age: Is Domain Expertise Still Important?**

Author: **Edgar Brea**, *U. of Queensland*
Author: **Jerad Allen Ford**, *U. of Queensland*

Specialised and diverse knowledge are both crucial for problem solving; the former increases solution effectiveness while the latter drives solution novelty. However, emerging data-driven technologies – particularly machine learning (ML) – appear to alleviate the dependence on specialised domain expertise to solve problems, thereby threatening to alter the roles of these types of knowledge in innovation. This paper studies the extent to which certain types of specialised knowledge (namely domain and technical) are more or less important when solving problems using ML, as well as the relevance of knowledge diversity. Drawing on a novel research setting comprising an open innovation contest platform for ML problems, we found that teams' knowledge diversity, as well as their domain expertise, matter for problem-solving performance, while technical expertise only matters if teams have high knowledge diversity that increases combinatorial potential. These findings contribute to the recombinant and open innovation literatures, as well as to the emerging literature intersecting innovation management and AI technology, providing insights on the importance of human expertise when using AI for innovation.

TIM: **Technology Transfer in Local and Foreign-owned Firms in Emerging Economies**

Author: **Ellis LC Osabutey**, *Newcastle Business School, Northumbria U., UK*
Author: **Konan A. Seny Kan**, *Grenoble Ecole de Management*
Author: **PK Senyo**, *Southampton Business School, U. of Southampton*
Author: **Felix Arndt**, *U. of Guelph*
Author: **Christiaan Röell**, *Sheffield U. Management School*

Technology transfer in international collaborations is difficult but can occur in both local and foreign-owned firms in emerging economies. Building on differences in absorptive capacity between these two kinds of firms, we identify the role of human resource development (HRD) and knowledge management (KM) as key factors for successful knowledge transfer. Drawing on a crisp set qualitative comparative analysis of a sample of 30 of the largest local and foreign-owned construction firms in Ghana, we investigate how knowledge acquisition and sharing between collaborating partners can facilitate technology transfer. We find that successful technology transfer in these two kinds of firms depend on different combinations of HRD and KM factors and knowledge networks. We contribute to the literature on technology transfer in emerging economies by shedding light on the underlying processes that foster a firm's ability to absorb and share knowledge in international collaborations in ways that generate competitive advantage.

TIM: **Team Knowledge Diversity, Inventor Embeddedness and Organizing for Disruptive Innovation**

Author: **Deepak Nayak**, *Fox School of Business, Temple U.*

How should inventor teams be organized to create disruptive inventions? Knowledge recombination, the core process underlying innovation efforts, requires that diverse knowledge components be available for superlative inventive outcomes. However, when inventors with diverse knowledge bases are assembled in teams, their contribution in the innovation process may be influenced by their embeddedness in the intra-firm networks, leading to differential impact on the innovation outcomes. Using a sample of 25, 428 patents granted over a ten-year period to 400 US-based public firms in the pharmaceutical industry, I show that inventor team knowledge diversity is curvilinearly related in an inverted U-shaped manner to the disruptiveness of new inventions. Further, I show that positional embeddedness of inventors moderates this effect. This study has important insights for innovation and R&D managers' efforts in organizing their knowledge resources for optimal innovation performance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1569** | Submission: **20306** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Innovation and Competitive Strategy Track: Patent Litigation Strategies

Session Moderator: **Huiyan Zhang**, *Carnegie Mellon/ Catolica Lisbon*

TIM: **The Effect of Multimarket Contact on Patent Litigation: Evidence from the Mobile Phone Industry**

Author: **Claudio Giachetti**, *U. Ca' Foscari of Venice*
Author: **Ergun Onoz**, *Ozyegin U.*
Author: **Tieying Yu**, *Boston College*

Instead of mutually forbearing, multimarket competition may exhibit different patterns in technology-intensive industries, where abnormal returns are often short-lived and firms need to constantly defend their knowledge resources from being imitated by rivals. Drawing on the multimarket competition and patent litigation literatures, we argue that the level of multimarket contact (MMC) a focal firm has in a given country is positively related to its intensity of patent litigation in that country, and this relationship is moderated by the extent of imitation threat, which can arise from technological, regulatory and competitive environments. We test our hypotheses in the global mobile phone industry with a comprehensive panel of 84 mobile phone vendors and their patent litigation battles in 45 countries from 2003 to 2015. The empirical evidence provides support to our theoretical predictions.

TIM: **Characteristics of Litigated Patents in Weak Intellectual Property Rights Regimes**

Author: **Huiyan Zhang**, *Carnegie Mellon/ Catolica Lisbon*

This paper investigates characteristics of patents involved in infringement lawsuits in weak intellectual property rights (IPR) regimes. Weak IPR regimes usually feature weak patent enforcement, such as relatively low level of compensation to infringement loss or damage awards being capped by an upper bound. I build a dynamic model to show how these low-enforcement features lead to patterns of litigated patents that are not documented in the Western countries. I compile a new dataset comprising 17,331 Chinese litigated patents and their counterparts- 306,898 non-litigated patents. I find that valuable patents are less likely to be litigated than patents with lower values among invention patents while this pattern does not hold among utility models- the type of patents inferior to invention patents. I also document that China's patent infringement litigation rate is extremely low by international standards, and it has been decreasing sharply over time. Litigated patents tend to concentrate in technological areas and industries in which litigation rates are relatively low in Western countries. These empirical patterns suggest that weak IPR regimes might create a "lemon market" for patent protection in which truly valuable patents are "crowded out" by their counterparts with lower value. Enhancing patent enforcement by eliminating the cap to damage awards might be a feasible solution.

TIM: **Partners' Litigation History and Collaborative Engagement**

Author: **Dutt Dev Harsha Tadikonda**, *Indian School of Business*
Author: **Hugo Leenders**, *U. of Colorado, Boulder*

This paper examines the role of partnering firms' litigation experience on their alliance scope decisions. Prior alliance research has not devoted systematic attention to the interplay of competition and cooperation and its implications for partnering firms' alliance design choices. In this study, we attempt to fill this theoretical gap by unpacking partnering firms' patent litigation activities as a novel dimension of experience that has not been considered in previous alliance research. We suggest that partnering firms' litigation experience will be negatively associated with their choice of a broad scope alliance, owing to the knowledge spillover risks that attend such collaborations. We also suggest that the competitive concerns induced by litigation experience will diminish insofar as partnering firms share dyadic experiences, such as common collaborative and technological experiences. Empirical analyses using a sample of R&D agreements in the biopharmaceutical industry furnish evidence for our theory.

TIM: **The Impact of Socioemotional Factors on Litigation Decisions for Family Firms**

Author: **Patrick Martin Smith**, *Bocconi School of Management*

This study investigates the impact of socioemotional influences on a firm's innovation strategy. By examining a family firm's propensity to file patent oppositions, this research is able to identify the effect of non-economic, affect related influences such as the perpetuation of family control and identity on patent dispute negotiations. Results show that family firms with lower levels of family control file more patent opposition lawsuits than family firms with high levels of family control and non-family firms. Furthermore, eponymous family firms are more likely to file patent oppositions than non-eponymous family firms and non-family firms.

TIM: **The Effects of Foreign Patent Litigation on Firms' Patent Strategies**

Author: **Chenqian XU**, *Xiangtan U.*
Author: **Zhu YAO**, *Hunan U.*

The internationally orientated market leads to a surge of cross-border patent disputes that can change the patent strategies of accused firms substantially. This paper investigates the effect of foreign patent litigation on corporates' subsequent patenting strategy by using U.S. patent infringement lawsuits in which Chinese public firms act as defendants from 2010 to 2018. We find that the experience of foreign patent litigation increases the accused firms' subsequent patent filings relative to non-litigated firms, and those litigated firms are reluctant to file patents in unfamiliar technological classes while prefer to patenting in original technology domains. We further find that such a promoting impact is more pronounced for firms in ICT industry rather than firms in pharmaceutical industry. We interpret the increase in patent output of accused firms as a result of their stronger incentives and more learning effect from foreign patent litigation, and their tendency toward known-class patents relates to costs and risk management. Our paper enriches the literature on patent litigation and offers novel empirically evidence on the patent litigations' effect on patent strategies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1570** | Submission: **20312** | Sponsor(s): **(TIM)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Technological Change Track: Redefining and Advancing Innovation Metrics

Session Moderator: **Holmer Kok**, *Stockholm School of Economics*

TIM: **Novelty or Noise? The Hunt for the Perfect Patent Novelty Metric**

Author: **Holmer Kok**, *Stockholm School of Economics*
Author: **Kristina Dahlin**, *Copenhagen Business School*

Why are there so many measures of patent novelty? Novelty is a central concept in innovation studies but the way it is measured is in a state of confusion. We examine patent-based novelty measures and find that they are rarely grounded in theory or empirically verified. Even though all measures are based on the same data, they use different parts of patents, often constrain which patents they include in comparisons, and frequently impose conditions with unknown effects. Not surprisingly, some measures are highly similar and correlated, while others are not at all. However, we presently do not know exactly why or how these measures differ. We need a better model of how patent data captures novelty to produce robust research with reliable results. Besides calling for external validation of measures, we propose a framework that makes explicit what reference data and decision model are used, and why, with the objective to guide the design of more valid novelty measures.

TIM: **Measuring Innovation and Complexity in Industry** ☯ 💻

Author: **Arash Hajikhani**, *VTT Technical Research Centre of Finland*
Author: **Scott Cunningham**, *U. of Strathclyde*
Author: **Lukas Pukelis**, *Public Policy and Management Institute*
Author: **Arho Suominen**, *VTT Technical Research Centre of Finland*

This paper establishes better linkages between classical and standard industry classification systems. It achieves these objectives by means of advanced methods from natural language processing applied to content from company websites. The study reports on measuring innovation and technological complexity of 96,921 medium-high and high-technology companies using Microsoft Academic Graph hierarchical topic modeling on companies' website content. This novel classification of industrial activity is linked to the European Classification of Economic Activities (NACE). The results highlight added granularity and linkages between NACE codes. Overall, the new classification showed in average 20% expansion on the existing NACE classification category. These overlaps suggest the presence of additional complexity to the current NACE classification definitions.

TIM: **The Measurement of Eco Innovation: Patents and Trademarks as an Indicator for Eco Innovation** 💻

Author: **Jörn Block**, *U. of Trier*
Author: **Marco Cucculelli**, *U. Politecnica delle Marche*
Author: **Darius Lambrecht**, *Trier U.*
Author: **Damiano Meloni**, *U. Politecnica delle Marche*
Author: **Tom Willeke**, *Trier U.*

The measurement of ecological innovation is important for understanding the role of innovation in the transition to a more sustainable economic system. Intellectual property (IP) information has often been used as a measure of ecological innovation output, as it offers a more objective, faster, and cost-effective method compared to surveys. However, the validity of this approach has not been fully established. This study aims to investigate whether patents and trademarks can accurately measure ecological innovation using a two-study design with samples from Germany and Italy. The results suggest that trademarks can be a useful indicator for varying types of ecological innovation, in contrast to patents which get mixed results. While policymakers can use trademarks as indicators of ecological innovation to make more informed decisions on incentivizing and supporting innovation in this area, investors can better target firms which align with their sustainability goals or criteria.

TIM: **A Textual Analysis Measure of Innovation Orientation** 💻

Author: **Renee C. Cornell**, *Rutgers U.*

Innovation is an important contributor to the success of any business, though traditional measures of innovation, such as R&D expenditures and patent counts or citations, are not a good measure of innovations in service industries. In this pilot study, I use text analysis via a semi-supervised machine learning approach to measure Innovation Orientation in a technology industry and a non-technical service industry. Innovation Orientation captures the importance an organization places on innovation and can be used as an overall measure of company innovativeness. The textual analysis measure of Innovation Orientation developed in this study shows a strong correlation to reported R&D expenditures for the technical industry and allows for measurement of innovation in the non-technical industry that has no reported R&D expenditures. Developing and validating a textual analysis method to measure innovation that does not rely on R&D expenditures or patents is a valuable contribution to the field because it allows for measurement of innovation in industries that utilize operational and service-based innovations that are not quantifiable by these measures.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1571** | Submission: **19886** | Sponsor(s): **(CAR)**
Scheduled: **Monday, Aug 7 2023 6:30PM - 8:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Careers Division Awards Ceremony and Networking

Organizer: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Organizer: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Organizer: **Richard Cotton**, *U. of Victoria*

Join us as we celebrate the winners of our awards, hear a little about their research that moves careers research forward. And then let's also take this opportunity to meet, reconnect, and network with Careers Division members and Academy members.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1572** | Submission: **15189** | Sponsor(s): **(ENT)**
Scheduled: **Monday, Aug 7 2023 6:30PM - 8:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Ballroom C**

Entrepreneurship Division Business Meeting Social

Organizer: **Rachida Justo**, *IE Business School*
Participant: **Jon C. Carr**, *North Carolina State U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1573** | Submission: **19916** | Sponsor(s): **(HCM)**
Scheduled: **Monday, Aug 7 2023 6:30PM - 8:30PM ET (UTC-4)** at **Offsite** in **SPIN Boston**

Health Care Management Division Reception

Program Chair: **Nicholas Edwardson**, *U. of New Mexico*
Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

This session will be held immediately after the HCM Division Business meeting at SPIN Boston, 30 Melcher St, Boston, MA 02210. Please contact HCM Membership Chair, Geoffrey Silvera at gsilvera@uab.edu for more information.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1574** | Submission: **19943** | Sponsor(s): **(MC)**
Scheduled: **Monday, Aug 7 2023 6:30PM - 8:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Belvidere Ballroom**

Cocktail for the Business Meeting

Participant: **Shola Ajiboye**, *Case Western Reserve U.*

This is the social following the MC business meeting for the general membership of the division

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1575** | Submission: **20105** | Sponsor(s): **(MH)**
Scheduled: **Monday, Aug 7 2023 6:30PM - 10:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Management History Social

Organizer: **Jeffrey Muldoon**, *Emporia State U.*

Division Social

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1576** | Submission: **19857** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 6:30PM - 7:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

OMT Business Meeting

Session Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Session Chair: **Martin J. Kilduff**, *UCL School of Management*
Session Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Session Chair: **Emilio J. Castilla**, *MIT Sloan School of Management*
Session Chair: **Wendy K. Smith**, *U. of Delaware*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Paul Tracey**, *U. of Cambridge*
Participant: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Massimo Maoret**, *IESE Business School*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Laure Cabantous**, *Bayes Business School*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Konstantinos Andriopoulos**, *Bayes Business School*

Come join us for our business meeting. This activity is a great opportunity to learn what the OMT division is up to. All OMT members and prospective members are welcome. Our PDW chair will introduce this year's OMT artifact.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1577** | Submission: **20037** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 7:00PM - 7:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

CTO Business Meeting

Organizer: **Nicholas Berente**, *U. of Notre Dame*
Host: **Marco Marabelli**, *Bentley U.*

Meeting for all CTO Division members. Includes awards and other CTO Division business.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1578** | Submission: **20031** | Sponsor(s): **(CTO)**
Scheduled: **Monday, Aug 7 2023 7:00PM - 9:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

CTO Social Event

Host: **Nicholas Berente**, *U. of Notre Dame*

Reception for the entire CTO Division community

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1579** | Submission: **19937** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 7:00PM - 8:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

MED Award Ceremony

Division Chair: **Gerard Beenen**, *California State U., Fullerton*
Division Chair-Elect: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Program Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Professional Development Workshop Chair: **Christine Rivers**, *U. of Surrey*

Please join us to celebrate the winners of all of MED's annual awards, but especially to celebrate as Kathleen Barnes (Salem State University) receives the J.B. “Ben” Arbaugh Outstanding Member Contribution & Leadership Award.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1580** | Submission: **10705** | Sponsor(s): **(MSR)**
Scheduled: **Monday, Aug 7 2023 7:30PM - 9:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

MSR Social & JMSR 20th year anniversary

Organizer: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1581** | Submission: **19860** | Sponsor(s): **(OMT)**
Scheduled: **Monday, Aug 7 2023 7:30PM - 9:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

OMT Social Hour

Participant: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Forrest Briscoe**, *Pennsylvania State U.*
Participant: **Wendy K. Smith**, *U. of Delaware*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Danielle Logue**, *UNSW Sydney*
Participant: **Pedro Monteiro**, *Copenhagen Business School*
Participant: **Shubha Patvardhan**, *Indian Institute of Management, Bangalore*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Paul Tracey**, *U. of Cambridge*
Participant: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Massimo Maoret**, *IESE Business School*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Laure Cabantous**, *Bayes Business School*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Konstantinos Andriopoulos**, *Bayes Business School*

Come join OMT for our social hour. This social activity is a great opportunity to meet and network with other OMT Division and Academy members in a casual setting.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1582** | Submission: **21071** | Sponsor(s): **(OSCM)**
Scheduled: **Monday, Aug 7 2023 7:15PM - 8:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

OSCM Division Social Event

Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*
Participant: **Stephanie Eckerd**, *U. of Tennessee*
Participant: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Participant: **Anand Nair**, *Michigan State U.*
Participant: **Sean M. Handley**, *Darla Moore School of Business, U. of South Carolina*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1583** | Submission: **19872** | Sponsor(s): **(STR)**
Scheduled: **Monday, Aug 7 2023 7:00PM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

STR Social

Program Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Division Chair: **Michael J. Leiblein**, *Ohio State U.*
Division Chair-Elect: **Marie Louise Mors**, *Copenhagen Business School*
Professional Development Workshop Chair: **Brian Wu**, *U. of Michigan*
Past Chair: **Heather Berry**, *George Washington U.*

Please join us for the Strategic Management Division's Social! This reception is a great place to network with STR members and reunite with friends and colleagues in a casual environment. The STR social will follow the STR Business Meeting. We hope to see you there!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1584** | Submission: **11265** | Sponsor(s): **(IM)**
Scheduled: **Monday, Aug 7 2023 8:00PM - 11:00PM ET (UTC-4)** at **Offsite** in **University of Massachusetts (Howell) Club**

International Management Division Reception

Organizer: **Denise R. Dunlap**, *UMass Lowell*
Program Chair: **Nandini Lahiri**, *American U.*
Division Chair: **William Newburry**, *Florida International U.*
Division Chair-Elect: **Grazia D. Santangelo**, *Copenhagen Business School*
Professional Development Workshop Chair: **Klaus Meyer**, *Ivey Business School*
Past Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*

All welcome! If you have questions about this event, please contact Denise Dunlap at deniserdunlap@gmail.com. This session will be held at The University of Massachusetts Club 32nd Floor, 1 Beacon St., Boston, MA 02018 (https://www.umassclub.com).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1585** | Submission: **19939** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 8:00PM - 11:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

MED Monday Evening Social

Division Chair: **Gerard Beenen**, *California State U., Fullerton*
Division Chair-Elect: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Program Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Professional Development Workshop Chair: **Christine Rivers**, *U. of Surrey*

Division Chair: Gerard Beenen, California State U., Fullerton Division Chair-Elect: Mairead Brady, Trinity College Dublin Program Chair: Arran Caza, U. of North Carolina Greensboro Professional Development Workshop Chair: Christine Rivers, U. of Surrey

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1586** | Submission: **21254** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 12:00AM - 3:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

AOM Networking Hub- Marriot

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1587** | Submission: **21103** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 12:00AM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

AOM Networking Hub-Sheraton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge when you check in or before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1588** | Submission: **21263** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 12:00AM - 3:00PM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

AOM Networking Hub- Park Plaza

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1589** | Submission: **21268** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 12:00AM - 3:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

AOM Networking Hub-Hilton

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1590** | Submission: **21250** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 12:00AM - 3:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

AOM Networking Hub- Westin

AOM Hubs are located in each of the main hotels. These locations offer daily morning coffee breaks with DIG volunteers from 07:30-09:00. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. If you are staying at one of the following hotels hosting meeting sessions, you can pick up your badge at the AOM Self Check-In Kiosk before your first session to save time: Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay, Boston Park Plaza.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1591** | Submission: **10701** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 8 2023 7:00AM - 8:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Columbus II**

Morning Meditation with MSR V

Participant: **Joan F. Marques**, *Woodbury U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1592** | Submission: **21167** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Hall A Pre-function Area**

Hynes Coffee Break - Tuesday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ENT and RM today!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1593** | Submission: **21157** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor Atrium Lounge**

Marriott Coffee Break - Tuesday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with TIM, MSR, MH and STR today!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1594** | Submission: **21162** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 7:30AM - 9:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Grand Ballroom Pre-Function Area**

Sheraton Coffee Break - Tuesday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with ODC, MED and OB today!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1595** | Submission: **21182** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 7:30AM - 9:00AM ET (UTC-4)** at **Boston Park Plaza** in **Ballroom B Foyer**

Park Plaza Coffee Break - Tuesday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with PNP, SIM, CMS, SAP and OMT today.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1596** | Submission: **21177** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 7:30AM - 9:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **2nd Floor Pre-Assembly Area**

Hilton Coffee Break - Tuesday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with CM today!

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1597** | Submission: **21172** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 7:30AM - 9:00AM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom Foyer**

Westin Coffee Break - Tuesday

Please join us for our daily morning coffee breaks with DIG Volunteers from 07:30-9:00am. Have a chance to connect with MOC, HR and OSCM today!

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1598** | Submission: **21093** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 8 2023 7:30AM - 5:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Foyer**

Information Booth

The Information Booth, will be available Friday 7:00am-5:30pm and Saturday- Tuesday from 7:30am-5:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1599** | Submission: **21148** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **105**

Speaker Ready Room (Hynes Convention Center)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1600** | Submission: **21244** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **First Aid**

Mother's Nursing Room

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1601** | Submission: **21238** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Mamava Pod**

Mother's Nursing Room

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1602** | Submission: **21146** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Rhode Island**

Speaker Ready Room (Marriott)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1603** | Submission: **21147** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boardroom**

Speaker Ready Room (Sheraton)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1604** | Submission: **21151** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Commonwealth**

Speaker Ready Room (Park Plaza)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1605** | Submission: **21152** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Mother's Nursing Room**

Mother's Nursing Room

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1606** | Submission: **21149** | Sponsor(s): **(AAA)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Essex Ballroom North West**

Speaker Ready Room (Westin)

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1607** | Submission: **20253** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Competencies, Workability, and Employability

Session Moderator: **Miikka J. Lehtonen**, *Rikkyo U. College of Business*

CAR: **Career Competencies: A Systematic Review and Future Research Agenda**

Author: **Surendra Babu Talluri**, *Indian Institute of Management, Lucknow*
Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*
Author: **Alexander Newman**, *Melbourne Business School, U. of Melbourne*
Author: **Jos Akkermans**, *Vrije U. Amsterdam*

Over the last three decades, career competencies have been widely studied as essential personal resources in the career management literature because contemporary careers have become more self-managed. Moreover, the conceptualization of career competencies has been mainly examined in the context of boundaryless careers. Yet, scholars have extended its application across different career contexts, such as intelligent, global, gig, and sustainable careers. To synthesize our knowledge of extant research on career competencies, we conduct a systematic literature review of 81 peer-reviewed articles from 1985 to 2022. In doing so, we identify how the construct of career competencies has been conceptualized and measured, review prominent theoretical perspectives adopted, and build a nomological network based on a self-regulation lens that showcases antecedents, outcomes, and boundary conditions. We further identify significant themes in existing scholarly research and locate promising research gaps to drive a future research agenda on career competencies.

CAR: **Investigating the Development of Intercultural Competence Through Humor as a Social Practice**

Author: **Miikka J. Lehtonen**, *Rikkyo U. College of Business*
Author: **Alexei Koveshnikov**, *Aalto U.*

In this study, we put forth a novel perspective to theorize on the development of intercultural competence. In contrast to most prior research, we posit that an effective intercultural competence extends beyond language skills and encompasses the ability to understand, navigate and engage with the norms and meanings prevalent in the host country's sociocultural environment. We argue that foreign nationals' sensemaking of their experiences of engaging with the host country's sociocultural environment through humor offers an effective and enlightening lens to understand the development of intercultural competence. We conceptualize the process of competence development as an experiential learning that emerges from engaging with the sociocultural environment of the host country via humor and then making sense of these engagements. Forty-four Nordic expatriates living and working in Tokyo, Japan were interviewed. Our findings reveal how intercultural competence advances through four practices of humor: from coping and disarming to more proactively mingling and shaping the social environment. Our study contributes to existing research by proposing humor as a lens for understanding the development of intercultural competence, showing that an engagement with the host environment via humor leads to the development of individual intercultural competence via experiential learning.

CAR: **Ethical Employability from a Spiritual Lens - An Integrative Approach**

Author: **Gunjan Joshi**, *Nyenrode Business U.*
Author: **Sharda Nandram**, *Vrije U. Amsterdam*

The paper focuses on understanding the interplay of spiritually driven self, agency, and context. The ability of an individual to overcome negative career shock and enhance their employability is largely a function of their career anchor and self-concept. Also, the research on workplace spirituality confirms that spiritually driven individuals value their work more, and their efforts positively support organizational performance. This paper introduces the spirituality paradigm to the career literature by explaining ethical employability from the spirituality lens. Following the integrative approach to ethical employability, we propose a conceptual model to explain spiritually driven ethical employability both from an agency (career identity) and context perspective (workplace spirituality). The authors then validate the proposed conceptual framework with the help of Qualitative data from 18 interviews collected from participants working in a Dutch home-care organization- Buurtzorg Nederland. Atlas.ti software was used to code the data and do the qualitative analysis. The study is the first to assess ethical employability as an outcome of spiritually driven agency and context. The qualitative approach used in the study helps in a deeper and better understanding of the proposed relationships, thereby developing the existing theory on value frameworks of spirituality from individual and organizational perspectives.

CAR: **Two Birds with One Stone? The Impact of Entrepreneurial Self-Efficacy on Workability and Employment**

Author: **Yarid Ayala**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Aysegul Karaeminogullari**, *Pontificia U. Javeriana*
Author: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Jaime Andrés Bayona**, *Pontificia U. Javeriana*

Entrepreneurial self-efficacy (ESE) is essential for entrepreneurial success. Entrepreneurship scholars have suggested broadening its scope to analyze its effects in populations other than entrepreneurs. Drawing upon self-efficacy theory, we propose that ESE predicts employability via workability. Furthermore, we propose that work-from-home hours and occupational type (white collar vs. blue collar) are boundary conditions. Adopting a panel study design, we tested our hypotheses within a sample of employees (N = 681). Data were collected between July (T1) and August 2020 (T2). Linear regression analyses showed that ESE predicts employability through workability and this relationship is moderated by work-from-home hours and occupation type. We discuss the implications of adopting entrepreneurial lenses to understand the link between entrepreneurial behavior and career success outcomes in general employee populations, and the ontological relationship between ESE and our criteria. Finally, we offer recommendations for practitioners to improve workability and employability in the "new normal."

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1608** | Submission: **20244** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

Identity and Identification in Careers

Session Moderator: **Sherry E. Moss**, *Wake Forest U.*

CAR: **Fearing Power Loss in Late Adulthood: A Leader Identity Perspective**

Author: **Laura Guillén Ramo**, *U. Ramon Llull, ESADE Business School*

What happens when senior managers fear they will lose leadership power close to retirement? In this paper, we explore how older leaders react to possible power loss, and the consequences it has for their self-concept. We bridge the identity literature with personality research to suggest that the fear of losing power is anxiety-provoking work, but that not everyone will react similarly. In three experimental studies, we show that high (vs. low) fear of power loss have different consequences depending on individuals' Type-A personality. High Type-As reduced their leader identity salience and experienced more negative affect when they fear losing power. Moreover, under high fear of power loss, individuals high (vs. low) in Type-A self-enhanced and derogated others more. When given the opportunity to self-symbolize, high Type-As were more likely to do so than individuals low in Type-A. However, contrary to our expectations, when fear of power loss was high, self-symbolizing (vs. a control condition) did not boost their leader identity and did not reduce their claims of social superiority. We derive theoretical and practical implications from these findings.

CAR: **Depleting Or Enriching? Effects Of Identification With Multiple Jobs On Jobholders And Partners**

Author: **Sherry E. Moss**, *Wake Forest U.*
Author: **Arran Caza**, *U. of North Carolina, Greensboro*

Multiple jobholding is overwhelmingly portrayed as a depleting strain on individual resources, yet the empirical evidence shows more equivocal effects. Some studies even suggest enriching effects from multiple jobholding. We draw on role theory and identity theory to suggest that it is the level of identification with each job which determines whether multiple jobholders and their romantic partners will experience depleting or enriching outcomes from this job arrangement. The results from our multi-source data suggest that higher identification across multiple jobs ("plural identification") is positively associated with the multiple jobholder's job satisfaction, engagement, and well-being, and negatively associated with emotional exhaustion. Experienced enrichment across jobs mediates the relationship between plural identification and these outcomes, while conflict does not. Moreover, we found that plural identification has a positive association with romantic partners' perceptions of social support, also mediated through enrichment. However, plural identification had simultaneous and opposite effects on partners' perceptions of relationship quality. Specifically, plural identification was positively associated with relationship quality through enrichment, but it also had a negative direct effect. Implications for theory and practice are discussed.

CAR: **Who am I? Identity Reconstruction Following a Major Health-Related Career Shock**

Author: **Pamela Suzanne**, *UdeSA*
Author: **Viktoriya Voloshyna**, *York U., Canada*

The paper explores identity reconstruction in response to a major health- related career shock. In-depth case study and interpretive phenomenological methods are used to allow for deep reflective self-analysis of post-career shock stages. We analyze the identity processes a Chief of Human Resources of a multinational firm experienced after being deprived from his main working abilities as a result of a brain stroke. Our findings propose new coping responses that may allow individuals to escape a diminished work identity: identity shedding and identity implanting. Throughout the paper, we identify post-shock identity stages and processes, and the role of identity internalization and relational recognition as crucial in the reconstruction process.

CAR: **Multicultural Identities and Career Preferences**

Author: **Lee Martin**, *U. Of Sydney*
Author: **Jennifer Hui-Han Gao**, *U. of Melbourne*

Growing up at the interface of Eastern and Western cultural values, 1.5- and second-generation Asian immigrants are currently one of the fastest growing population groups of English-speaking societies. While Asian immigrants and their descendents are stereotyped as preferring traditional careers that are stable and high-status, in fields such as medicine and law, this could be shifting in 1.5- and second-generation immigrants who may identify more with Western values. Yet we know very little about how career preferences may be shaped by one's multicultural identity. In this qualitative study, grounded in acculturation theory, we explore how the career orientations (preferences) of ethnic Chinese-Australian professionals are influenced by their multicultural identity. We identify multicultural identity patterns and examine how they interconnect with multiple career orientations. Informants seek to balance or experience tensions between cultural values underpinning their career orientations, which sometimes diverge from their multicultural identity pattern. We discuss how these research findings advance theory on multicultural identity, career orientations, and more broadly, the vocational behavior of Asian migrants in Western societies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1609** | Submission: **20243** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Sustainable Careers

Session Moderator: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*

CAR: **Career Sustainability: A Critical Review and Agenda for Future Theory and Research**

Author: **Gerard Callanan**, *West Chester U. of Pennsylvania*
Author: **Jeffrey Greenhaus**, *Drexel U.*
Author: **Gary N. Powell**, *U. of Connecticut*

Career sustainability has been broadly viewed as providing individuals with positive career experiences over the long term. Although scholars have identified a wide variety of experiences that represent a sustainable career, we focus on health, happiness, and productivity (HHP) as the core components that capture those positive career experiences. In viewing career sustainability as the extent to which individuals experience HHP at work over the course of the career, we distinguish these three core experiences from other positive career attributes and experiences that can contribute to HHP but are not central to the meaning of career sustainability. We recommend that the measurement of the sustainability of a career be based on repeated assessments of HHP over a period of time in which individuals experience a potentially disruptive career shock or personal change. We also suggest that scholars develop and test a model of career sustainability that incorporates the types of change that are potentially disruptive to ongoing HHP, the process by which individuals appraise the nature and implications of a change, the actions individuals take to prevent the change from substantially disrupting their continued HHP, the resources individuals need to make accurate appraisals and take effective actions, and the role of the work-home interface in the maintenance of HHP over time.

CAR: **Building a Sustainable Career: A Conservation of Resources Approach**

Author: **Surendra Babu Talluri**, *Indian Institute of Management, Lucknow*
Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*

The sustainable careers literature has thrived in recent years, led by diverse conceptualizations and empirical investigations. We adopt a person-centred approach to investigate how individual factors of working professionals contribute to achieving career sustainability. We draw on the conservation of resources (COR) theory to propose that personal resources (e.g., career competencies) and organizational resources (e.g., organizational career management practices) jointly influence career sustainability by promoting proactive career behaviors. We collected two-wave data from a sample of 414 full-time working professionals employed in different organizations in India. The results suggest that career competencies positively impact career sustainability. This relationship manifests through proactive career behaviors. Further, these relationships become stronger with the support of organizational career management practices. The current study findings contribute to the sustainable careers literature by enhancing our understanding of how personal and organizational resources contribute to crafting a sustainable career.

CAR: **The Interplay Between Supplementary and Complementary Fit in Predicting Career Sustainability**

Author: **Wouter Vleugels**, *Deakin U.*
Author: **Jana Deprez**, *KU Leuven*
Author: **Jeroen De Jong**, *Radboud U. Nijmegen*
Author: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*

In recent years, the notion of sustainable careers (i.e., careers characterized by productivity but also good health and well-being) has gained much prominence in discussions among management and organizational scholars, employees, and employers alike. The extent to which the employee fits with the organization is considered to be a key determinant to career sustainability. Supplementary and complementary fit are to be seen as two key forms of fit in the PE fit literature, and we propose that these two forms of fit jointly contribute to happy, healthy and productive employees. Therefore, the aim of this paper is to empirically validate one of the key tenets of the PE fit literature, which is the idea that the combination of both high levels of supplementary and complementary fit (called "optimum fit") produces better career sustainability-outcomes than either one of these forms of fit in isolation. We apply polynomial regression and response surface analysis in a) a study using two waves of data (Study 1, N sample 1=112; N sample 2=89) and b) a diary study (Study 2, N=83) to test our hypotheses. Our pattern of results indicates that supplementary and complementary fit simultaneously predict the desired outcome indicators of career sustainability, which validates the importance of both forms of fit. However, optimum fit generally produces the best outcome in terms of a happy, healthy and productive work experiences.

CAR: **Building Sustainable Careers: The Case of Multiple Job Holders**

Author: **Chayanika Bhayana**, *Indian Institute of Management Calcutta*
Author: **K V Gopakumar**, *Indian Institute of Management, Ahmedabad*
Author: **Neharika Vohra**, *Indian Institute of Management, Ahmedabad*

With the increasing interest around multiple job holding (MJH) or moonlighting, where individuals hold one or more jobs in addition to a primary job, the sustainability of such work arrangements from a career perspective has come into question. The present study examined the experiences of multiple job holders (MJHs) and identified how they strived towards building sustainable careers. Based on semi-structured interviews with twenty-five MJHs, this study noted three different strategies employed by MJHs to build sustainable career models – (a) proactively leveraging time and resources by developing networks, seeking out diverse opportunities, investing in building their skills, (b) constantly negotiating boundaries between work, side work and non-work, and (c) enabling opportunities for recovery experiences through side work that facilitated autonomy, control, and mastery. Implications for individual and organizational career management practices are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1610** | Submission: **13484** | Sponsor(s): **(CAR, OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Putting Online Labor Platform Workers Front and Center: Successful Career Development Across Time

Organizer: **Annabelle Hofer**, *U. of Cologne*
Organizer: **Caroline Straub**, *Bern U. of Applied Sciences*
Organizer: **Daniel Spurk**, *U. of Bern*
Session Chair: **Annabelle Hofer**, *U. of Cologne*
Discussant: **Daniel Spurk**, *U. of Bern*
Presenter: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*
Presenter: **Michael Dunn**, *Skidmore College*
Presenter: **Isabel Munoz**, *Syracuse U. School of Information*
Presenter: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Presenter: **Lian Zhou**, *Guangdong U. of Technology*

In this multidisciplinary symposium, we bring together researchers from different fields (e.g., management, psychology) investigating how platform workers experience working on online labor platforms and how such experiences shape their careers. Specifically, we are interested to understand better the implications of platform work for individuals' career development (e.g., social integration) and career-related success factors (e.g., algorithmic competencies). The four contributions cover diverse methodological approaches (i.e., qualitative interviews, quantitative surveys, field notes, and secondary trace data). They are using, for instance, retrospective and longitudinal research designs focusing on platform workers working online and offline on different platforms in Asia, Europe, and the US.

Kicking off a Gig Work Career: Unfolding a Career Learning Cycle of Gig Workers

Author: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*
Author: **Daniel Spurk**, *U. of Bern*
Author: **Caroline Straub**, *Bern U. of Applied Sciences*

Flexibility, Identity and Career Trajectories of Online Freelance Gig Workers

Author: **Michael Dunn**, *Skidmore College*
Author: **Isabel Munoz**, *Syracuse U. School of Information*
Author: **Steven Sawyer**, *Syracuse U.*
Author: **Clea O'Neil**, *Skidmore College*
Author: **Pyeonghwa Kim**, -

Micro-task Crowdsourcing and Social Inclusion

Author: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Author: **Andreas Ihl**, *Danube-U. Krems*
Author: **Susanne Grabl**, *U. of Passau*
Author: **Kim Strunk**, *U. of Passau*
Author: **Marina Fiedler**, *U. of Passau*

How can workers cope with algorithmic management? Developing a measure of algorithmic competency

Author: **Lian Zhou**, *Guangdong U. of Technology*
Author: **Xue Lei**, *East China U. of Science and Technology*
Author: **Jiahui Li**, *Guangdong U. of Technology*
Author: **Rui Hou**, *Guangdong U. of Technology*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1611** | Submission: **21063** | Sponsor(s): **(CM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Dyadic Conflict Processes

Session Moderator: **Zhenyu Yuan**, *U. of Illinois at Chicago*

CM: **Do We Know Who Has Conflict with Us? An Investigation of Dyadic Conflict and Conflict Metaperception**

Author: **Zhenyu Yuan**, *U. of Illinois at Chicago*
Author: **Jack Ting-Ju Chiang**, *Peking U.*
Author: **Zheng Wang**, *Shandong U.*

Despite its important role in a multilevel account of conflict, dyadic conflict has received scant research attention. To advance a comprehensive understanding of interpersonal conflict, we employ a dyadic theoretical, methodological, and analytic lens to explore a series of important questions pertaining to the relational nuances of dyadic conflict. To test our dyadic model of conflict, we collected data from student project teams (Study 1) and intact work teams (Study 2). Applying the social relations model, we found that a decent amount of the variance in task and relationship conflict can be attributed to the dyad level, suggesting dyadic conflict is a distinct phenomenon that warrants scholarly attention. Moreover, our evidence does not support strong dyadic reciprocity, indicating dyad members may not completely see eye to eye regarding their conflict. Our analyses of conflict metaperceptions further highlight that dyad members' relational insights about their partner are largely biased by their own conflict experiences. They are also inaccurate as they have little to do with how their partner feels. Of note, dyadic trust may help weaken dyad members' bias. In mapping out the distorted and misaligned nature of dyadic conflict perceptions, the current research complements the multilevel understanding of conflict by filling in the theoretical void at the dyad level. As the conflict literature stands at a crossroad, these critical insights about dyadic conflict can help inform scholarly attempts to reconceptualize conflict and redirect the next stages of conflict research.

CM: **Impact of Servant leadership on Innovative work behavior: Mediating role of five conflict management**

Author: **Qamaruddin Maitlo**, *Sukkur IBA U.*
Author: **Ishfaque Ahmed Lashari**, *Wuhan U. of Technology*

Conflict is inevitable, more pervasive today than ever, and resolving it has never been more difficult. Poor conflict management can increase absenteeism and costly turnover, decrease teamwork, creativity, productivity, and profits, and may lead to costly employee litigation. Researchers have studied how leadership styles relate to conflict management in organizations, but little is known about how servant leadership relates to conflict management in the workplace. Every new idea primarily originates in the minds of individuals which when implemented successfully contributes to an overall organizational innovation. Hence, fostering employees' innovative work behavior (IWB) is prudent for all those organizations looking to enhance their innovative outcomes. This research aimed to offer an insight by investigating different underlying mechanisms and the boundary conditions through which the servant leadership (SL) affect employees' IWB in the context of Banking Sector of Pakistan. Conflict management styles (CMS) were identified as mediators in the relationships of servant leadership style and employees' IWB. Relying on positivist research paradigm in conjunction with deductive reasoning approach and a cross-sectional design, this research employed the quantitative research methodology with a survey approach. Self-administered survey was executed in the Banking Sector of Pakistan. Dyadic data was collected from 357 pairs (subordinate-supervisor) working in different departments of the Banking Sector of Pakistan. Structural Equation Modeling (SEM) with Smart-PLS was employed to analyze the posited relationships among the constructs of proposed conceptual model. Empirical findings of this research revealed that majority of the hypothesized relationships were significant. All the direct hypothesized paths, leadership style and conflict management styles had a significant positive affect on employees' IWB. Conflict management styles mediates the relationship between SL and employees' IWB. This research highlighted the relative importance of servant leadership style for enhancing the employees' innovative work behavior

CM: **Intra-individual Psychological Experience and Dyadic Interaction during Task Conflict Episode**

Author: **Mengting Su**, *Mahidol U.*
Author: **Parisa Rungruang**, *College of Management, Mahidol U.*
Author: **Xiao Chen**, *National Institute of Development Administration (NIDA)*

Intragroup conflict is often conceptualized as a shared experience at the group level, overlooking the role that individual asymmetries play in determining conflict effects. This study looks beyond predicting outcomes by perceived conflict type, and explores how unpacking conflict expression can explain task conflict's inconsistent outcomes. This study adopts a multi-theoretical perspective that integrates individual asymmetries, cross-level influences, dynamics, and feedback loops. An intra-individual psychological experience and dyadic interaction during task conflict model is proposed in order to clarify a mechanism by which one's task conflict expression interacts with another one's resolution. Conflict expression is conceptualized as a two-sided construct (mild vs. intense), and is theorized to influence his peer's information acquisition and sharing after being psychologically experienced. The intrapersonal cognitive sense-making processes and affective reactions work as one's own conflict perceptual filters to decide on his behavioral outcomes. A cycle in which an individual and his peer's expression influence each other's resolution is also proposed. The model explicates how activities on move timescale act as endogenous factors to drive conflict dynamics in a feedback loop system. Overall, taking a closer look at how people express conflict and psychologically experience conflict helps us understand why conflict spirals escalate or de-escalate.

CM: **Are Our Goals Aligned?: The Impact of Positive Goal Interdependence on Nonnative Speaker and Native**

Author: **Regina Kim**, *Fairfield U.*
Author: **Jimena Ramirez-Marin**, *U. of Seville*
Author: **Kevin Tasa**, *Schulich School of Business*

Organizations are increasingly seeking foreign talent in order to stay competitive in the marketplace and the number of nonnative speakers in the organizations are increasing. Using two studies with diverging methodologies, we explore 1) whether nonnative speakers experience less satisfaction with conflict process and relationship with their native counterpart compared to nonnative counterpart, and 2) whether cooperative-competitive goal interdependence moderates these relationships such that perception of cooperative goal interdependence with native speakers alleviate nonnative speakers' dissatisfaction with conflict process and relationship. Study 1 utilizes critical incident recall methodology to examine nonnative speakers' satisfaction with conflict process and relationship. In study 2, data were collected from a face-to-face simulation with a random-assignment design. Results showed that nonnative speakers who interacted with native speakers experienced less satisfaction with conflict process and relationships compared to nonnative speakers who interacted with other nonnative speakers. Furthermore, cooperative goal interdependence moderated the relationship between Nonnative-Native Speaker interaction (NNS-NS) and satisfaction with conflict processes and relationships such that perception of cooperative goal interdependence increased nonnative speakers' satisfaction with conflict process and relationship with native speaking counterparts. The present research offers new insight into how nonnative speakers experience conflict with native speakers in the workplace and suggest that perception of cooperative goal interdependence can help mitigate conflict dissatisfaction of nonnative speakers in conflict situations with native speakers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1612** | Submission: **11111** | Sponsor(s): **(CM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

The Experience of Envy from Both Envier and Envied Perspectives

Organizer: **Yoonhee Kim**, *PhD Candidate, Drexel U.*
Discussant: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Presenter: **Abdul Karim Khan**, *United Arab Emirates U.*
Presenter: **Einav Hart**, *George Mason U.*
Presenter: **Haoying Xu**, *Stevens Institute of Technology*
Presenter: **Manuel F. Gonzalez**, *Montclair State U.*
Participant: **Lauren D'Innocenzo**, *Drexel U.*
Participant: **Samina Quratulain**,
Participant: **Aqsa Ejaz**, *Lahore Business School, The U. of Lahore*
Participant: **Eman Helal AlMansouri**,
Participant: **Rachel Lea Campagna**, *U. of New Hampshire*
Participant: **Sandy J. Wayne**, *U. of Illinois Chicago*
Participant: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Participant: **I-Heng Wu**, *U. of South Alabama*

Envy seems to be almost inevitable emotion for human and workplace is full of envy eliciting event. With its prevalence in daily life and recently increased scholarly attention (Duffy et al., 2021), this symposium aims to produce a comprehensive understanding of envy and investigate conditions and characteristics that impact how people express and respond to envy. The set of papers explores the enactment (e.g., inferiority, social dominance orientation), outcome (e.g., harming), reaction (e.g., citizenship behavior, interaction avoidance behavior), and measurement of envy. They empirically test this across different contexts (e.g., supervisor-subordinate, teammates) and for different targets (the envious, the envied). In addition, by introducing potential moderators that might mitigate the enactment of envy and buffer the negative impacts of envy (e.g., pre-existing trust), this symposium comes up with practical suggestions for managers and workers to "reduce the pain and discrepancy envy brings" (Duffy et al., 2011, p. 34). This also aligns with the Academy of Management 2023 theme of "Putting the Worker Front and Center."

Examination of Tall Poppy Syndrome (Enactment of Envy) in a Multicultural Work Context

Author: **Abdul Karim Khan**, *United Arab Emirates U.*
Author: **Samina Quratulain**,
Author: **Aqsa Ejaz**, *Lahore Business School, The U. of Lahore*
Author: **Eman Helal AlMansouri**,

We Are Less Envious of Those We Trust: Two Mitigating Roles of Trust

Author: **Einav Hart**, *George Mason U.*
Author: **Rachel Lea Campagna**, *U. of New Hampshire*

The Effect of Narcissism on the Experience of Being Envied

Author: **Yoonhee Kim**, *PhD Candidate, Drexel U.*
Author: **Lauren D'Innocenzo**, *Drexel U.*

Downward Envy and Employee Reactions

Author: **Haoying Xu**, *Stevens Institute of Technology*
Author: **Sandy J. Wayne**, *U. of Illinois Chicago*
Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*

Green All Over: Developing a Multi-Domain Measure of Workplace Envy

Author: **Manuel F. Gonzalez**, *Montclair State U.*
Author: **I-Heng Wu**, *U. of South Alabama*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1613** | Submission: **20126** | Sponsor(s): **(CMS)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Reflexive Praxis

Session Moderator: **Jennifer Manning**, *Technological U. Dublin*

CMS: **A Performative CMS: Developing a Critical Management Pedagogy as Intellectual Activism Praxis**

Author: **Jennifer Manning**, *Technological U. Dublin*

In this paper, I take Contu's (2018; 2020) call for a performative turn in CMS into my teaching as a form of intellectual activism praxis. I problematize management learning and education in regard to perpetuating inequalities and offer a critical management pedagogy as a form of intellectual activism praxis to help infuse management education with a critical and socially conscious awareness. This paper is a reflexive account of the development of my critical management pedagogy and an analytical discussion weaving together the practice of a critical management education with intellectual activism. I argue that business schools need to question the relationship between neoliberal capitalism and our global epoch of crisis and uncertainty, and as management educators we must consider how we might inform this relationship. In our teaching in the neoliberal business school, we are often complicit in practices and institutions that reproduce economic and environmental exploitation, White supremacy, heteronormativity, and colonial and patriarchal relations. Inspired by Freire's (1968; 1973) critical pedagogy, I developed a critical management module that was rooted in the everydayness of students lived experiences in our epoch of crises and uncertainty to try engage students critical and social consciousness by providing them with a space to think critically about the social, political and economic phenomena that shape individuals and societies; encouraging them to create alternative versions of what is possible.

CMS: **Nikana' Lulkwik (Leadership)**

Author: **Jeff Ward**, *Membertou First Nation, Heritage Park*
Author: **Kristin Samantha Williams**, *Acadia U.*
Author: **Heidi Weigand**, *Dalhousie U.*

Indigenous perspectives remain marginalized due to the legacies of colonialism and ongoing systemic racism and traditional (Western) management theories continue to dominate management practice. This paper offers a decolonizing perspective at the intersection of management education and Indigenous ideas and traditional wisdom. As part of a larger project looking at the history of management education in Canada, this paper reflects on the negligence of management education to consider Indigenous ways of knowing, in hopes that it might inspire a more inclusive future practice.

CMS: **Intersectional Leadership in the Organization: A Systematic Literature Review and Conceptual Model**

Author: **Eunbi Sim**, *U. of Georgia*
Author: **Laura L. Bierema**, -

Intersectional leadership (IL) is an emancipatory, transformative form of leadership, which appreciates intersectionality in its enactment. IL promises to confront inequity and injustice and provides a useful tool to understand the complexity in subordinated leadership experiences of multiply-marginalized, historically excluded (MMHE) groups stemming from interlocking systems of oppression. The purpose of this study is to explore how IL is enacted in organizations. We systematically reviewed 55 empirical studies on IL in the organization and classified the literature using Choo and Ferree's (2010) framework that proposed three types of practicing intersectionality research—group, process, and system-centered. We found that IL studies have been dominated by a group-centered approach, which focused on the leadership experiences of individuals from MMHE groups and contributing factors impacting their leadership experiences. We also identified the tension between "fixing the oppressed self" and "fixing the oppressive system" in the studies from the group-centered approach. A few IL studies from the process-centered approach illuminated structural, relational, and dynamic processes in IL. The emergence of intersecting identities as a double-edged sword and ongoing negotiation, navigation, and (trans)formation were the characteristics of IL. Based on the results, we proposed a conceptual model for the enactment of IL in the organization. We concluded with a call for illuminating leadership as a promising process to achieve organizational social justice from an intersectional perspective.

CMS: **Violence & Afghan Women: Invasions, Interventions, and Mobilization - A Call for Reflexive Engagement**

Author: **Fahreen Alamgir**, *Monash U.*
Author: **Saleem Saha**, *ARDHO*

In this paper, we reflect on our experience of working on projects focussed on managing the mobilization of Afghan women in 2004-06 after invasions by the Allied Forces in 2002. Here we examine whether we have the capacity to (re)engage with their conversations and to interpret and translate what they told us about the war, invasions, and the 'relational' interventions organized by the Allied Forces and the UN, involving state-owned donor agencies, and international NGOs. We situate our understandings within the situated discussions of transnational feminist scholars on South Asia. Influenced by Nagar, our analytical method considers the situated solidarity that radicalizes our vulnerability, and thereby we reflect on and relate to what we heard. We argue that Transnational Feminist Perspectives (TF) as a field of knowledge demonstrates the politics of location for categorization and thus tends to create research sites on the basis of epistemic demand for representation. However, such practices can also enable a form of exclusion. We argue that radical vulnerability as the way of ethical engagement demands: (i) our capability to listen and understand the differences in 'others' realities through the feeling of being accountable; (ii) our understanding of reflexive engagement entails critical reflexive analysis; and (iii) thus we connect and conceptualize our learnings to create a space where the experience of death, disability, hunger, and starvation cannot possibly be theorized, but can be discussed. The value of listening is relevant for our research to connect and build crossborder solidarities by placing the feeling of being answerable and accountable at the core. Keywords: Violence, Afghan women, Transnational feminist Perspective, Afghanistan, Radical vulnerability

Session Type: **Symposium**
Program Session: **1614** | Submission: **19708** | Sponsor(s): **(CMS)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Researching Memory Work: Challenges and Opportunities

Host: **Hamid Foroughi**, *U. of Essex Business School*
Panelist: **Davide Ravasi**, *UCL School of Management*
Panelist: **William Foster**, *U. of Alberta*
Panelist: **Micki Eisenman**, *Hebrew U. of Jerusalem*
Panelist: **Mairi Maclean**, *U. of Bath*
Panelist: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Facilitator: **Bruna Brito**, *Gustavson School of Business, U. of Victoria*

This symposium aims to strengthen the academic community on organizational memory studies, . It will serve as a forum for academics interested in organizational memory studies to meet and discuss possibilities for future research. Six panelists with experience in researching collective memory will take part in a roundtable discussion focused on challenges and opportunities in the study of memory work and organizing. Memory work is defined as a set of practices through which the past is constructed, reconstructed, deconstructed, and destructed (Coraiola, Foster, Mena, Foroughi & Rintamäki, 2023). In particular, the symposium will provide a space where early career researchers can ask questions, exchange information, and network with more experienced researchers. This is particularly important given that the field of organizational memory studies is still young and opportunities for collaboration need to be fostered (Rowlinson, Booth, Clark, Delahaye, & Procter, 2010). Some core topics we expect to cover during the symposium include: i) how memory connects to related concepts such as history, legacy, and traditions, ii) how specific theories have limited our understanding of memory work, iii) how an open-systems view offers an alternative approach to the study of memory and organizing, and iv) what are the main challenges and opportunities for future research in memory work in and around organizations. The workshop can also be of interest to researchers from other areas such as institutional theory, organizational identity, and corporate social responsibility.

Session Type: **Paper Session**
Program Session: **1615** | Submission: **20518** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Commonwealth Room**

Artificial Intelligence (AI), Automation, & Labor

Session Moderator: **Ann-Katrin Eicke**, *U. of Muenster*

CTO: **Are Our Jobs at Risk? Estimating the Effect of Artificial Intelligence on the Swiss Labor Market**

Author: **Timon Jaeggi**, *AI Spaces and U. of St. Gallen*
Author: **Benjamin Schaefer**, *U. of St. Gallen (HSG)*
Author: **Christian Dietzmann**, *AI Spaces and U. of Leipzig*
Author: **Reinhard Jung**, *U. of St. Gallen*
Author: **Ulrich Matter**, *U. of St. Gallen (HSG)*

While recent advances in artificial intelligence (AI) are already contributing value to the economy and society, fears of massive job losses are increasingly coming to the forefront of political debate. Against this backdrop, this paper sheds light on the relationship between AI technology and potential workforce vulnerability. We developed a novel measure to quantify the potential exposure of occupations, considering unaffectedness, substitution, and complementarity effects, incorporating a task-technology fit perspective. We contrasted the measure with data on employment, education, and wages in Switzerland to examine the impact of AI at the aggregate level. The results indicate that about 10 percent of the Swiss workforce is strongly affected by AI substitution due to their specific task content. In contrast, AI can complement 61 percent of the Swiss workforce in about half of their current tasks, eventually increasing individual performance. Occupations in the finance and insurance and professional, scientific, and technical services sectors can benefit most from the complementary effects of AI. In contrast, occupations in the accommodation and food services sector are most affected by AI substitution. In addition, we found substitution to be most prevalent in low-skilled occupations, requiring lower levels of education and inhibiting lower wage levels.

CTO: **Substituting or Complementing Human with Artificial Intelligence? A Carnegie View on Solution Search**

Author: **Ann-Katrin Eicke**, *U. of Muenster*

Organizations increasingly adopt Artificial Intelligence (AI) altering employees' solution search behavior. In fact, AI may exacerbate or mitigate key search outcomes such as distance and effort according to prior work. We reconcile prior theoretical propositions and extend them by theorizing about the nature of the search agent (AI as a substitute vs. complement) and the underlying task setting (well- vs. ill-structured). We categorize four types of AI with different degrees of bounded rationality required to search that decide upon the effect of AI for search outcomes. To account for the interdependencies of these four types across time, we then adopt a process perspective. In doing so, we reveal how splitting search processes between different human-AI combinations helps to maximize the potential of AI for individuals' search behavior. Overall, we contribute to the Carnegie School concept of search by extending its assumptions to emerging non-human, 'intelligent' agents such as AI.

CTO: **Shifts in Hiring During an Era of Evolving Technology & Automation: Lessons from the Media Industry**

Author: **Matthew Weber**, *Rutgers U.*
Author: **Allie Kosterich**, *Fordham U.*

The news media industry has continued to evolve through a sustained period of disruption and adaptation. In recent years, one of the central challenges for larger news media companies has been the integration of computation skills and technical knowledge into the routines and day-to-day work of media. This study approaches the study of shifting skills in organizations through an in-depth analysis of the job titles and skills that comprise modern newsrooms. Computational social science methodology is applied to an analysis of a large-scale dataset tracking job advertisements across industries from 2010 to present day. K-means clustering and other computational approaches were used to identify trends in job skills, as well as the corresponding job titles. The findings from this analysis show the clear and steady influx of computational, data science and programming skills into journalism job descriptions. In many cases, traditional jobs such as editors and reporters, have started to incorporate technical skills as a core representation of the identity of those jobs. In other cases, entirely new job roles, such as news analysts or big data researchers, have become a more integral part of the newsroom workforce.

CTO: **From Menial Workers to Knowledge Producers: An Apparatus Perspective on AI in Agriculture**

Author: **Tomislav Karacic**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Author: **Anastasia Sergeeva**, *Vrije U. Amsterdam*
Author: **Marleen Huysman**, *Vrije U. Amsterdam*

The use of artificial intelligence (AI) can transform work of knowledge intensive professionals in unexpected ways. Yet empirical insights into consequences of introducing AI into the work of more menial workers are limited. During a 21-month field study of introducing machine learning (ML) models for seed evaluation and sorting, we trace how the introduction of ML became consequential for the practices of seed sorters – menial workers tasked with removing seeds that will not grow into healthy plants from a seed bag. We find that in the new apparatus of seed evaluation and sorting with ML, seed sorters surprisingly became more central actors and important knowledge producers in the organization. In contrast to the previous studies of AI, this change could not be explained as automation nor augmentation of work. While seed evaluation and sorting were fully automated, in the new apparatus a novel way of seeing and understanding the seed emerged, which led to seed sorters producing entirely new knowledge valuable for adjacent occupational groups. Our contribution is to emphasize how changes in apparatus lead to changes in phenomena, which in turn lead to role reconfigurations.

Session Type: **Paper Session**
Program Session: **1616** | Submission: **20525** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Forum Room**

Digital Business Models

Session Moderator: **Dandan YE**, *U. of Nottingham, China*

CTO: **Toward a Sustainable Business Model in the Sharing Economy: The Role of Digital Resourcefulness**

Author: **Dandan YE**, *U. of Nottingham, China*
Author: **Martin J Liu**, *U. of Nottingham, China*
Author: **Jun Luo**, *U. of Nottingham, China*
Author: **Russa Yuan**, *U. of Nottingham, China*
Author: **Hing Kai Chan**, *U. of Nottingham, China*
Author: **Tiantian Zhang**, *Nottingham U. Business School China, U. of Nottingham Ningbo Chi*

The drastic collapse of sharing economies in the COVID-19 pandemic has intensified criticism of the sustainability of this business model (BM). This has brought a new sense of urgency for the sharing economy to search for a sustainable BM and truly fulfill its economic, social, and environmental values. However, prior studies have primarily focused on reactively reframing its sustainability claims and gaining sustainable legitimacy by aligning with institutional resources. Such a reactive defense assumption requiring abundant resources might not be applicable to a sharing economy with limited resources during a crisis. Resourcefulness—obtaining more resources proactively and creatively from less—provides a far more fundamental solution to enable the sharing economy to fulfill sustainable values. Drawing upon an inductive study of a co-work sharing company, which thrived in the post-pandemic period, we developed a framework termed "digital resourcefulness" to understand how the venture resourcefully brings, bears, and deploys resources. In particular, we critically traced three mechanisms: infrastructuring, re-imbricating, and harmonizing and developed a model to understand how to adapt a sustainable BM. Our findings shed light on the scholarship of resourcefulness, sustainable BM, and crisis management literature, and provide guidance to the sharing economy with respect to responding to crises.

CTO: **Concerts and the Digitization of Recorded Music (WITHDRAWN)**

Author: **Christian Peukert**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Franziska Kaiser**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Jörg Claussen**, *LMU Munich & Copenhagen Business School*

Over the last thirty years, the music industry has changed remarkably. Digitization has affected remuneration models, from sales of physical albums to online piracy and resulting in usage-based royalty income from streaming services. In this paper, we show that this is consistent with developments in the business models of recorded music. We quantify the relationship between artist income and concerts by studying the impact of live performances on demand for recorded music. Data from the online music service last.fm allows us to track individual-level listening and concert-going behavior. Canceled concerts provide a quasi-experimental setting to study the causal impact of exposure to live performances on attendees' listening behavior. We show that concerts lead to an increase in the probability of listening to the artist per week by 29 % and 51 % more weekly plays. We translate this into recorded music income as of before and during the era of online piracy, and after the arrival of music streaming services. We estimate that additional recording income accounted for 13 % of yearly concert gross in the CD era, whereas it accounts for 0.5 % of yearly concert gross in the streaming era. Our estimates explain both, the magnitude of increase during the piracy era, as well as the magnitude of decrease during the streaming era.

CTO: **Upgrading the Business Model? Crisis Prevention in Times of Digital Transformation**

Author: **Kevin Krause**, *U. of Siegen*
Author: **Sohaib Hassan**, *U. of Siegen*
Author: **Felix Simon Rudolf Becker**, -
Author: **Giuseppe Strina**, *U. of Siegen (D)*

This study examined the impact of the Covid-19 pandemic on small and medium-sized enterprises (SMEs) and the role of digital transformation in their survival and performance. Using ordinal logistic estimation, we found that digital transformation can be a performance-enhancing factor for SMEs during crisis situations. We also found that the overall business model affectedness of SMEs is negatively and significantly impacted by the crisis, and that the degree of digital transformation moderated the relationship between the business model and crisis performance in SMEs. These findings suggest that SMEs with higher business model affectedness tend to perform worse during the pandemic, and that digital transformation can support SMEs adapt, survive, and mitigate these negative effects during times of crisis. The results provide valuable insights for SMEs facing external shocks and underscore the importance of considering both the business model and digital transformation in crisis situations.

CTO: **Synergistic Innovation in Platform-Based Enterprise Innovation Ecosystem: A Fuzzy Perspective**

Author: **Chao Zhou**, *Beijing U. of Posts and Telecommunications*
Author: **Cong Sun**, *Zhejiang U.*
Author: **Sihan Li**, *Zhejiang U.*

The rapid development of Internet technology platform and organizational open innovation practice has put forward higher requirements for the establishment of symbiotic relationship among firms. Platform-based enterprise innovation ecosystem, as a favorable means of attracting vast and high-quality innovation resource, has been adopted by more and more firms. However, the high uncertainty of innovation participants, activities and even the ecosystem itself proposes great challenges to the innovation synergy within the system. In addition, the relationship among innovation participants breaks through the traditional "hierarchy-market" framework, which fails to explain the innovation behavior within a platform ecosystem and makes it difficult for the core organization to implement synergistic innovation mechanisms to improve participants' innovation performance. Based on data from 427 questionnaires, this study adopts fsQCA method of configurational perspective to explore how the synergistic innovation mechanisms of platform ecosystem works on participants' innovation performance and the corresponding contextual conditions. The results reveal seven combinations of system characteristics (openness, the intensity of indirect network effect, symbiosis intensity), organizational characteristics (the width and overlap of technological niche), and synergistic innovation mechanism, which consistently produce high participants' innovation performance. This paper explains the underlying mechanism of platform synergistic innovation, advances relevant research and provides theoretical introduction for both the founder and participants of platform-based enterprise innovation ecosystem.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1617** | Submission: **20420** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Cross-Cultural Perspectives

Session Moderator: **Sabeen Imran Ahmad**, *King's College London*

DEI: **Who Benefits from HRM Professionalization? The Moderating Role of Gender (WITHDRAWN)**

Author: **Isabella Scheibmayr**, *U. of Salzburg*
Author: **Astrid Reichel**, *U. of Salzburg*

Professionalization aims at closure, i.e., having the monopoly protection of expertise for an occupation, on the labour market and in organizations. Role congruity theory suggests that the translation of professionalization into organizational closure and reaching board membership is likely to be moderated by gender at the individual and the occupational level. We test this proposition focusing on HRM, an occupation with a long history of professionalization attempts. Using a sample of 3,276 organizations embedded in 34 countries with varying professionalization levels between countries, results show that professionalization of HRM at the country level is positively related to closure in organizations. The positive relationship is weaker for female HR directors and high proportions of women in the HRM occupation in a country. Organizational closure, in contrast, is negatively related to board representation but increases the likelihood of board membership in countries with high proportions of women in the HRM occupation.

DEI: **Institutional Forces and Transnational Transfer of Diversity Management**

Author: **Sabeen Imran Ahmad**, *King's College London*

Informed by institutional and power/interest perspective, this paper analyses transnational transfer of diversity management practices to the context of Pakistan. Drawing findings from semi structured interviews conducted with diversity/HR professionals of 30 subsidiaries of multinational enterprises in Pakistan, this study indicates that presence of competent women in the labour force, business case, top management support and commitment, precise structure and effective functioning of subsidiaries' diversity/HR units and desire/pressure to gain legitimacy with global and local institutional environment are key institutional forces that play a vital role in transferring and adopting DM practices and initiatives. At the same time resistance from line managers & employee groups and lack of significant commitment of diversity/HR professionals are found to be the prominent opposing institutional forces which creates obstacles in adoption of diversity initiatives. It is argued that distinct institutional context of the host country (Pakistan) provides subsidiary actors with power capabilities with the help of which they facilitate and modify transfer of DM practices. This study makes both theoretical and empirical contributions. By combining insights of power and interest perspective with institutionalism, this study contributes to new knowledge within diversity management literature, especially in the domain of emerging economies.

DEI: **Advocating For Women on Boards in the UK and Norway: Framing Processes and Actor Positions**

Author: **Elena Doldor**, *Queen Mary U. of London*
Author: **Cathrine Seierstad**, *U. of South-Eastern Norway*

This paper examines the framing processes and the role of actors in the field of women on boards (WoB) spanning two decades in the UK and Norway. Drawing on social movements' literature, we adopt a frame analysis lens to examine the features of frames and the framing processes mobilized to pursue change for WoB in each national context. Empirically, we compare how different frames are leveraged to make the case for WoB under the guise of voluntary and compulsory policies, which reflect distinct liberal and radical approaches in the two countries which are characterized by different institutional contexts. In our analysis, we utilize multi-source secondary and primary data spanning two decades (including 161 interviews with key actors, 59 policy documents). Our contribution is twofold. First, by surfacing the structure of WoB frames, and how these frames have been mobilized, bent, and stretched in the UK and Norway, we extend framing literature by connecting the role of actors and their politicking processes to the broader political, national and institutional context in which they operate, having both a comparative and time trajectory approach. Second, we extend equality, diversity and inclusion scholarship by critically examining the politics, ideologies, contradictions and neglected voices in the WoB frames mobilized within each national setting.

DEI: **DEI in Dual listed Mining MNEs: A Fields Perspective on the Evolving Rhetoric and Reality**

Author: **Visalakshy Sasikala**, *Indian Institute of Management, Kozhikode*
Author: **Venkataraman Sankaranarayanan**, *Indian Institute of Management, Kozhikode*

This paper assesses the degree of convergence between dual-listed MNEs' stated posture (rhetoric) in the DEI issue field and the espoused practices (reality) in the mining industry exchange field over the period 2015 - 2021. We combine topic modelling and longitudinal qualitative content analysis of the sustainability reports of two global mining conglomerates with dual listing structure, Rio Tinto and Anglo American, alongside prevalent DEI regulations in the United Kingdom, Australia and South Africa to critically analyze the linkages between firms' rhetoric and reality and the inherent complexities of DEI from a fields' perspective. We identify three broad evolutionary phases emphasizing diversity (2015-2017), equity (2017 – 2019) and inclusion (2019 - 2021) respectively. Reality consistently lagged behind rhetoric in all three phases for both firms with Anglo American performing quite better than Rio Tinto. The study contributes to literature on fields and institutional theory as well as diversity management in international business while helping organizations and policymakers comprehend the dynamics within country-specific DEI fields and industry exchange fields for advancing DEI.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1618** | Submission: **14429** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Theoretical and Empirical Advancements in Research on Disability and Leadership

Session Chair: **Duygu Biricik Gulseren**, *York U., Canada*
Session Chair: **Daniel S. Samosh**, *Queen's U.*
Discussant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Presenter: **Nicola Glumann**, *U. of St. Gallen*
Presenter: **Amanda J. Hancock**, *U. of Regina*
Presenter: **Christine Anna Mihelcic**, *U. of Richmond*

Persons with disabilities encounter workplace barriers across the employment cycle (Bonaccio et al., 2020). While access to employment is often the focus of disability research, many barriers to disability inclusion persist after entering the workforce (e.g., Kulkarni & Gopakumar, 2014; Tompa et al., 2020). Considering approaches to mitigate these barriers, extant research highlights the relevance and significance of leadership in supporting disability inclusion in the workplace (Samosh, 2021; Stone & Colella, 1996). While the traditional view of leadership assumes that the relationship between leadership and disability at work is one way (i.e., leader influencing the outcomes of employees with disabilities), emerging studies demonstrate that leadership and disabilities have relationships in multiple directions. This symposium involves four paper presentations that showcase the top-down, bottom-up, and broader relationships leadership may have with disability at work. Focusing on the top-down influence, the first two papers examine the role of specific leadership styles (i.e., transformational and strengths-based leadership) on work ability and disability. Adopting a bottom-up lens, the third paper shares findings on how followers evaluate leaders with mental health-related disabilities. Lastly, presenting a broader perspective on leadership and disability, the fourth paper explores how entrepreneurs with and without disabilities demonstrate leadership in the adaptive apparel industry. Together, this symposium expands our knowledge and understanding of how leadership and disability are related.

What role does leadership play in mitigating chronic pain disability?

Author: **Duygu Biricik Gulseren**, *York U., Canada*
Author: **Firat Kutadgu Sayin**, *Saint Mary's U.*
Author: **E Kevin Kelloway**, *St. Mary's U.*
Author: **Nick Turner**, *U. of Calgary*

How strengths-based leadership facilitates working ability: Shedding light on the role of disability

Author: **Nicola Glumann**, *U. of St. Gallen*
Author: **Aileen Schloemer-Jarvis**, *Leuphana U. Lüneburg*
Author: **Magdalena Schertler**, *U. of St. Gallen*

Leader disclosures of concealable stigmatized identities

Author: **Amanda J. Hancock**, *U. of Regina*
Author: **Kara Anne Arnold**, *Memorial U. of Newfoundland*

Leaders' Legitimacy Work in a Stigmatized Market: Insights from Adaptive Apparel Industry

Author: **Christine Anna Mihelcic**, *U. of Richmond*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1619** | Submission: **14240** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

New Pathways to Understanding Barriers to Gender Equality

Organizer: **Danqiao Cheng**, *UCLA Anderson School of Management*
Organizer: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Presenter: **Joyce He**, *U. of California, Los Angeles*
Participant: **Sonia Kang**, *U. of Toronto*
Presenter: **Danqiao Cheng**, *UCLA Anderson School of Management*
Participant: **Serena Does**, *UCLA Anderson School of Management*
Participant: **Jana Gallus**, *UCLA Anderson School of Management*
Participant: **Matthew Asher Lawson**, *Fuqua School of Business, Duke U.*
Presenter: **Sandra Matz**, *Columbia Business School*
Participant: **Friedrich Götz**, *U. of Cambridge*
Presenter: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Participant: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Participant: **Michael Norton**, *Harvard U.*

This symposium includes four empirical papers that seek to advance knowledge about understanding institutional and interpersonal barriers to achieving gender equality. The first paper presents evidence of overrepresentation of women Nobel laureates in the media and explores how such disproportionate visibility can paradoxically put women at a disadvantage by negatively impacting award prestige and reducing support for diversity initiatives. The second paper explores gender disparities in the professional credentialing process in engineering and shows how these ultimately perpetuate the gender gaps in firms and professions. The third paper investigates how female leaders' usage of gender-stereotypical language gets them greater approval from others yet less compliance. Finally, the fourth paper explores how men's responses to gendered job association may represent a critical, yet relatively underappreciated, mechanism sustaining gender inequality and segregation. The next section provides a more detailed summary of each paper.

The Gender License Gap: Gendered Barriers in the Engineering Licensing Process

Author: **Joyce He**, *U. of California, Los Angeles*
Author: **Sonia Kang**, *U. of Toronto*

Consequences of Disproportionate Visibility of Women and Racial Minority Nobel Laureates

Author: **Danqiao Cheng**, *UCLA Anderson School of Management*
Author: **Serena Does**, *UCLA Anderson School of Management*
Author: **Jana Gallus**, *UCLA Anderson School of Management*

Female leaders are more trusted but less effective when they use gender-stereotypical language

Author: **Matthew Asher Lawson**, *Fuqua School of Business, Duke U.*
Author: **Sandra Matz**, *Columbia Business School*
Author: **Friedrich Götz**, *U. of Cambridge*

How men's—but not women's—responses to gendered job associations entrench occupational segregation

Author: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Author: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Author: **Michael Norton**, *Harvard U.*

Session Type: **Paper Session**
Program Session: **1620** | Submission: **20417** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

Disability

Session Moderator: **David J. G. Dwertmann**, *Rutgers U.*

DEI: **An Organizational Burden or a Pathway to Innovation? Disability Diversity in Manufacturing Teams**

Author: **David J. G. Dwertmann**, *Rutgers U.*
Author: **Stephan Alexander Boehm**, *U. of St. Gallen*
Author: **Kristie Lynne McAlpine**, *Rutgers U.*

Conceptualizing disability as a job-related dimension of diversity within organizations, we provide the first empirical examination of work unit disability diversity and its connection with innovation. We propose and test perspective taking as a boundary condition to explain when work unit disability diversity can result in greater implementation of ideas for improving work processes. Results, based on time-lagged and objective data in a sample of 7,037 employees from 425 work units of a large German automotive organization, largely support our arguments. We complement these findings with an experiment of 954 full-time German workers in which we show a positive effect of having a team member with a disability on idea generation, a necessary precondition for innovation. Together, our findings allow us to challenge the conventional framing of disability as a burden for employers. Rather, we theorize that disability can serve as a job-related dimension of diversity in the right context and, as such, has the potential to serve as a catalyst for positive outcomes that benefit the organization, such as work-design innovations.

DEI: **IO psychology as gatekeeper of power and privilege: A critical analysis and call to action**

Author: **Tanya Bilsbury**, *Saint Mary's U., Canada*
Author: **Lucie Kocum**, *Saint Mary's U., Canada*
Author: **Shripad G. Pendse**, *Sobey School of Business, Saint Mary's U.*

In this critical review, we present mainstream Industrial-Organizational (I-O) psychology as a gatekeeper of status quo power structures in society, and in academic and organizational settings. The persistent marginalization by mainstream I-O psychology of topics of concern to non-able-bodied white workers has caused tremendous human harm over the past century, and presents a major challenge for I-O psychology to support organizations to respond in an evidence-based way to the recent resurgence in public demand for social justice accountability in all spheres, including workplaces. Inspired by health research leaders in knowledge translation, we end by proposing a First-Voice-informed integrated knowledge translation framework for applying EDIA research to practice.

DEI: **'Being A Part or Being Apart: A Model Of Workplace Integration Of Schizophrenic Individuals'**

Author: **Afaf Khalid**, *Lahore U. of Management Sciences (LUMS)*
Author: **Jawad Syed**, *Lahore U. of Management Sciences*

Abstract: This study discusses how people with schizophrenia (SCZ) may feel efficacious and exercise human agency to deal challenging circumstances during workplace integration. Informed by salutogenic perspective and utilizing the information gathered through semi-structured interviews with seven cases of schizophrenia, associated three family members/ custodians, five psychiatrists/ clinical psychologists and two employers. The findings explain the underlying mechanism and process by which internal resources connect with external resources and enable SCZ individual to successfully integrate in work environment and identifies the general resistance resources (GRR) and specific resistance resources (SRR) which enhance the sense of coherence (SOC) of SCZ individuals enabling them to develop a coping mechanism for effective integration at workplace. This study contributes to the diversity and mental health literatures by explicating how the presence of adequate resources enhances SCZ individual's self-efficacy belief and enable them to exercise their agency to socially integrate, gain employment and be a productive member of society. Our study proposes a model that highlights how SCZ individuals may feel confident and efficacious to cope with their condition and gain relative control over their lives. Key words: general resistance resources, human agency, salutogenic perspective, sense of coherence, specific resistance resources

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DEI: **Answering Skepticism Over Disability Inclusion: A Meta-Analysis Comparing Workplace Outcomes**

Author: **Yuyang Zhou**, *Florida International U.*
Author: **Siddharth Kanakrai Upadhyay**, *Florida International U.*
Author: **Chockalingam Viswesvaran**, *Florida International U.*

Despite longtime interest among scholars in reducing barriers for disabled employees at the workplace, disability inclusion still remains a challenge for most organizations. We conduct a meta-analysis of studies comparing the disabled employees and non-disabled employees in terms of their job performance (task performance), job attitudes (job satisfaction, perceived supervisor support, perceived organizational support, and psychological well-being), and various measures of work disruptions/withdrawal behaviors (interference with work, compensation claims, absenteeism, turnover, and tenure). Our results cumulating findings across 35 independent samples show small effect sizes ranging from .04 for absenteeism, .06 for job satisfaction, and .13 for task performance. Interestingly, the difference in task performance was .12 for self-reports but .34 for other reports, suggesting that disabled individuals do face a perception barrier when it comes to their task performance. The beliefs such as (1) disabled individuals will exhibit lesser withdrawal behaviors, and (2) organizational concerns that employing disabled individuals will increase work compensation claims, were not empirically supported. A moderator analysis based on geographical location, job requirements (interactional demand), industry, sample source, disability type, and report method show varied results.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1621** | Submission: **20421** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Diversity and Team Composition

Session Moderator: **Joelle Hofer**, *U. of Bern*

DEI: **How Much Difference Makes a Difference - The Effects of Faultlines in New Venture Teams**

Author: **Joelle Hofer**, *U. of Bern*
Author: **Artur Baldauf**, *U. of Bern*

New venture teams (NVTs) are decisive to the performance of a new venture. Previous research has called to consider faultlines when analyzing NVTs and their performance to deepen our understanding on new ventures. Faultlines are hypothetically dividing lines within a team based on different characteristics. They are an important construct to consider when studying teams and performance since they can assess the joint effects of individual attributes. However, knowledge on NVT-faultlines and how they affect the performance of a new venture is scarce. Therefore, this study investigates how identity-based and knowledge-based faultlines affect the performance of new ventures. Using the Entrepreneurship Database Program at Emory University we analyze a sample of 616 ventures and 1848 team members to study the effects of NVT-faultlines. Our results show that none of the analyzed faultlines significantly affect the new venture performance. Faultlines are found to be less influential in NVTs than in other work teams. We go on to discuss the unique environment of a NVT and different elements which might also help non-entrepreneurial teams to overcome unwanted effects of faultlines. Furthermore, we provided implications for future research on NVTs as well as faultline research and practical implications.

DEI: **Leadership Styles and Regulatory Foci: Attaining Psychological Safety in Diverse Teams**

Author: **Victor Chen**, *Tulane U.*
Author: **Danielle Cooper**, *U. of North Texas*
Author: **Shuhua Sun**, *Tulane U.*

Organizations value diverse skills, perspectives, and experiences. Yet, we need to know more about how to attain the benefits of diverse compositions in teams. While team diversity does not automatically lead to better performance, research suggests that psychological safety helps to unite and equalize diverse voices. We draw from regulatory focus theory to explain how contrasting leadership styles – leader humility and transactional leadership – spark a path that either enhances or hinders psychological safety through prevention or promotion focus. With an experimental vignette method analyzed through an experimental-causal-chain design, we create online scenarios and two experiments (transactional leadership vs leader humility and prevention focus vs promotion focus) to examine the influence of team leader style on promotion vs prevention regulatory focus, and in turn, the effect of regulatory focus on psychological safety. We provide evidence that prevention or promotion changes can explain how different leader behaviors transform into psychological safety. Our results advance knowledge that has implications for regulatory focus theory, and organizations, and has the potential to guide research.

DEI: **Diversity in Teams: Large-Scale Meta-Analytic Assessment of Diversity Categories and Taxonomies**

Author: **Martha L. Maznevski**, *Ivey Business School*
Author: **Piers Steel**, *U. of Calgary*
Author: **Yimin He**, *U. of Georgia*
Author: **Guenter Stahl**, *WU Vienna*
Author: **Brian Chang**, *Ivey Business School*
Author: **Justine Fiscus**, *U. of Nebraska, Omaha*
Author: **Sabrina Goestl**, *Ivey Business School*

The effect of diversity in teams is not straightforward and numerous studies have sought to discover underlying patterns. Still, the research has not been conclusive and patterns are difficult to discern. This is crucial to address, because diverse teams represent one of the most important contexts in which individuals experience the dynamics of Diversity, Equity and Inclusion. Research should identify more clear cause-effect relationships to support leaders in their quest to create positive environments. We compiled a meta-analytic database of 650 studies over 30 years of research on diverse teams in organizational settings. Based on a systematic review we developed an alternative taxonomy of diversity, categorizing diversity by its source on two dimensions: individual or social context, and existential or actively invested in. Using a subset of 154 teams, we compared the explanatory power of this new taxonomy with the power of the more traditional surface- and deep-level categorization, and found preliminary support for our taxonomy. In our discussion, we provide observations on the types of diversity examined across the 650 studies, reflections on the potential of the newly proposed taxonomy of diversity sources, and encouragement to build more systematic theory about the role of moderators in diverse teams.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1622** | Submission: **20419** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Gender and Career Barriers

Session Moderator: **Alison Sheridan**, *U. of New England*

DEI: **Women Making it to the C-suite: Leveraging Individual, Organizational and Collective Action**

Author: **Alison Sheridan**, *U. of New England*
Author: **Linley Anne Lord**, *Curtin U.*
Author: **Anne Elizabeth Ross-Smith**, *Macquarie U.*

Despite extensive attention to women's absence from senior leadership roles over the past two decades, men continue to be over-represented in the 'chief' roles in corporate Australia. The purpose of this study is to share the insights of a sample of successful women on how they 'made it'. The study uses a qualitative, interview-based approach, drawing on data from women in the C-suite in Australian listed companies. Applying Eagly and Carli's labyrinth metaphor, we present the enduring barriers women face in progressing their careers, and the strategies these 'successful' women have employed in navigating their way to the C-suite. Our findings provide direction for aspiring women C-suiters and those tasked with increasing women's representation. While their reported career blockages have been well-established in the extant literature, the value of our research lies in organising and communicating the enablers these women have found effective in making it to the C-suite. This paper offers new insights into women's actions in navigating a path to the C-suite through their individual action, the organizational actions that matter, their leveraging of key influencers within and outside of their workplace, and the increasing value placed on women's networks.

DEI: **Men's Experience in a Masculine Contest Culture**

Author: **Jodi Detjen**, -
Author: **Tammy MacLean**, *Suffolk U.*
Author: **Sheila Webber**, *Suffolk U.*

Research clearly shows that increasing the number of women in leadership positions yields financial benefits for the organization. Despite this, there has been limited upward movement in the percentage of women in senior leadership positions. Although some research has extensively examined this from the perspective of bias against women, few studies have examined the linkage between masculine culture and the implications for men. Using a mixed methods approach, this research deepened existing research through two studies focused on four aspects of masculine contest cultural norms and how they impact male identity and perceptions of career advancement. Study One examined the relationship between individual masculine identities and the existence of a masculine contest culture through a qualitative interview study of ten male executives. The study found that masculine contest culture norms were evident but were being perpetuated and reinforced by organizational culture and historically defined processes instead of individual masculine identities. In addition, Study One demonstrated a shift in masculine contest culture norms reducing the emphasis on the strong male archetype. Study Two examines the relationship between masculine contest culture attributes impacting opportunities for career development and promotion. We evaluated these relationships through a large-scale survey study and found that male fairness perceptions of career development and promotion reduced as masculine contest culture increased. Broadly, the findings suggest that masculine archetypes of leadership negatively effect men and women, and evolving norms hint that rigid masculine norms of leadership may be an artifact of the 20th century.

DEI: **One Size Does Not Fit All: A Field Experiment on Countering Gendered Occupational Choices**

Author: **Patricia Palffy**, *U. of Zurich*
Author: **Patrick Lehnert**, *U. of Zurich*
Author: **Uschi Backes-Gellner**, *U. of Zurich*

To foster gender equality and diversity in the workplace, firms and policymakers strive to attract women and men to gender-atypical occupations. However, particularly for men, such attempts have been of limited success. We theorize (a) that identity threat-related barriers hinder gender-atypical occupational choices, (b) that these barriers differ for women and men, and (c) that therefore the success of policy interventions aiming to encourage gender-atypical occupational choices differs for women and men. We conduct a large-scale field experiment with young women and men choosing their occupations when applying for their first job. We find that a brief intervention featuring counter-stereotypical framing and female role models in typically male jobs in STEM substantially increases women's applications for STEM jobs. However, an equivalent intervention featuring counter-stereotypical framing and male role models in typically female jobs in health and care does not increase men's applications for those jobs. Thus, strategies that work for women—such as portraying role models—do not necessarily work for men. To foster full gender equality in the workplace, firms and policymakers should not only continue investing in interventions aiming to attract women to male-dominated occupations but also develop interventions particularly focused at encouraging men to consider female-dominated occupations.

DEI: **Gender Inequality in Vertical Career Progression in Project-based Industry**

Author: **Yoojeong Shin**, *U. of North Carolina, Chapel Hill*

Women are underrepresented in leadership positions in many sectors of the economy, including project-based industries. In addition, while project-based organizing is frequently used in creative and knowledge-intensive industries, we have a limited understanding of how careers vertically progress in this context. This research examines how prior career experiences have gendered impacts on an individual's likelihood of attaining vertical career progression. Using the Korean film industry as an empirical context, I find that both small project leader experiences and large project follower experiences help an individual attain vertical progression, namely becoming a leader of a large project. In addition, the findings indicate that the returns on each type of experience differ by gender. Specifically, the relationship between small project leader experiences and the likelihood of achieving vertical career progression is stronger for women than men, whereas the relationship between large project follower experiences and the likelihood of attaining vertical career progression is weaker for women than men. Implications for project-based career literature, gender inequality literature, and practitioners are discussed.

Session Type: **Paper Session**
Program Session: **1623** | Submission: **20418** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Career Effects of Gender Stereotypes

Session Moderator: **Letian Zhang**, *Harvard Business School*

DEI: **Why Do you Dress Like That? Consequences of Sexual Subjectification at Work**

Author: **Laura Guillén Ramo**, *U. Ramon Llull, ESADE Business School*
Author: **Maria Kakarika**, *Durham U. Business School*

Does sexual subjectification lead to positive consequences at work? In this paper, we explore these questions. We bridge literatures on sexualization, gender and attribution to suggest that the consequences of sexualization depends on the motives attributed to women who self-sexualize. In one experimental study with a sample of managers with hiring experience (N = 305), we show that sexualization has different consequences for women depending on whether they are perceived to have instrumental or self-expression motives to self-sexualize. Women who self-sexualize for instrumental reasons are judged more harshly than women with self-expression motives only—the former suffer a triple backlash: they are seen as less competent and communal, as well as greedier. These perceptions in turn lead to greater interpersonal dislike and lower promotability. Although women who self-sexualize for self-expression reasons are seen as less communal and greedier than women who do not self-sexualize, the total effects on likeability and promotability did not raise significance. We derive theoretical and practical implications of these findings.

DEI: **Feminists' Irony: The Labor-Market Discrimination against Women Activists in Feminist Movements**

Author: **Letian Zhang**, *Harvard Business School*
Author: **Xuege (Cathy) Lu**, *U. of Minnesota Carlson School of Management*
Author: **Laura Huang**, *Harvard Business School*

This paper shows that while feminist movements help advance women's rights as a group, they may at the same time lead to penalties for individual women engaging in them. We refer to this phenomenon as feminists' irony, which we find empirical support using a large-scale resume audit study coupled with an original survey experiment. Female activists who indicate participation in women's rights movements on their resumes are 14 percent less likely to receive callbacks than the activism of other types, while men activists who participate in feminist activism do not suffer from such discrimination. In probing why this might be the case, we find that signaling their involvement in feminist movements not only triggers gender-norm violation for women--which subsequently paints them as less likable and more aggressive, but doing so also makes them appear less altruistic--which is contrary to the other-serving glow received by women in other types of activism as well as male participants in women's rights movements. This effect is especially salient in conservative-leaning communities and when the candidates are judged by male recruiters; we do not find this effect to vary much across feminist activists of different racial profiles.

DEI: **Speak Entrepreneur - Speak Male: Large Natural Language Data Shows Gender Bias in Entrepreneurship**

Author: **Nadja Mirjam Born**, *Harvard Kennedy School; Technical U. Munich*
Author: **Ilayda Zengin**, *Technical U. of Munich*

One of the primary explanations for the prevailing gender inequality in entrepreneurship is a perceived "lack of fit" between female gender stereotypes and the collective representation of entrepreneurship. The language used in a society can provide unique insights into the prevalence and strength of shared, collective beliefs and representations. Applying methods from machine learning and natural-language processing, namely word embeddings, we uncover and quantify the strength and prevalence of gender stereotypes around entrepreneurship across large and diverse language corpora. The analysis of billions of words shows that the collective stereotype of entrepreneurship is in fact not gender-neutral but is associated with men as well as masculine traits rather than with women and feminine traits. By identifying the most common collective stereotypes and demonstrating that entrepreneurship itself (not only a subset like commercial or high growth entrepreneurship) is perceived and depicted as a masculine endeavor, this research has the potential to inform efforts to promote gender equity in entrepreneurship. The fact that we were able to detect this trend in large-scale natural language data using objective, machine learning methods speaks to the widespread nature of gender bias in entrepreneurship.

DEI: **Shifting Towards a More Positive Perception of Counter-Stereotypical Individuals at the Workplace**

Author: **Nadja Mirjam Born**, *Harvard Kennedy School; Technical U. Munich*
Author: **Thorsten Erle**, *Tilburg School of Social and Behavioral Sciences*

Individuals who violate gender stereotypes often suffer backlash. Two high-powered experiments (total N = 975) aimed to answer the question whether backlash occurs due to the perception of gender-specific proscription or prescription violations. To test this, participants rated gender-congruent and -incongruent applicants on indicators of proscriptions, prescriptions, and backlash. In Experiment 1, the applicants applied for a non-leadership position. The results strongly supported the idea that gender-incongruent individuals are perceived as having a prescription-deficit. But surprisingly no backlash for gender-incongruent individuals was found. Therefore, Experiment 2 was a pre-registered conceptual replication of the first experiment in a leadership context where backlash is more likely. Although Experiment 2 replicated the absence of backlash at the leadership level, the data did neither support a prescription deficit, nor a proscription penalty. Cross-experimental comparisons revealed potential explanations for these findings, based on which implications for human resources and future research are outlined.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1624** | Submission: **20416** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

New Theories for DEI

Session Moderator: **Ryan Federo**, *U. of the Balearic Islands - Palma de Mallorca*

DEI: **The Rainbow Glass Ceiling: Taking a Closer Look at Board Gender Diversity**

Author: **Ryan Federo**, *U. of the Balearic Islands - Palma de Mallorca*

Board gender diversity has attracted scholarly interest over the past decades, as achieving gender-balanced boards has become a crucial goal for many firms and policymakers worldwide. However, despite the fact that gender is a spectrum rather than a binary construct, the taken-for-granted focus of both research and practice related to board gender diversity is the attempt to attain equal men and women representation in the boardroom. This prevalent view does not represent reality and excludes individuals who do not identify nor behave according to their sex assigned at birth, i.e., those belonging to the lesbian, gay, bisexual, transgender, queer, and other identities (LGBTQ+) community. In this paper, we seek to reconceptualize board gender diversity by unpacking the rainbow glass ceiling, which we define as the barriers that prevent members of the LGBTQ+ community from reaching top management positions. We then draw on biological sciences to discuss the role of behavioral adaptation in order to identify the strategies of LGBTQ+ individuals for overcoming the rainbow glass ceiling. Our theorizing emphasizes the need for including the LGBTQ+ community to better understand and promote board gender diversity. We conclude by discussing the implications of the rainbow glass ceiling for theory, research, and practice.

DEI: **Diversity Research Pushed to the Margins? Status, Stigma, and Self-group Distancing Effects**

Author: **Lee Martin**, *U. Of Sydney*
Author: **Eddy S. Ng**, *Queen's U.*
Author: **Yuan Liao**, *U. Of Sydney*

Diversity, equity, and inclusion ("DEI") is a field of research that, despite its 50-year history, remains at the margins of management scholarship. If the field of management is to contribute influential research on topics such as bias and discrimination, which have significant organizational and societal relevance, it is imperative to address the issue of the marginalization of DEI research, and how it may be perpetuated in the power structures of academia. We draw on status, stigma, homophily, representative bureaucracy and self-group distancing perspectives to explain and pose predictions on the factors that contribute to the marginalization of research. We examine race, gender and intersectional diversity of authors of articles on DEI topics, as well as in journal leadership teams, at 14 top-tier Management journals over a 20-year timespan, from 2001 to 2021, across five timepoints. We find that DEI research is more likely to be conducted by equity-deserving scholars. While the careers of equity-deserving scholars do not appear to be limited by their choice of research topic, this is not the case for white men who engage in DEI research. The results did not show that more diverse journal leadership influences the amount of DEI research that is published. We discuss the implications of our findings in terms of the advancement of DEI theories.

DEI: **Postsocialist Gender Gatigue from a Dialectical Perspective**

Author: **Anna Hidegh**, *Corvinus U. of Budapest*
Author: **Henriett Primecz**, *Johannes Kepler U. Linz*

Albeit gender inequality is a global social problem, there are huge differences among the different regions of the world. In the postsocialist region, the gender situation is significantly different from any other region due to its unique modern history, they are featured in some aspects higher, but in some aspects lower gender equality. The paper aims to look at the history of gender inequality in postsocialist countries as the interplay of contradictory tendencies from a dialectic perspective. The Socialist era that was featured by forced emancipation is considered as the thesis. The period of antithesis started with the regime change when postsocialist countries adopted capitalist social order, and neoliberal individualism and retraditionalism spread, representing backlash compared to socialist gender equality measures. We argue that the transcendental result of these contradictory tendencies is the so-called postsocialist gender fatigue, which integrates postfeminist and anti-communist discourses, emphasizing the individual responsibility of women for their own career progress and renaturalizing femininity, while preserving special equality measures supporting employment opportunities for women.

DEI: **Research on Diversity, Equity, and Inclusion in Management: A Scoping Review**

Author: **Cho Hyun Park**, *Purdue U.*
Author: **Sunyoung Park**, *Louisiana State U.*
Author: **Bora Kwon**, *Sacred Heart U.*

The purpose of this study is to understand the overall trends in diversity, equity, and inclusion (DEI) research in the management field. By reviewing 725 articles, we summarize the topics, publication years, and journals of DEI research. We also identify the main focuses of DEI research by discussing the dimensions of DEI (e.g., age, gender, race, culture, etc.) and work environments in which DEI is discussed (e.g., traditional vs. remote/virtual work settings) as one aspect of DEI research. In addition, we identify the following five common themes of DEI research: DEI management and practice, diversity/inclusive climate, leadership, diversity training, and perceptions, perspectives, and attitudes towards DEI. Finally, discussion, implications, and recommendations for future research are presented.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1625** | Submission: **14965** | Sponsor(s): **(DEI, HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Building Diverse and Inclusive Social Networks: New Theories and Empirical Evidence

Organizer: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Facilitator: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Organizer: **Jamie L. Gloor**, *U. of St. Gallen*
Facilitator: **Jamie L. Gloor**, *U. of St. Gallen*
Discussant: **Raina A. Brands**, *UCL School of Management*
Presenter: **Ko Kuwabara**, *INSEAD*
Participant: **Paul Ingram**, *Columbia U.*
Presenter: **Tatiana Lluent**, *ESMT Berlin*
Participant: **Gianluca Carnabuci**, *ESMT Berlin*
Participant: **Jamie L. Gloor**, *U. of St. Gallen*
Presenter: **Eugenia Bajet Mestre**, *U. of St. Gallen, Switzerland*
Participant: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Participant: **Isabelle Engeler**, *U. of Lausanne, HEC Lausanne*
Participant: **Raina A. Brands**, *UCL School of Management*
Participant: **Meredith Lauren Woehler**, *Purdue U.*
Presenter: **Julia Stevenson-Street**, *Purdue U., West Lafayette*
Participant: **Courtney Hart**, *U. of Texas At Arlington*

The presentations (a total of four presentations) include a mix of theorizing and empirical findings from experts advancing research by unpacking the mechanisms through which DEI in social networks may emerge. This presenter symposium invokes a modern discussion of DEI-related social networks research in terms of 1) Theorizing the mechanisms that enable (or hinder) DEI in social networks and 2) Exploring the interplay between the individual-level attributes (e.g., social identities and beliefs) and contextual factors (e.g., team characteristics) in studying DEI in social networks. Relying on empirical evidence from an array of methods (e.g., surveys and experiments), this research points to new paths by systematically investigating networking outcomes depending on focal employee social identity (e.g., gender and race).

Expectancy-Value Theory of Choice Homophily

Author: **Ko Kuwabara**, *INSEAD*
Author: **Paul Ingram**, *Columbia U.*

When Women are More Effective than Men at Brokering Structural Holes

Author: **Tatiana Lluent**, *ESMT Berlin*
Author: **Gianluca Carnabuci**, *ESMT Berlin*

Sports Networking: A Non-Traditional Path for More Gender Diversity in Leadership?

Author: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Eugenia Bajet Mestre**, *U. of St. Gallen, Switzerland*
Author: **Mihwa Seong**, *U. of St. Gallen (HSG)*
Author: **Isabelle Engeler**, *U. of Lausanne, HEC Lausanne*
Author: **Raina A. Brands**, *UCL School of Management*

Same Behavior, Different Expectations, Different Outcomes

Author: **Meredith Lauren Woehler**, *Purdue U.*
Author: **Julia Stevenson-Street**, *Purdue U., West Lafayette*
Author: **Courtney Hart**, *U. of Texas At Arlington*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1626** | Submission: **14476** | Sponsor(s): **(DEI, OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

Addressing the "Social" in Social Class: An Interpersonal Perspective of Class in Organizations

Organizer: **Shawn Xiaoshi Quan**, *U. of Washington*
Organizer: **Kristie Joy Neff Moergen**, *Iowa State U.*
Participant: **L Taylor Phillips**, *NYU Stern*
Discussant: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Discussant: **Stephane Côté**, *U. of Toronto*
Participant: **Elizabeth Johnson**, *Harvard Business School*
Participant: **Julian Jake Zlatev**, *Harvard Business School*
Participant: **Philip DeOrtentiis**, *Michigan State U.*
Participant: **Elijah Wee**, *U. of Washington*
Participant: **Jacqueline Tilton**, *Appalachian State U.*
Participant: **Gia Ruscitto**, *Michigan State U.*

Social class plays an integral role in how individuals connect with others and make sense of their interactions. To date, organizational literature in class tends to focus on individual-level processes and outcomes such as self-efficacy, income, and job search successes. Previous research in management, social psychology, and sociology, however, highlights the importance of adopting an interpersonal lens to understand social class. In organizations, for example, interactions between employees may draw out and perpetuate social class distinctions or disrupt class-based hierarchies. It is critical to understand better how social class impacts and is impacted by interactions, as workplace interactions underpin organizations and are the main mechanism by which work is accomplished. As such, this symposium explores how social class is manifest in, and subsequently exerts influence on employees' interpersonal exchanges.

Sticky Social Class: A Dynamic Perspective on Subjective Social Class in the Workplace

Author: **Elizabeth Johnson**, *Harvard Business School*
Author: **L Taylor Phillips**, *NYU Stern*
Author: **Julian Jake Zlatev**, *Harvard Business School*

Emboldened by Power: Interaction of Social Class and BATNA on Entitlement

Author: **Shawn Xiaoshi Quan**, *U. of Washington*
Author: **Elijah Wee**, *U. of Washington*

Understanding Gender Identity, Social Class, and Relational Reconciliation at Work

Author: **Philip DeOrtentiis**, *Michigan State U.*
Author: **Gia Ruscitto**, *Michigan State U.*

Transitioning into the Workplace: A Qualitative Investigation of Upwardly Mobile College Graduates

Author: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Author: **Kristie Joy Neff Moergen**, *Iowa State U.*
Author: **Jacqueline Tilton**, *Appalachian State U.*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1627** | Submission: **15066** | Sponsor(s): **(DEI, OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Menstruation Matters: The Current Challenges and Future Goals of Menstruation Research

Panelist: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Panelist: **Hillary Anger Elfenbein**, *Washington U. in St. Louis*
Panelist: **Daphna Motro**, *Hofstra U.*

This panel symposium will consist of an interactive and moderated discussion that addresses the following questions related to the issues facing menstruation researchers: (1) What are the biggest challenges to collecting quality and accurate menstruation data? (2) What challenges do authors face in publishing menstruation research? (3) What other methods or areas of research can we draw from to strengthen or inform menstruation research? (4) What is the role of menstruation in organizations, and vice versa? (5) What have we learned from previous menstruation research, and where do we go from here?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1628** | Submission: **14234** | Sponsor(s): **(DEI, OB, MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

How to Promote Diversity and Inclusion: Learning from Field Data

Organizer: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Presenter: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Organizer: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Presenter: **Jun Lin**, *Stanford Graduate School of Business*
Participant: **Julia D. Hur**, *New York U.*
Presenter: **Aastha Chadha**, *NYU Stern School of Business*
Participant: **L Taylor Phillips**, *NYU Stern*
Presenter: **Jackson Lu**, *MIT Sloan School of Management*
Participant: **Michelle Zhao**, *Washington U. in St. Louis*
Participant: **Nir Halevy**, *Stanford U.*

This symposium advances knowledge about increasing diversity, equity, and inclusion in organizations by examining data obtained from the field. The first half of the symposium will address factors determining support or decisions around organizational diversity efforts. The latter half will be devoted to field interventions that sought to promote diversity in organizational settings. The first paper investigates how female board directors' network connectedness shapes the organization's decisions on increasing future boardroom gender diversity. The second paper investigates the motivations behind the dominant group members' engagement in allyship behaviors that often belie their own interests. The third paper examines how a 9-week debate training increases Asian employees' leadership advancement. Finally, using a large-scale field experiment, the fourth paper explores how providing justifications of why one should attend DEI events differentially impact younger versus older individuals' engagement with these events.

The Effects of Female Network Connectedness on Gender Diversity Efforts

Author: **Jun Lin**, *Stanford Graduate School of Business*
Author: **Julia D. Hur**, *New York U.*

Collective Self-Esteem and Dominant Group Allyship

Author: **Aastha Chadha**, *NYU Stern School of Business*
Author: **L Taylor Phillips**, *NYU Stern*

Breaking the Bamboo Ceiling and Empowering Asians' Leadership Advancement with Debate Training

Author: **Jackson Lu**, *MIT Sloan School of Management*
Author: **Michelle Zhao**, *Washington U. in St. Louis*

Generational differences in responses to diversity rationales

Author: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Author: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Author: **Nir Halevy**, *Stanford U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1629** | Submission: **20561** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Topics and Concepts in Social and Sustainable Entrepreneurship

Session Moderator: **Stephanie Brooke Escudero**, *Ph.D Student*

ENT: **Reviewing Key Concepts in Recent Social Entrepreneurship Research: A Topic Modeling Approach**

Author: **Stephanie Brooke Escudero**, *Ph.D Student*
Author: **Jeremy Collin Short**, *U. of North Texas*
Author: **Marcus Wolfe**, *U. of North Texas*
Author: **Jeffrey Chandler**, *U. of North Texas*

The study of social entrepreneurship has continued to flourish in recent years. To understand recent trends in this research stream, we present a topic modeling literature analysis of articles published in Financial Times 50 journals in the last 8 years. Our Latent Dirichlet Allocation analysis reveals 10 dominant topics in recent social entrepreneurship research: (1) how social enterprises change form, (2) social enterprises' unique hybrid nature, (3) benefits of social entrepreneurship, (4) growth amid scarce resources, (5) identity challenges, (6) transitioning from traditional to social enterprise, (7) social venture founder(s) traits, (8) prosocial motivation and action, (9) social enterprise emergence, and (10) predictors of social initiatives' efficacy and performance. Using these topics, we summarize current research and highlight promising future directions.

ENT: **Estimating the Topics and Prevalence of Social Entrepreneurship Research: Machine Learning Approach**

Author: **Vineet Kaushik**, *Indian Institute of Management*
Author: **Shobha Tewari**, *Indian Institute of Management, Kashipur*
Author: **Manisankar Datta**, *Indian Institute of Technology, Delhi*

This study offers a comprehensive outlook of topics and their prevalence in social entrepreneurship (SE) research by adopting a machine learning based text-mining approach on 1185 published articles that are both indexed in Scopus and are listed in the ABDC journal quality over a period from 1989 to 2022. Traditionally, systematic literature reviews and bibliometric-based reviews have been used to capture the state of research. These methods, however, fall short if the researcher wants to seek an in-depth understanding of the research at a topic level. This study is the first such attempt to fill this gap in the field of social entrepreneurship by deep mining the social entrepreneurship literature and providing insights at topic levels using a contemporary unsupervised machine learning approach—structural topic modelling (STM). Using this approach, 26 topics have been identified and a dynamic view of their prevalence has been shown in tier I and tier II journals. Apart from methodological contributions to the field, this study has made significant highlights in the theoretical strands of the domain. In addition, this study provides a useful tool that aids in decision-making support for novice researchers in the field of SE.

ENT: **External Enablement of Social and Commercial Entrepreneurship**

Author: **Marie Madeleine Meurer**, *Jönköping International Business School*
Author: **Per Davidsson**, *Jönköping International Business School*

Increasingly, entrepreneurship scholars are using the external enabler framework to explain how environmental changes, so-called external enablers, impact entrepreneurial activities. By providing insights into the applicability and development needs of the external enabler framework based on social entrepreneurship literature, we tease out how this literature stream can inform the external enabler framework. To achieve this, we apply a topic modeling approach to both commercial and social entrepreneurship literature. This approach allows us to disentangle similarities and differences between external enablers of commercial as well as social entrepreneurship. While social entrepreneurship literature would mainly profit from a broader perspective on external enablers (e.g., global social impact vs. local community), social entrepreneurship literature can inform the external enablers framework regarding actor – external enabler interactions, as well as the role of external enablers in narratives. We conclude by providing a research agenda that can guide future research applying the external enabler framework to social and commercial entrepreneurial activities.

ENT: **Sustainable Entrepreneurship and SDG-8: A Systematic Literature Review**

Author: **Muhammad Salman Shabbir**, *UBD School of Business and Economics*
Author: **Rabia Salman**, *U. Sains Malaysia, Malaysia*

In recent years, the association between entrepreneurship and sustainable development has been recognized as an important issue to provide possible solutions in order to achieve sustainability and to resolve the existing situation. Along with innovation, entrepreneurship has been recognized as a key element for addressing the challenges of sustainable development. Thus, this paper has made an attempt to study the developments in the existing literature and to highlight how sustainable entrepreneurial activities lead toward the attainment of SDGs specifically SDG 8 by means of a systematic literature review. To structure this research and systematized the current literature on sustainable entrepreneurship and SDG-8, the systematic literature review approach was adopted. The review process was initiated with a literature search on the Scopus indexing online database of scientific articles published between 2015 and 2021. VOSviewer (software version 1.6.10) was used to conduct the analysis, which is a data mining tool commonly used in systematic review studies. The bibliometric analysis displays that the scientific literature over the past few years evolved which suggests tremendous growth in the field of sustainable entrepreneurship and SDG-8 in recent years (i.e. 2020 and 2021). Furthermore, five research themes were identified via thorough analysis. The themes are classified into five distinct clusters that comprise recent trends in existing literature in the areas of SDGs, sustainable development, economic and social growth, sustainability, higher education and others. This systematic literature review was conducted with the purpose to analyze the scientific literature on sustainable entrepreneurship which is considered a strong engine for promoting economic and social development and growth of an economy. The focus was made on the objective that how sustainable entrepreneurship will lead in attaining the SDGs, especially the SDG-8 attainment.

ENT: **Beyond Collaboration: A Review of Positive and Negative Interactions in Social Entrepreneurship**

Author: **Wiebke Heinze**, *Maastricht U., School of Business & Economics*
Author: **Jarrod Ormiston**, *U. of Technology, Sydney*

This paper explores the diversity of positive and negative interactions in social entrepreneurship. Social entrepreneurship research has been overly biased towards positive forms of interaction such as collaboration, failing to appreciate more negative interactions that play out between certain actors. To overcome these issues, we draw an ecological perspective to explore the multiple positive and negative interactions within the field of social entrepreneurship. We conduct a systematic literature review of 248 articles to unpack extant research on different interaction types in social entrepreneurship. Our findings highlight how social entrepreneurs engage with a diverse range of actors through positive forms of interaction such as collaboration and mutualism, alongside negative forms of interaction such as competition and parasitism. We also show the presence of more balanced interactions through volatile interactions and coopetition. We show that social entrepreneurship research is biased towards more positive forms of interaction such as collaboration. We call for further research on how negative interactions such as competition and parasitism play out in social entrepreneurship. We also highlight the need for deeper insights into relational pluralism and multiplexity in social entrepreneurship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1630** | Submission: **20824** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Social Capital and Entrepreneurship

Session Moderator: **Barbara Gabrielle Silva**, *U. of Central Florida*

ENT: **Why Do Birds of a Feather Flock Together? Homophily and Well-Being Among Entrepreneurs and Employees**

Author: **Barbara Gabrielle Silva**, *U. of Central Florida*
Author: **J. Jeffrey Gish**, *U. of Central Florida*

Well-being is one of the most paradoxical outcomes in the entrepreneurship literature. Self-employment can be seen as rewarding and beneficial to well-being, but at the same time highly stressful and detrimental to one's well-being. Therefore, identifying factors that impact the well-being of entrepreneurs and circumstances in which entrepreneurs exhibit higher well-being compared to employees is highly important. The present study examines the moderating effect of homophily preferences (status homophily, value homophily, and overall homophily) in the entrepreneurship–well-being relationship. Data on homophily preferences and psychological well-being of 1,532 individuals were obtained from the National Survey of Midlife Development in the United States (MIDUS 3) collected from 2013 to 2014. A Latent Profile Analysis (LPA) was performed followed by an analysis of covariance to investigate whether entrepreneurship (self-employment vs. wage-earning employment) combines with profiles of preference for homophily (status homophily, value homophily, and overall homophily) to explain well-being outcomes. It was found that entrepreneurs with status and value homophily preferences exhibit greater well-being than employees, demonstrating that they seek to compensate for the uncertainty in their workplace environment by engaging in less uncertain personal relationships based on characteristics they value the most.

ENT: **The Overconfident Entrepreneurs and Entrepreneurial Team Formation: A Cognitive Network Perspective**

Author: **Haifeng Wang**, *Shanghai International Studies U.*
Author: **Yihao Zhao**, *School of Business and Management, Shanghai International Studies U.*

New startups are often founded by entrepreneurial teams through entrepreneurs' social networks. Actually, entrepreneurs rely on their cognitive networks to make decisions instead of the actual networks, though existing literature focuses more on the actual networks. Drawing on the cognitive network perspective, our research intends to explore the impact of entrepreneurs' overconfident social networks on two types of entrepreneurial team formation (dream-oriented entrepreneurial teams and reality-oriented entrepreneurial teams), and also uncover the moderating effects of prior entrepreneurial failure experience. Based on survey data from 185 entrepreneurs, including 155 egocentric instrumental networks and 163 egocentric emotional networks, our results show that the overconfident entrepreneurs promote dream-oriented entrepreneurial team formation but inhibit reality-oriented entrepreneurial team formation. Moreover, prior failure experience may weaken the positive impact of the overconfident entrepreneurs on dream-oriented entrepreneurial team formation, but improve the negative impact of the overconfident entrepreneurs on reality-oriented entrepreneurial team formation.

ENT: **The Dynamics of Emotional Support and Venture Progress - The Moderating Role of Disjunct Brokerage**

Author: **Mette Søgaard Nielsen**, *U. of Southern Denmark*
Author: **Kim Klyver**, *U. of Southern Denmark*
Author: **Pekka Stenholm**, *U. of Turku, Finland*

Emotional support is not just externally obtained by entrepreneurs, but also individually created through agency and networking. In this study, we aim to understand the dynamic relation between emotional support and perceived venture goal progress as it evolves over time. We employ a repeated measurement design of up to 10 measurements over twelve months from 86 entrepreneurs participating in a Danish startup program. We find that emotional support enhances perceived venture goal progress, and that venture goal progress boosts emotional social support continuously in a dynamic loop. We also show how brokerage behavior works as a boundary condition for the dynamic support-progress link.

ENT: **The Role of Social Tie Strength on Entrepreneurial Success in Emerging Markets**

Author: **Tobias Baum**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*
Author: **Denise Fischer-Kreer**, *RWTH Aachen U.*

Emerging markets move to the core of economic gravity, with entrepreneurship contributing significantly to economic development. According to institutional and social capital theory, entrepreneurs can use strong social ties to substitute institutional voids and protect against corruption in emerging markets. However, social ties entail costs in the form of maintenance and reciprocity and can lead to closed and redundant networks. We thus propose that social tie strength and entrepreneurial success maintain a curvilinear relationship (inverted U) so that strong social ties eventually impair entrepreneurial success. We further suggest that corruption fortifies this curvilinear effect, as in corrupt environments, strong social ties are more critical to comply with the informal "rules of the game". Using a primary sample of 887 entrepreneurs across ten emerging markets surveyed between March and August 2022, we find support for our hypotheses. With our study, we advance research on entrepreneurship in emerging markets and add to the social network perspective in emerging markets by relating tie strength to entrepreneurial success. Further, we contribute to entrepreneurial performance literature by leveraging a comprehensive success measure comprising financial, psychological, and impact dimensions. Our supplemental analyses show that effects differ between regions and cultures, advocating against cross-country generalizations in academia.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1631** | Submission: **20663** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

New Venture Teams

Session Moderator: **Jannis Von Nitzsch**, *TUM School of Management, Technical U. of Munich*

ENT: **Better Safe Than Sorry –The Role of Team Design in New Venture Teams' Escalation of Commitment**

Author: **Jannis Von Nitzsch**, *TUM School of Management, Technical U. of Munich*
Author: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*
Author: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*

We examine how two features of new ventures' team design—friendship ties and power inequality within the team—affect the teams' escalation of commitment. We focus on these two design features given that both friendship ties and power differences among team members are key antecedents of groupthink (i.e., extreme concurrence-seeking tendencies in groups) that is argued to limit the appraisal of alternatives to a taken course of action (i.e., an important driver of escalation of commitment). Based on two distinct experiments with a total of 69 teams, we offer causal evidence that teams sharing friendship ties and teams with an unequal power structure are more prone to escalate their commitment. We show that collective efficacy mediates the relationship between friendship ties and teams' escalation of commitment, and that task conflict mediates the relationship between power inequality and teams' escalation of commitment. We further find that psychological safety mitigates the positive relationship between power inequality and teams' escalation of commitment. Our research advances knowledge on new venture teams' escalation of commitment and contributes both to the literature on new ventures' team design and decision-making, as well as research on group escalation of commitment.

ENT: **Exploring New Venture Team Creation and Evolution Through Configurations of Trust**

Author: **Badri Zolfaghari**, *GSB, U. of Cape Town*
Author: **Farsan Madjdi**, *GSB, U. of Cape Town*

New venture team formation has an important influence on the new venture emergence process. Yet, the development and evolution of trust-as an organizing principle- between multi-founder teams at the early stages of venture creation remain relatively unexplained. To explore this, we undertook an event-driven longitudinal process study with 8 dyads of two (co)founders using bracketing techniques in conjunction with narrative analysis. Our findings show that founders and co-founders refer to both the features of the venture idea and the relational aspects of the co-founding process as being influential in the trust development and evolution process during new venture formation. Trust emerges in the form of faith-based trust when referring to the venture idea itself and the form of assessment-based trust when referring to the other (co)-founder. We also draw attention to the spillover effects of trust between both referents, the future-oriented, imagined venture idea, and the present co-founder relationship.

ENT: **The Impact of Founder Experience on Tech Development: Evidence from Autonomous Driving Ventures**

Author: **Kyung Baek Toni Min**, *Ulsan National Institute of Science and Technology*
Author: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*

This paper investigates the effect of founders' prior career experiences on technological development of their subsequent ventures in the context of emerging fields of innovation. While existing research has documented that founders' prior experiences provide the relevant knowledge for their venture development, we have limited understanding about what specific sources of prior experiences can aid technology development in the emerging fields of innovation. Drawing on the idea of paradoxical nature of prior experiences, we specifically compare two major sources of prior experiences: from industry incumbents versus research institutions. Using the data of 71 U.S. technology ventures and their founders in the autonomous driving field, we present the contrasting findings: prior experiences from industry incumbents have a negative effect on technology development, but those from research institutions have a positive effect. We further find that the effects of both sources of prior experiences are amplified as the venture accumulates experiential knowledge. Our research highlights that the founders' prior experiences, depending on their sources of origin, can have diverging ramifications in their ventures' technological progress.

ENT: **How Do Investors Evaluate Co-Founder Breakups?**

Author: **Naja Pape**, *INSEAD*
Author: **Heejung Jung**, *Imperial College London*

Scholarly and anecdotal evidence show that co-founder breakup – the replacement or the departure of a co-founder – is common in early entrepreneurial teams. In the absence of objective evidence on inherent venture quality, investors evaluate young venture using diverse quality signals based on the limited information available about the founding team. We show that co-founder breakups work as "soft" data, informing investors about the quality of the founding team and thereby affecting their evaluations. In parallel with 15 in-depth interviews with professional investors, we conduct a pre-registered survey experiment on 720 individuals who have experience with venture funding in the form of crowd-funders, business angels, and venture capitalists. We ask these investors to evaluate venture with versus without co-founder breakup, using real business cases that are identical across conditions. Consistently to our qualitative interview, we find that investors perceive the quality of venture whose team experienced co-founder breakup (compared to venture whose team did not) as lower in terms of entrepreneurial team viability, its competence, and warmth, and, in turn, are less likely to invest. This penalty was found consistently across female-led and male-led entrepreneurial founding teams.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1632** | Submission: **20557** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **111**

New Perspectives on Social Entrepreneurship

Session Moderator: **Alexander Glosenberg**, *Loyola Marymount U.*

ENT: **Applying Principles of Aid Effectiveness to International Social Enterprises**

Author: **Alexander Glosenberg**, *Loyola Marymount U.*
Author: **Yongsun Paik**, *Loyola Marymount U.*
Author: **David Y. Choi**, *Loyola Marymount U.*
Author: **Jason F. D'Mello**, *Loyola Marymount U.*
Author: **Martin Senderovitz**, *U. of Southern Denmark*

International social enterprises (ISEs) are promising ways to address social and environmental problems, yet little is known about how best to optimize their social and environmental impact alongside the financial value they create. However, the field of international development has long engaged with developing best-practices in creating social and environmental value because otherwise well-intentioned efforts have often been ineffective or harmful. Consequently, the purpose of this study is to apply inductive insights from the field of international development to understand how ISEs can best adopt effective sustainable-business models. In particular, we focus on the principles of the Paris Declaration on Aid Effectiveness (the aid-effectiveness framework) - the broadest consensus of international stakeholders on effective approaches to international development work. We link the aid-effectiveness framework, and the principles it encompasses, with literature on international business and entrepreneurship. These principles highlight critical activities and conditions – namely: local-community representation on the executive team and/or among company directors (ownership); a close understanding of the lived experience of foreign customers and other beneficiaries from the inception of the enterprise (alignment); strategic alliances or joint ventures with potential competitors (harmonization); partnerships with NGOs/multilaterals to provide oversight of the ISE (mutual accountability); and the adoption of localized validated-learning approaches (management for results). We discuss how engaging with these propositions will help to develop greater insight how ISEs engage with participative empowerment, capability development on higher/broader levels of analysis, and the measurement of distal social outcomes like empowerment.

ENT: **Situating Social Innovation in Religious Buildings**

Author: **Helen Haugh**, *U. of Cambridge*
Author: **Timur Alexandrov**, *U. of Cambridge*

Social innovations are new products, processes and services that are designed to address social and environmental challenges and imbued with values and hopes for social change and a more desirable future. Social innovation is also anchored in social relations and thus inherently place-based. In this paper we develop a typology of place-based social innovation based on the dimensions of radicality, reordering, and values alignment. Using data gathered from interviews, observation and secondary sources associated with 33 church buildings, the typology distinguishes four types of place-based social innovation: Conserving, Experimenting, Adventuring, and Pioneering. The research makes three contributions: we develop a place-based social innovation typology that engages novelty, place materiality and values; introduce the concept place thread to explain the relationship between place materiality and place use; and extend the concept of heterotopia to church buildings as unexpected places to find entrepreneurial activity.

ENT: **Overcoming Reductive Traps in Social Entrepreneurship: A Capitals Theory Approach**

Author: **Gorgi Krlev**, *ESCP Business School*

Research has primarily highlighted the ability of social entrepreneurs to solve persistent social problems, but there is also notable research that has shown us the limitations of social entrepreneurship. Consistent with the latter, we argue that a combined 'solutionism' and an action bias in social entrepreneurship can lead to a reductive trap, which unduly amplifies a social enterprise's ability to address a social problem. We further show how social entrepreneurship research, when studying social impact through a standard performance approach or by blackboxing the entrepreneurial process, generates a second reductive trap. Together, the reductive traps propel a vicious circle that impedes organizational learning and limits effective social problem solving. Based on this constructive critique, we argue that alternative conceptual approaches, which value processes and embrace reflexivity, may serve to address these shortcomings. To illustrate our argument, we use Bourdieu's capitals theory to analyze a social enterprise's program to promote prosocial behavior in schools. This allows us to demonstrate how a capitals theory approach can help overcome the identified reductive traps and initiate a virtuous circle between social entrepreneurship and social entrepreneurship research.

ENT: **Schumpeter's Second Act: Market Disequilibria in a Macro-level Theory of Social Entrepreneurship**

Author: **Kai N. Hockerts**, *Copenhagen Business School*
Author: **Francesco Di Lorenzo**, *Copenhagen Business School - Department of Strategy and Innovation*

This paper advances a theoretical model for how Schumpeterian social entrepreneurship catalyzes systemic change. We shift attention from micro (the hybrid identity of social entrepreneurs) and meso (the management of hybridity in social enterprises) phenomena to macro-level perspective of social entrepreneurship. At this level social entrepreneurship does not just require an understanding of the direct impact created by a social enterprise, but more importantly, by its indirect impact when transforming market and non-market environments. By drawing on Schumpeter's definition of entrepreneurship we conceive of social entrepreneurship as the discovery and exploitation of economic opportunities through the generation of market disequilibria that initiate the transformation of a sector towards an environmentally and socially more sustainable state. We discuss why such transformative impact creation begins with the recognition of market failure due to the presence of antagonistic assets and the identification of opportunities to transform these into complementarities. Three such strategies are discussed and suggestions for future empirical work are proposed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1633** | Submission: **20540** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Family Firm and Leadership

Session Moderator: **Felix Hoch**, *U. of Münster*

ENT: **How the Interaction Between Female Family CEOs and Gender-Related Institutions Affects CSR**

Author: **Felix Hoch**, *U. of Münster*
Author: **Lilo Seyberth**, *WWU Münster*
Author: **Eric Clinton**, *Dublin City U.*
Author: **Catherine M. Faherty**, *Northwestern Kellogg School of Management*
Author: **Pramodita Sharma**, *U. of Vermont, Grossman School of Business, US*

Does CEO gender affect corporate social responsibility (CSR) of family firms? And does this relationship vary between countries based on different levels of social and legal gender bias? Drawing on insights from the literature on female leadership and CSR, we combine social role theory with institutional theory and explore these issues empirically based on a sample of 1,555 family firms from 29 countries. We find that family firms led by female CEOs perform stronger on both internal and environmental CSR. However, this relationship is contingent on the social and legal institutional environment. The positive effect of female CEOs is strongest in contexts of legal gender equality and, interestingly, a negative social bias against women.

ENT: **The Impact of of Transformational Family CEO on Business Unit Financial Performance**

Author: **Debbie YiYing Chang**, *Department of Business Administration, National Taiwan U. of Science and Tech*
Author: **Qilin Hu**, *Loughborough U., School of Business and Economics*
Author: **Mathew Hughes**, *U. of Leicester*
Author: **Paul Hughes**, *U. of Leicester*
Author: **Che-Yuan Chang**, *School of Management, National Taiwan U. of Science and Tech*
Author: **Boyka Simeonova**, *U. of Leicester*

Transformational family CEO is identified as an enabler of firm financial performance, but only a few discussed this mechanism empirically in family firm studies. Notably, the impacts of the transformational family CEO on the business unit financial performance are largely overlooked. Moreover, the inconsistent relationship between transformational leadership and financial performance is shown among existing transformational leadership studies. Building on the family firm context, this study strengthens the transformational leadership theory regarding how a transformational family CEO can generate better business unit financial performance. Our study reconciles previous studies on the transformational family leaders can form a high level of stewardship so that family firms can result in high financial performance. As nonfamily members are often identified as the central workforce of a family firm, we observe the financial performance of business units managed by nonfamily members. The positive relationship between transformational family CEO and business unit financial performance. Our study also extends Howell et al. (2005) by showing the positive relationship between transformational family CEO' impact and nonfamily business unit managers. Also, our study reveals that the CEO political skill strengthens the transformational family CEO's effects on business unit EO and the business unit financial performance. This finding clarifies that transformational family CEO unnecessarily has absolute power in influencing nonfamily members' behavior, but the effectiveness of the influence also matters. This also urges the transformational family CEO to strengthen their political skill to increase the effectiveness of transformational leadership.

ENT: **Facing the Rebel: Identity Work of Nonfamily Leaders after a Leadership Succession in Family Firms**

Author: **Jana Boevers**, *Bielefeld U.*
Author: **Anna Zentgraf**, *Leibniz U. Hannover*
Author: **Christina Hoon**, *Bielefeld U.*
Author: **Erk Peter Piening**, *Leibniz U. Hannover*

In this paper, we explore the role of nonfamily leaders in the succession process of family firms. Drawing on a social identity approach to leadership, we highlight that nonfamily leaders are key for advancing, creating, and embedding a shared sense of their followers with the family business after a succession. Based upon the concept of identity work, we are interested in the resources that nonfamily leader use to reflect and make sense of the successor's novel leadership expectations and how identity work shapes their sense of self after a succession. Exploring the leadership succession in a German family business, we identify physical, behavioral and discursive resources as well as interactional work spaces of identity work. These resources carry projections of a desired self and expectations about the leadership behavior and help the leaders to develop their new leader identity. We contribute by theorizing how nonfamily leader identity work links identity leadership and the transmission of succession in family businesses.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1634** | Submission: **20602** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Entrepreneur Migration

Session Moderator: **Nhu Nguyen**, *U. of Central Florida*

ENT: **Returnee-Migrant Entrepreneurship: A Systematic Review**

Author: **Barbara Gabrielle Silva**, *U. of Central Florida*
Author: **Nhu Nguyen**, *U. of Central Florida*
Author: **Nicholas Connor Andriese**, *U. of Central Florida*
Author: **Jim Combs**, *U. of Central Florida*

Return-migrant entrepreneurship (RE) is a global phenomenon that has the potential to boost local and less-developed economies and promote social mobility. Despite its prevalence and importance, research in RE is fragmented and lacks an overarching theoretical model. We therefore systematically review the literature pertaining to RE and provide a process model to better explain the phenomenon. Based on our integrative review, we theorized that immigration enhances resources and capabilities pertaining to entrepreneurship. Once a combination of (1) environmental factors and (2) personal preferences trigger their return home, these resources and capabilities are activated, more so when personal preferences and the home country environment are aligned. We conclude with a research agenda to further consolidate what is known and point the way toward a fuller understanding of who engages in RE, why, and to what effect.

ENT: **The Perception of Foreignnes in the Resource Orchestration Process: A Study of Migrant Entrepreneurs**

Author: **Stoyan Stoyanov**, *U. of Bath*
Author: **Veselina Petrova Stoyanova**, *U. of Birmingham*

Migrant entrepreneurs often face challenges in host countries due to their "liabilities of foreignness" (LoF). While it has been suggested that these challenges can be reduced through increased openness in the host context, it is not yet clear how this happens or how these liabilities can be turned into "assets of foreignness" (AoF). In this study, we propose that the way migrant entrepreneurs structure, combine, and utilize their resources - known as "resource orchestration" (RO) - plays a significant role in this process. We also suggest that the perception of foreignness by migrant entrepreneurs - whether it is seen as an asset or liability - influences their resource orchestration process. Our findings show that those who see their foreignness as an asset engage in shorter and less complex resource orchestration processes, while those who view it as a liability pursue more elaborate and complex paths. This research contributes to the resource orchestration literature by examining how the perception of foreignness affects the resource orchestration process and proposing a model to explain the variance in these processes. By extending the RO framework to consider variance among firms, particularly in the context of migrant entrepreneurs, we aim to provide a more comprehensive understanding of this phenomenon.

ENT: **Typology of Migrant Entrepreneurs' New Venture Ideas**

Author: **Muhammad Sufyan**, *U. of Jyväskylä School of Business*
Author: **Peter Zettinig**, *U. of Turku, Finland*
Author: **Pekka Stenholm**, *U. of Turku, Finland*

Migrant entrepreneurs have diversity in their thinking about new venture ideas (NVIs), which is evident through their businesses in multiple industries, ranging from low value added to highly knowledge intensive. Nonetheless, migrant entrepreneurship literature has yet to conceptualize migrant entrepreneurs' diversity of NVIs and explain why they vary in their thinking about new venture ideas. With this conceptual study, we have constructed a typology of migrant entrepreneurs' new venture ideas by building on the ethnicity/non-ethnicity of market niches and value chains, which are the two essential aspects of potential business models. Consequently, we identified that migrant entrepreneurs could imagine four NVIs; ethnic NVIs, break-out NVIs, market break-out NVIs and resources break-out NVIs. In addition, we have adapted the external enablers and actors' characteristics concepts in the context of migrant entrepreneurs' NVIs. More specifically, we have developed ethnic, non-ethnic, and trans-ethnic enablement, embeddedness, and human capital concepts to explain variations in migrant entrepreneurs' NVIs. We further discuss the contributions to migrant entrepreneurship and external enablers of entrepreneurship research.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1635** | Submission: **20628** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

Entrepreneurial Finance; Venture Capital 2

Session Moderator: **Giovanni Perrone**, *U. degli Studi di Palermo - Department of Engineering*

ENT: **With Whom Sharks Share their Meal. How Corporates Syndicate New Venture Investment With Other CVCs**

Author: **Giovanni Perrone**, *U. degli Studi di Palermo - Department of Engineering*
Author: **Erica Mazzola**, *U. degli studi di Palermo*
Author: **Mariangela Piazza**, *U. degli studi di Palermo*
Author: **Dzidziso Samuel Kamuriwo**, *City U. London*

This paper aims at filling a relevant gap in the entrepreneurial literature, by studying how corporates share their new venture investments with other corporates in a syndication team. In particular, we analyze how the corporate exploration propensity, i.e. the experience the corporate has acquired in investing in new ventures far from the corporate's industrial domain, influences the number of other the corporates (the multiplicity) involved in the syndication team and their prominence. Furthermore, we also analyze how the corporate's propensity at syndicating their investment with IVCs moderate the relationship between exploration propensity and corporate multiplicity and prominence. By drawing from the literatures of organizational learning and of competition concern in CVC syndication, we argue that there is a U-shaped relation between the corporate propensity to exploration and the multiplicity in syndication teams. We also argue that there is a negative relation between the corporate propensity to exploration and the corporate prominence in syndication teams. Furthermore, by drawing from social network literature, we argue that the propensity of the corporate to syndicate with IVCs and with prominent IVCs moderates the aforementioned relations. To test our theoretical framework, we have collected data about CVC investments from the VenturExpert database for 21 years, i.e. in the time window from 1995 to 2015. Our empirical analysis substantially confirms the theoretical framework by providing a significant contribution to the CVC literature.

ENT: **The Interplay of Cooperation and Competition in Venture Capital Syndication on Start-Up Acquisition**

Author: **Xiaolei Wang**, *Radboud U. Nijmegen*
Author: **Yan Zhong**, *KLATASDS - MOE, School of Statistics, East China Normal U.*

Drawing on embeddedness theory, this study explores the role of Venture Capitalists' prior coopetitive relationships on their start-up's exit strategies. In contribution to the literature on Venture Capital syndication, we argue that in a VC syndication, VC partners' prior cooperation and competition experience affects the success of their start-up's acquisition exit. We test our theoretical framework and hypotheses on a collection of 4,865 start-ups and their 4,024 VCs in the U.S. during 2001-2018. We find that both VCs' direct and indirect cooperation, theorized as the relational and structural embeddedness, have a positive effect on the success of start-up acquisition exit. Conversely, the impact of VCs' competition has an inverted-U shape effect on it. Moreover, a high level of VC cooperation diminishes the effect of competition on start-up acquisition exit. Our study extends the emerging literature on VC exit strategies in VC syndications and VC coopetition dynamics by identifying the role of VCs' prior coopetitive relationships in promoting the possibility of their backed start-ups to be successfully acquired.

ENT: **When Distance Makes the Partnership Grow Fonder: Venture Capitalist--New Venture Geographic Distance**

Author: **Sae Young Lee**, *China Europe International Business School (CEIBS)*
Author: **Andrew D. Henderson**, *U. of Texas at Austin*

We study when it benefits an entrepreneurial venture to locate farther away from its venture capitalist (VC) partner. In analyses of new ventures in the U.S. medical devices industry, we find the effects of geographic distance are conditioned by a venture's dependence on VCs. Ventures led by vetted serial entrepreneurs were more likely to succeed the farther they were from their VCs, as were ventures in later stages of development, and ventures not located in entrepreneurial hubs. Our results hold when accounting for differences in ventures' innovative abilities and are robust to corrections for endogeneity in VC-new venture pairings.

ENT: **Signals in the Acquisition Market for Private Ventures: the Role of Signal Receivers Characteristics**

Author: **Massimo Colombo**, *Politecnico di Milano*
Author: **Benedetta Montanaro**, *Politecnico di Milano School of Management*

Scholars agree that there are considerable information asymmetries in the acquisition market for privately held entrepreneurial ventures, that may inhibit the realization of value-creating acquisitions and depress target ventures' acquisition valuation. Quality signals like target firms' affiliation with venture capital investors (VCs), especially prominent ones, help reduce these negative effects. In this study, we argue that the effectiveness of this signal depends on the characteristics of signal receivers and increases with the number of prospective acquirers that are poorly informed about a focal target venture (i.e., those that operate in a different business as the one of the target venture and are located at great geographical distance from its premises). Our model shows that ventures affiliated with VC investors, especially highly reputable ones, are more likely than non-VC-backed ventures to be acquired by firms that are poorly informed about the focal target venture. Moreover, the positive effect of VC-backing on entrepreneurial ventures' acquisition valuation is greater if there is a greater number of poorly informed prospective acquirers, while it is not influenced by the number of well-informed prospective acquirers. We investigate our claims on 1,310 European privately held entrepreneurial ventures that were acquired between 1998 and 2018. Results largely confirm our hypotheses.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1636** | Submission: **18314** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **207**

Bringing the Family into Focus: The Promise of Behavioral Research in Family Business

Organizer: **Maria Bracamonte**, *Mississippi State U.*
Organizer: **Myes Melancon**, *Mississippi State U.*
Organizer: **Destiny Orr**, -
Organizer: **Tyler D. Burch**, *Mississipppi State U.*
Organizer: **Sumin Kim**, -
Discussant: **Isabel C. Botero**, *U. of Louisville*
Presenter: **Benjamin David McLarty**, *Mississippi State U.*
Presenter: **Michele N. Medina-Craven**, *Mississippi State U.*
Presenter: **Kristen Shanine**, *Middle Tennessee State U.*
Presenter: **Josh Daspit**, *Texas State U.*
Presenter: **Chelsea Sherlock**, *Mississipppi State U.*

Despite family business research output growing nearly five-fold in the last decade, lingering questions remain over the uniqueness of family firms compared to other organizational forms. Some scholars have suggested that in order to answer these questions, closer study of the psychological foundations of management in family firms is needed and more micro-based frameworks should be utilized. After all, it is the individuals in the family that are often considered to be the main differentiator for family firms. This symposium features five presentations that, altogether, explore the factors driving family member behavior and the impact those behaviors have at both the individual and firm levels. Antecedents and outcomes examined in a family business context include commitment, identification, well-being, corporate venturing and innovation, among others. A brief discussion of research and practical implications will follow.

The Impact of Family Commitment, Empowerment, and Job Satisfaction on Employee Job Performance

Author: **Benjamin David McLarty**, *Mississippi State U.*
Author: **B. Parker Ellen**, *Mississippi State U.*
Author: **James Vardaman**, *U. of Memphis*

Welcome to the Family (Firm): Enhancing Organizational Identification for New Family Firm Employees

Author: **Michele N. Medina-Craven**, *Mississippi State U.*
Author: **Emily Marett**, *Mississippi State U.*
Author: **Laura Elizabeth Marler**, *Mississippi State U.*

Exploring the Intersection of Family Business and Health Crisis

Author: **Kristen Shanine**, *Middle Tennessee State U.*
Author: **Kristen Madison**, *Oklahoma State U.*
Author: **Marilyn Whitman**, *U. of Alabama*

The Family System's Effect on Family Firm Corporate Venturing: Insights from Circumplex Theory

Author: **Josh Daspit**, *Texas State U.*
Author: **Chitra Singla**, *Indian Institute of Management, Ahmedabad*

Innovativeness in Family Firms in Developed & Emerging Economies: Authoritarian Leadership Styles

Author: **Chelsea Sherlock**, *Mississipppi State U.*
Author: **David Ross Marshall**, *U. of Dayton*
Author: **Clay Dibrell**, *U. of Mississippi*
Author: **Eric Clinton**, *Dublin City U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1637** | Submission: **20636** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Entrepreneurship Education

Session Moderator: **Stefan Weik**, *Technical U. of Munich*

ENT: **Impact of Entrepreneurship Education Programs at University: Quasi-Experimental Evidence**

Author: **Michael Fröhlich**, *Center for Digital Technology and Management (CDTM)*
Author: **Stefan Weik**, *Technical U. of Munich*
Author: **Aaron Merlin Defort**, *Technical U. of Munich*
Author: **Isabell Melanie Welpe**, *Technical U. of Munich*

We evaluate the impact of participation in an entrepreneurship education program during university on subsequent entrepreneurial activity by comparing career decisions between program participants and the best applicants not accepted to the program using a regression discontinuity design. We find that program participation increases both founding rates and several indicators of startup quality. The effect on founding rates is visible for several years after the program. Even when program participants do not found, they are more likely to select into careers related to entrepreneurship. The study also finds that the interview process can identify students more apt to build higher quality startups, but not who is more likely to found. Participating in the program, however, appears to 'level the playing field' for participants to a degree where the original interview scores lose their explanatory power. Overall, the study suggests a strong positive causal effect between program participation and the measured outcome variables.

ENT: **Becoming entrepreneur without institutional support: a PhD Perspective in entrepreneurial university**

Author: **Matteo Opizzi**, *department of economics and business - U. of Cagliari*
Author: **Giammarco Marras**, *department of economics and business - U. of Cagliari*
Author: **Michela Loi**, *U. of Cagliari*

Illuminated by the social information processing perspective, which postulates an interplay between individual and the surrounding context at the base of an organizational behavior, this work proposes and empirically tests a model to explain doctoral students' decision to become entrepreneurs, that is their transition from entrepreneurial alertness to intentions. A structured questionnaire is administered to 261 doctoral students enrolled in 19 Italian universities. Partial Least Square Structural Equation Modeling (PLS-SEM) tests for causal relationships among latent variables. Necessary Condition Analysis (NCA) is adopted to clarify whether the relevance of the university support system changes with different levels of doctoral students' pro-social motivation. Our results demonstrate that the more doctoral students are endowed in terms of human capital, the more likely they are to become entrepreneurially alert. Conversely, they show that university support system does not reinforce doctoral students' entrepreneurial decision process, but it becomes a 'condicio sine qua non' when doctoral students have a weak pro-social motivation. This work contributes to theory by (i) clarifying whether and how university support system actually nurtures the early stage of academic entrepreneurship, and (ii) providing a multi-level model for explaining the arising of academic entrepreneurship.

ENT: **Nascent Entrepreneurs' Choice to Attend Entrepreneurship Training: Does it Matter**

Author: **Seyyede Sharare Bagherian**, *Sharif U. of Technology*
Author: **Misagh Tasavori**, *U. of Essex*
Author: **Sohrab Soleimanof**, *Louisiana State U.*
Author: **Alireza Feyzbakhsh**, *Sharif U. of Technology*

Nascent entrepreneurs are usually constrained with limited resources and have to decide whether an investment in their human capital (e.g., participation in entrepreneurship training programs) improves their firm performance. Based on the Conservation of Resources theory, we investigate the impact of nascent entrepreneurs' resources on their decision to participate in entrepreneurship training. By employing a Panel Study of Entrepreneurial Dynamics (PSED I) on nascent entrepreneurs, we notice that better-educated and growth-seeking founders are more likely to invest in their human capital through participation in entrepreneurship training; while those who observe the environment to be more uncertain are less likely to participate in entrepreneurship training. In addition, by using the propensity score matching technique, we reveal that participation in entrepreneurship training does not pay off for nascent entrepreneurs. We discuss our findings' implications for entrepreneurship research and training.

ENT: **Representing Contextual Factors in Entrepreneurship Education: An Agenda for Future Research**

Author: **Fatemeh Rahimi**, *Sharif U. of Technology*
Author: **Alireza Feyzbakhsh**, *Sharif U. of Technology*

In response to various calls for more context-aware research in entrepreneurship education, in this article, we review all the empirical studies published in top-level journals (ABS 3 and above), with a specific focus on the context. We build on the "Who? / Whom? What? Where? When? Why?" framework to extract context elements. Employing our framework, we indicate several biases of the literature as well as point to under-investigated spaces. Finally, using examples from reviewed articles, we demonstrate how accounting for contextual factors as main variables can be used to cover some gaps in the existing literature, based on which we suggest an agenda for future research in the entrepreneurship education field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1638** | Submission: **20985** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Entrepreneurial Cognition and Decision 2

Session Moderator: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*

ENT: **Pivoting to Startup Success: Entrepreneurial Imagination and the Generation of New Business Options**

Author: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*
Author: **Alejandra Flechas**, *Faculty of Economics, Administration and Accounting - U. of São Paulo*
Author: **Tali Hadasa Blank**, *Hadassah Academic College*
Author: **Alex Kier**, *Washington State U.*

Past research on entrepreneurs' use of imagination has focused on the identification and development of a business idea and has overlooked so far its role in their pivot decisions. We propose that imagination processes are key for entrepreneurs to rethink their initial ideas and to avoid the risks of path dependency, continued influence effect, and escalation of commitment. We sketch a model explaining the relationships between imaginativeness and the generation of new entrepreneurial options and factors that moderate this relationship. By doing so, we contribute to opening the black box of pivot decisions and deepening our understanding of how entrepreneurs use their imagination in crucial moments of the entrepreneurial process.

ENT: **From Oppression to Envisioned Liberation: Cognitive Precursors of Emancipatory Entrepreneurship**

Author: **Muhammad A. Muhammad**, *St Cloud State U.*
Author: **Jennifer E Jennings**, *U. of Alberta*
Author: **Hans Hansen**, *Texas Tech U.*
Author: **Zahid Rahman**, *Dhillon School of Business, U. of Lethbridge*

Given the fervent discourse evident in academic, policy, and practitioner forums regarding the relationship between oppression/emancipation and entrepreneurship, our aim in this paper is to extend extant theorizing about entrepreneurial activity as a potential means of liberation from oppressive forces. We start by identifying an unresolved theoretical puzzle inherent in foundational conceptual work on the emancipatory entrepreneurship perspective; specifically, how it is possible for individuals living in a state of oppression to transition to a state of (entrepreneurship-facilitated) envisioned liberation. We develop a process model and illustrative propositions pertinent that address this puzzle, elaborating the mechanisms by which individuals subjected to persistent oppressive forces can achieve the cognitive emancipation necessary to view themselves as aspiring entrepreneurs. The theoretical tools developed herein thus offer fundamental insight into the cognitive precursors of emancipation-motivated entrepreneurial activity. They also provide a platform to help guide future research on this timely and important topic.

ENT: **Act Quickly to Avert Disaster? How Entrepreneurs' Perceptions of Temporal Pace Affect Action Timing**

Author: **Stella Seyb**, *Neeley School of Business - Texas Christian U.*

Entrepreneurs tend to act quickly when faced with fast-paced problems. Yet, for some fast-paced problems, including climate change, biodiversity loss, and social polarization and unrest, entrepreneurs often delay or avoid taking action. This hesitation in the face of such fast-paced (and significant) problems raises questions about the relationship between temporal perceptions and action that existing theory cannot adequately answer. To advance understanding, I theorize how the characteristics of focal problems affect entrepreneurs' temporal perceptions, and how those perceptions affect the immediacy of their actions. Conceptualizing temporal pacing as the rate of development of a problem's characteristics and associated harms, and distinguishing between perceived and objective temporal pacing, I explain how discrepancies between perceptions and reality are more likely to arise when entrepreneurs are faced with grand challenges. As such, I argue that such discrepancies are most likely to delay entrepreneurial action in situations in which entrepreneurs can least afford to delay. The core contribution of the model is to demonstrate the necessity of conceptualizing temporal pacing not only in terms of perceptions of raw speed (i.e., previous slow-fast conceptualizations), but also the rate at which speed changes (i.e., stable-linear-exponential rates of growth in pace over time).

ENT: **Fostering Self-Regulated Entrepreneurial Learning (SREL) in Entrepreneurship Education**

Author: **Manuel Fahrbach**, *U. of St. Gallen (HSG)*
Author: **Tobias Jenert**, *U. of Paderborn*
Author: **Alexander Paul Fust**, *U. of St. Gallen*
Author: **Ronja Büker**, *U. of Paderborn*
Author: **Noah Bellwald**, *U. of St. Gallen*

Entrepreneurship education has already moved towards student-centered approaches. We seek to contribute to this development by introducing the concept of self-regulated entrepreneurial learning (SREL). Additionally, we propose a blueprint of an entrepreneurship training fostering SREL. Our training is based on Bandura's Social Cognitive Theory. In a quasi-experimental design, we compare our training with nascent entrepreneurs from a university accelerator program with a comparison group from a business innovation master. The participation in our training increased the SREL capabilities of nascent entrepreneurs significantly with large effects.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1639** | Submission: **20648** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Poverty and Disadvantage

Session Moderator: **Ines Alvarez-Boulton**, *King's College London*

ENT: **Necessity is Not the Mother of Invention: Social Entrepreneurship, Poverty, and Innovation**

Author: **Ines Alvarez-Boulton**, *King's College London*
Author: **Anna Rebmann**, *King's College London*
Author: **Saul Estrin**, *LSE*

Social enterprises (SEs) are often depicted as highly innovative. However, there is little systematic evidence on the drivers of innovation by SEs or on how they compare to commercial enterprises (CEs) in this regard. This research compares innovation and radical innovation by SEs and CEs in a nationally representative sample of 903 UK small and medium enterprises (SMEs). We find that SEs are 78% more likely to innovate than CEs and 107 % more likely to introduce radical innovations. Contrary to expectations working alongside the government and being located in areas of poverty decreases, rather than increases, the likelihood of innovation by SEs. However, working with the government positively moderates the relationship between radical innovation and SEs. Our study offers a perspective on innovation and social entrepreneurship by proposing that pursuing dual goals stimulates both types of innovation in SEs.

ENT: **How and When Does Growth-Oriented Entrepreneurship Happen in Poverty Contexts? The Case of Kenya**

Author: **Harry G. Barkema**, *London School of Economics*
Author: **Anna Nadolska**, *Radboud U., Netherlands*
Author: **Caroline Oloo**, *Maseno U.*

Our paper explores an important theoretical puzzle in entrepreneurship research on poverty contexts in emerging economies: why has entrepreneurship failed to deliver on its promise of growth-oriented entrepreneurship and poverty alleviation? We explored this in the context of urban slums in Kenya, using mixed-methods research: first inductive qualitative research (Study 1) to identify entrepreneurial challenges and opportunities in context, in turn informing conceptualization and quantitative evidence to explore generality (Study 2). Surprisingly, our qualitative research showed entrepreneurs not only engaged in exploitation (March, 1991; consistent with 'replication' suggested by earlier entrepreneurship research for this context), but also in exploration (search, risk taking, and entrepreneurial growth). Additionally, we found that exploration was enabled by a combination of entrepreneurs' business failure experience and the presence of a close business relationship (acting as a role model, mentor, providing financial and other resources). In sum, we extend prior research suggesting that entrepreneurs will not go beyond replication in emerging economies in poverty settings, by identifying, conceptualizing, and providing further quantitative evidence consistent with the theory that entrepreneurial growth does happen in this context: through exploration, and under which conditions, with clear practical implications as well.

ENT: **The Ecology of Informal Entrepreneurship Among the Disadvantaged: A Field Theory Perspective**

Author: **Michael David Hudecheck**, *U. of St. Gallen*

That ecology influences venturing is a fundamental concept in organizational ecology theory (Dahl, 1956; Hannan & Freeman, 1987; Hannan & Freeman, 1989). What is less well known are the ecological considerations that influence informal entrepreneurship venturing, as well as the concomitant theories and concepts that describe the mechanisms behind these interactions. I combine organizational ecology theory, along with a Bordieuan perspective of field theory, to examine multi-level informal entrepreneurial venturing dynamics among informal entrepreneurs before and during the Covid-19 pandemic. I test my theorizing by combining a longitudinal dataset on informal entrepreneurial venturing in Thailand with a global ethnic fractionalization dataset and a custom geospatial urbanization map derived algorithmically from European Space Agency Sentinel 2 multispectral imaging and National Aeronautics and Space Administration nighttime light emissions imagery. I find strong evidence that several socio-cultural ecological factors: urbanization; "cross-cutting cleavages", or identification with two or more competing identities; and adversity strongly influence informal entrepreneurial venturing population dynamics. These results help clarify the potential of organizational ecology theory to examine informal entrepreneurial venturing dynamics among disadvantaged entrepreneurs.

ENT: **Venture Creation in Impoverished Contexts: Case Study of a Woman Entrepreneur from Manipur in India**

Author: **Kanika Pande**, *Indian Institute of Management, Udaipur*
Author: **Jayaram Suryanarayana Uparna**, *IIM Udaipur*

Women entrepreneurship is viewed as an important vehicle to drive socio-economic progress, especially in the contexts facing challenges such as poverty and industrial underdevelopment. But how do these women entrepreneurs view the very idea of entrepreneurial opportunity, and how does it influence their venture creation? Opportunity and venture creation are two of the prominent areas of research within the domain of entrepreneurship, and this pilot study examines these two aspects in relation to women entrepreneurship in impoverished contexts. With effectuation theory as the guiding framework, case study methodology is used to explore the entrepreneurial journey of a woman entrepreneur from the state of Manipur in India. Thematic analysis of the data was undertaken to examine her engagement in opportunity and venture creation and growth which revealed three broad themes pertaining gendered spaces, gendered affordable risk and gender barriers to collaboration.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1640** | Submission: **20862** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Entrepreneurship and Ethics

Session Moderator: **Jan Keim**, *Bern U. of Applied Sciences*

ENT: **When Does Entrepreneurial Greed Lead to Explorative Behavior? (WITHDRAWN)**

Author: **Friedrich Tacke**, *TUM School of Management, Technische U. München*
Author: **Holger Patzelt**, *TUM School of Management, Technische U. München*

Greed is a trait that causes people to be dissatisfied with what they currently have and to always want more. Entrepreneurs are often portrayed as greedy people who try to satisfy their desires through their venturing activities. In this paper we examine whether greed relates to explorative behavior. Explorative behavior is about searching for new opportunities and holds the chance for major improvements. We further investigate when entrepreneurs high in greed show greedy behavior. Based on a sample of 234 entrepreneurs from 112 teams, we show that the impact of entrepreneurial greed on explorative behavior depends on the current situation, specifically the situational strength. Entrepreneurial greed has positive impact on explorative behavior only in weak situations – situations with low certainty for the individual and low psychological pressure to behave in a certain way.

ENT: **Why Entrepreneurship Overlooks Structural Injustice: Biases, Blind Spots & Paradigmatic Assumptions**

Author: **Jan Keim**, *Bern U. of Applied Sciences*
Author: **Susan Müller**, *Bern U. of Applied Sciences*
Author: **Pascal Dey**, *Bern U. of Applied Sciences*

Entrepreneurship is often associated with positive attributes such as innovation and economic growth. In recent years, however, researchers and practitioners have increasingly recognized the "dark sides" of entrepreneurship. Despite the growing recognition of the negative impacts of entrepreneurship, the concept of structural injustice has been largely overlooked in the field. Structural injustice refers to deeply ingrained and systemic forms of inequality that disproportionately affect marginalized groups. In this paper, we aim to fill this gap by examining the role of entrepreneurship in perpetuating and mitigating structural injustice. Our hypothesis is that five paradigmatic assumptions prevalent in the entrepreneurship community, as well as a lack of appropriate tools, methods, and curricula, contribute to this omission. To address this issue, we propose three corrective actions. First, we propose strengthening critical thinking skills in entrepreneurship education by encouraging students to critically examine the assumptions and values underlying entrepreneurship and the potential indirect consequences of their actions. Second, we recommend that entrepreneurship research takes a more holistic view by applying different research methods, promoting multidisciplinarity, and considering the potential consequences of innovation and entrepreneurial activities in funding programs and measuring firm-level success. Finally, we suggest reconsidering the role of prosocial entrepreneurship, which is currently viewed as a panacea for solving today's most pressing ills. Overall, this paper represents an important first step in incorporating structural injustice into the discourse on entrepreneurship.

ENT: **Entrepreneurial Ethical Discernment: Identifying the Line in Ethical Gray Areas**

Author: **Miranda Welbourne Eleazar**, *U. of Iowa*
Author: **Karl Henry Reinke**, *Tippie College of Business, U. of Iowa*
Author: **Emily W. Choi**, *U. of Texas at Dallas*

Entrepreneurship comes with the potential for great benefits for entrepreneurs, investors, and society at large. However, its uncertainty can also put great pressure on entrepreneurs to try to obtain success at all costs, even behaving unethically. Prior research has acknowledged the potential for unethical entrepreneurial behavior through rule breaking, fraud, and sliding down a slippery slope to unethical behavior, but has not considered how entrepreneurs themselves perceive the gray areas in entrepreneurship and identify the line between ethical and unethical behavior. In this qualitative study incorporating 92 interviews of entrepreneurs and investors, we delve into entrepreneurs' perception of the ethical line in entrepreneurship, the factors affecting that perception, and how entrepreneurs navigate entrepreneurial gray areas. In doing so, we develop a process model of entrepreneurial ethical discernment, contributing to the literature on entrepreneurship, ethics, and decision-making.

ENT: **Dark and Destructive? Configurations of Negative Ends and Means in Entrepreneurship Research**

Author: **Amitabh Anand**, *Excelia Business School*
Author: **Oana Branzei**, *Ivey Business School*
Author: **Nakul Parameswar**, *Indian Institute of Technology Hyderabad*
Author: **Birgit Muskat**, *Australian National U.*

The dark side of entrepreneurship is endemic, yet lacks depth. We use a configural approach to first identify and then actively categorize key dimensions surfaced by prior studies across disciplines. Our systematic literature review derives and describes five configurations, which we label creative, forced, episodic, re-allocative, and magnetic. We use convenience theory to synthesize and consolidate these five forms into a coherent conceptual framework. Working within and between these five forms can advance the research agenda on the dark side by drawing our attention to the different trigger, tensions and mechanisms that precipitate the destruction rather than the creation of value

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1641** | Submission: **19104** | Sponsor(s): **(ENT, OB, MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Burning the Candle at Both Ends: Exploring the Dark(er) Sides of Entrepreneurship

Organizer: **James Hughey**, *U. of Utah, David Eccles School of Business*
Organizer: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Panelist: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*
Panelist: **Trenton A. Williams**, *BYU Marriott School of Business*
Panelist: **Brett R. Smith**, *Miami U. Ohio*
Panelist: **Deniz Ucbasaran**, *U. of Warwick*
Panelist: **Nick A. Mmbaga**, *Butler U.*

Entrepreneurship is portrayed in a predominantly positive light in popular media and organizational scholarship. Indeed, the entrepreneurial actor has been dubbed a “hero”, “man of action”, and “agent of innovation” and the entrepreneurial process proclaimed as the ”pivot on which everything turns”. Despite the effusive evangelization of entrepreneurship from organizational scholars, the organizational literature remains rather mute about entrepreneurship’s darker sides. Manford Kets de Vries (1985) was the first to theorize that many of the often celebrated “light sides” of entrepreneurship may also correspond to seldom discussed “dark sides.” Following Kets de Vries, Shepherd (2019) proposed dividing up the “bad side” of entrepreneurship research into three distinct domains: 1) the dark side—the emotional and psychological tolls associated with entrepreneuring (e.g., pernicious passion); 2) the downside—the loss of financial and social capital following entrepreneurial failure (e.g., socioemotional wealth); 3) the destructive side—the societal consequences of entrepreneurial conduct (e.g., securities fraud). The purpose of this panel symposium is to cast a light into the darker recesses of entrepreneurship by expounding on existing dark side scholarship, exploring connections between the “bad sides” of entrepreneuring, exposing gaps in the dark side literature, and illuminating a path forward for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1642** | Submission: **16430** | Sponsor(s): **(ENT, STR, TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Who Benefits from Which Intermediary Organizations: Accelerators, Coworking Spaces, and Makerspaces

Organizer: **Jiayi Bao**, *UNC-Chapel Hill*
Presenter: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Participant: **Raphael H. Amit**, *U. of Pennsylvania*
Participant: **Susan L. Cohen**, *U. of Georgia*
Participant: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Presenter: **Sandy Yu**, *U. of Minnesota*
Presenter: **Travis Howell**, *Arizona State U.*
Presenter: **Jiayi Bao**, *UNC-Chapel Hill*
Participant: **Joonho Oh**, *U. of North Carolina, Chapel Hill*
Participant: **Bowen Lou**, *U. of Connecticut*

A large extant literature has historically established the importance of various intermediaries in promoting entrepreneurship, such as government agencies, science parks, and various university and public educational programs. Recently, scholars have paid close attention to a prominent type of entrepreneurial intermediary organizations—accelerators—that have catered to high-growth startups, as a range of high-profile entrepreneurial successes have emerged from their programs, e.g., Dropbox, AirBnB, Stripe, Postmates, DoorDash, etc. At the same time, other types of burgeoning intermediary organizations that are not specifically designed for entrepreneurs have also cultivated notable cases of well-known startups. On one hand, coworking spaces—subscription-based workspaces in which individuals and teams from different companies work in a shared, communal space—have sparked the successes of Instagram, Uber, Spotify, etc. On the other hand, makerspaces—physical spaces that provide fabrication tools and materials for making things—have allowed ventures like Square, PebbleTec, and URB-E to produce their initial prototypes for achieving later commercialization. Consequently, scholars, practitioners, and policy makers all endeavor to understand whether these successes from the various intermediary organizations can be replicated broadly and how. This symposium aims to spark conversations between scholars studying different types of intermediary organizations that can facilitate entrepreneurship. The four papers altogether allow for the possibility of exploring the question of who benefits from which intermediary organizations by integrating perspectives from accelerators, coworking spaces, and makerspaces.

The Effects of Accelerator Program Designs, Geography, and Cohort Characteristics on Startup Growth

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*
Author: **Raphael H. Amit**, *U. of Pennsylvania*

Do Accelerators also Benefit Entrepreneurs' Future Careers?

Author: **Susan L. Cohen**, *U. of Georgia*
Author: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Author: **Sandy Yu**, *U. of Minnesota*

Working Alone, Together: Minority Entrepreneurs in Coworking Spaces

Author: **Travis Howell**, *Arizona State U.*

Makerspaces, Venture Social Focus, and Resource Acquisition

Author: **Jiayi Bao**, *UNC-Chapel Hill*
Author: **Joonho Oh**, *U. of North Carolina, Chapel Hill*
Author: **Bowen Lou**, *U. of Connecticut*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1643** | Submission: **21050** | Sponsor(s): **(HCM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Don't Let Me Down (Session 1): Adoption of Novel Management Practices and Delivery Systems

Session Moderator: **Elmira Mirbahaeddin**, *Telfer School of Management, U. of Ottawa*

HCM: **Work-Life Boundary Management of Peer Support Workers when Engaging in Virtual Mental Health Support**

Author: **Elmira Mirbahaeddin**, *Telfer School of Management, U. of Ottawa*
Author: **Samia Chreim**, *U. of Ottawa*

Mental health challenges have increased since the COVID-19 pandemic was declared. In this context, peer support has proved to be a valuable resource. In many jurisdictions, peer support services have moved online, offered virtually by peer support workers who have engaged in work from home. Despite the importance and prevalence of virtual mental health peer support during the pandemic, there has been a paucity of research that examines how working from home influences PSWs' work-life boundaries. This research aims to examine work-life boundary challenges and management of PSWs. Semi-structured interviews were conducted with paid PSWs in a peer support organization. Data was analyzed thematically using inductive and deductive approaches. Descriptive coding utilizing participants' terms was followed by inferential coding informed by boundary theory. The work-life boundary challenges were temporal, physical, and task-related. PSWs' strategies to address these boundaries involved segmenting work-life domains by creating separate timescapes, spaces, and tasks and integrating domains by allowing some permeability between the areas of work and life. This study highlights the need to attend to the consequences of greater work-life integration for mental health workers. Implications for theory, future research, management, and policy of health workforce are discussed.

HCM: **Travel Nurses and Patient Outcomes: A Systematic Review**

Author: **Candice Vander Weerdt**, *Cleveland State U.*
Author: **Jessica Peck**, *Cleveland State U.*
Author: **Tracy Hopkins Porter**, *Cleveland State U.*

The unprecedented use of travel and temporary nurses in recent years requires further investigation of the impact on patient care. We conducted a systematic review of empirical research investigating the relationship between travel nurses and patient care to identify if a consistent significant association exists and how structural and process variables may influence such associations. Our review following the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) of six databases resulted in the identification of 21 relevant articles. The existing research of travel nurse use differs widely in terms of the definition of travel nurse, study design, and included controls. The literature has failed to establish a consistent relationship between travel nurses and patient outcomes. Underlying structural and process variables, such as staffing levels and the practice work environment, may be confounding associations between travel nurse usage and quality patient care. Administrators and managers are urged to assess staffing and the work environment when employing travel nurses.

HCM: **Nursing Homes' Alzheimer's Disease Special Care Units: What are the Drivers of Adoption?**

Author: **Giovanna Pilonieta**, *U. of Alabama, Birmingham*
Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Author: **Rita A Jablonski**, *U. of Alabama, Birmingham*
Author: **Amy Yarbrough Landry**, *U. of Alabama, Birmingham*
Author: **Justin Lord**, *Louisiana State U. Shreveport*
Author: **Ferhat Zengul**, *U. of Alabama, Birmingham*

Objective: To ascertain whether environmental and organizational characteristics predict the adoption of Alzheimer's disease special care units (AD SCUs) among nursing homes. Methods: This study utilized data from two different sources: Brown University's LTCFocus data and the Area Health Resource File from 2005 to 2019. The sample consisted of approximately 193,652 nursing home-year observations (or an average of 12,900 facilities per year). Panel logistic regression with random effects and state and year fixed effects analysis was used to examine the relationship between nursing homes' adoption of AD SCUs and environmental and organizational characteristics. Results: Bivariate analyses showed significant differences between AD SCUs adopters and non-adopters in all environmental and organizational characteristics except Medicare Advantage penetration rate. In regression analyses, nursing homes operating in a less munificent external environment and more dynamic environment were less likely to adopt AD SCUs. On the other hand, nursing homes operating in more monopolistic markets were more likely to adopt AD SCUs. In addition, organizational factors such as size, for-profit status, occupancy rate, payer mix, and nursing homes' location were significant predictors of AD SCUs adoption. Conclusions: Findings suggest that environmental and organizational factors influenced the adoption of AD SCUs by nursing homes. Our study findings can be used by NHs administrators to make informed decisions when adopting specialized care for people with dementia. Keywords: Alzheimer's disease, special care units, nursing homes, environment, market factors

HCM: **Organizational Change under Value-based Healthcare Reform: Evidence from Acute Hospital-at-Home**

Author: **So Yeon Kang**, *Georgetown U.*

Payment reform initiatives run by CMS encourage hospitals and physicians to invest in care coordination and move facility-based services into less intensive care sites to lower healthcare spending and improve the quality of care. These initiatives may influence organizations' interest and competence to implement cost-effective care delivery models. This retrospective cohort study investigated 3,248 general acute hospitals' adoption of a new CMS payment program for a home-based inpatient care model for Medicare beneficiaries between November 2020 and August 2022. This study supports three organizational change arguments: (1) Change management experience handling uncertainty in the prior period increases organizations' likelihood of adopting a change in the next period. (2) Partnership with change agents facilitating the innovation increases the organizations' likelihood of adopting a change when the organization lacks its own change experience. (3) The community's change climate, shaped by the prevalence of adopters in the community, increases a member organization's adoption of innovation. Mere exposure to the change did not induce the adoption. The paper then discusses implications for the collective competence in adopting care delivery innovation in the community of organizations.

HCM: **E-Access versus Physical Access: An Examination of Telehealth Adoption**

Author: **Eric Li Xu**, *U. of Minnesota*
Author: **Kevin Linderman**, *Penn State U.*

As interest in telehealth has expanded in recent years, it is more important than ever to understand the tradeoffs patients make when deciding about whether to use in-person services or telehealth services. From an operations strategy perspective, the infrastructural characteristics related to access to acre, specifically physical road distance and broadband access are important factors impacting individual patient's decisions. Therefore, we examine the impact of telemedicine adoption on primary care use, specifically examining the conditions by which telehealth consultations become a substitute for in-person care or a compliment to in-person care. Using a unique dataset of insurance claims for primary care visits, we examine in-person, asynchronous, and synchronous primary care visits. The empirical analysis shows that broadband coverage directly impacts synchronous telehealth visits in states with payment parity and service parity once the quality of providers broadband is improved through expanded funding under the Rural Healthcare Program (RHP). Notably, the effect of distance to the nearest provider is not impacted by the RHP expansion. With regards to asynchronous telehealth uptake, the analysis shows that the sole predictor of uptake is consumer broadband coverage regardless of a state's payment parity or service parity laws related to the privately insured population.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1644** | Submission: **21052** | Sponsor(s): **(HCM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Help! The Impact of the COVID-19 Pandemic on Healthcare Professionals

Session Moderator: **Khadar Diria**, *A.T. Still U.*

HCM: **Unmitigated Risks in Hospital Laboratories During COVID-19 Pandemic: A Phenomenological Study**

Author: **Khadar Diria**, *A.T. Still U.*
Author: **Lori Peterson**, *U. Norbert Wiener*
Author: **Patrick Albert Palmieri**, *U. Norbert Wiener*

Medical laboratory professionals (MLPs) perform clinical diagnostic testing on human specimens. Due to the COVID-19 pandemic, MLPs were at risk for viral exposure due to occupational hazards. As MLPs typically work behind the scenes, hidden in hospital laboratories, their needs are often overlooked by management. This phenomenological study describes the lived experience of MLPs working in hospital laboratories during the COVID-19 pandemic. MLPs were purposively recruited from hospitals in the Middle Atlantic and Midwestern regions of the United States. Semi-structured interviews were conducted via Zoom until saturation was achieved with 12 participants. Data were analyzed using Colaizzi's (1978) seven-step method in Atlas.ti. The central theme "nobody cares about us" emerged from the 232 codes organized into 16 subthemes and consolidated into five themes. The themes included: (1) Who is responsible for our safety? (2) What is causing our fear? (3) Why work so much? (4) Where are our managers? and, (5) Where is our emergency plan? This study provides the first known qualitative findings to describe the unique experiences of MLPs working in hospital laboratories during the COVID-19 pandemic. Unmitigated occupational hazards and unresponsive management resulted in increased fear and viral exposure in laboratories. Misinformation from social and broadcast medias and inadequate hospital communication increased anxiety and concerns. Deficiencies in hospital disaster response plans may have resulted from inadequate review by accreditors and poor regulatory oversight. The findings provide an opportunity for professional organizations to take a proactive role in improving laboratory safety.

HCM: **Working on the Frontline: Emotional Demands and Qualitative Job Insecurity as Triggers of Depression**

Author: **Bram Fleuren**, *Maastricht U.*
Author: **Lieze Poesen**, *Maastricht U.*
Author: **Daan Westra**, *Maastricht U.*
Author: **Fred Zijlstra**, *Maastricht U.*
Author: **Rachel Gifford**, *Maastricht U.*

The COVID-19 pandemic continues to strain hospital workers worldwide and those working in COVID-19 wards are particularly at risk. Consequently, organizational functioning suffers as hospital employees drop out because of burn-out, sickness, or depressive symptoms. This paper uses self-report data from a large shortitudinal subsample of 366 clinical hospital workers to investigate the relationship between working in a COVID-19 ward and depressive symptoms, supplemented with interview data to validate and deepen quantitative findings. Specifically, we test a moderated mediation model in which the effect of working in a COVID-19 ward on depressive symptoms is mediated by emotional demands, and this mediation effect is in turn moderated by insecurity over working conditions. We find support for the full moderated mediation model, even after controlling for age, occupation, and pre-existing mental health condition. That is, working in a COVID-19 ward is positively related to depressive symptoms, and this effect flows partially through a positive mediation effect of emotional demands. Additionally, a positive moderation effect of insecurity over working conditions is found, indicating that this insecurity worsens the effect of emotional demands on depressive symptoms. These effects provide solid evidence on why COVID-19 ward workers are at increased risk of depressive symptoms.

HCM: **Cut them Some Slack: Effects of Slack Resources on HR Outcomes of Healthcare Organizations**

Author: **Frank Christian Van De Baan**, *Maastricht U.*
Author: **Niels Hameleers**, *Maastricht U.*
Author: **Rachel Gifford**, *Maastricht U.*
Author: **Dirk Ruwaard**, *Maastricht U.*
Author: **Bram Fleuren**, *Maastricht U.*
Author: **Daan Westra**, *Maastricht U.*

Healthcare organizations worldwide struggle to maintain adequate staff levels as a result of absenteeism and attrition of staff, and the COVID-19 pandemic has worsened this issue. This study examines whether slack resources might enable organizations to improve these outcomes, including during an exogenous shock. To this aim we used a national dataset containing annual report data of all hospital in the Netherlands from 2017 to 2021. Our multivariate multilevel models show a curvilinear relationship between absorbed slack and attrition rates. Moreover, our findings show that unabsorbed and potential slack can buffer against negative absenteeism rates caused by the COVID-19 pandemic. These findings advance our conceptual knowledge of the relationship between slack resources and organizations. As such, this study sets a future direction for studies further examining the relationship between slack resources and HR outcomes.

HCM: **Psychological Safety as an Enduring Resource for Employees Amid Organizational Crisis**

Author: **Hassina Bahadurzada**, *Harvard Business School*
Author: **Michaela Kerrissey**, *Harvard U.*

While psychological safety has come to be widely accepted as valuable in healthcare, in practice it is often treated as secondary when resource constraints arise amid intense production pressures. Leveraging longitudinal survey data collected from healthcare workers before and during the COVID-19 crisis (N= 27,218), we examine how baseline psychological safety relates to employee burnout and intent to stay over time and investigate this relationship relative to resource constraints (i.e., the adequacy of both staffing and tools). Using hierarchical models, we find that the challenging implications of resource constraints for burnout and intent to stay that arise during periods of system stress can be mitigated by the presence of psychological safety. Moreover, we find that baseline psychological safety (prior to crisis) is associated with sustained reductions in burnout and increased intent to stay in an organization that undergoes major disruption. Our longitudinal study identified that psychological safety can have protective benefits for healthcare workers during periods of stress, and that these benefits can mitigate the negative consequences of resource constraints for burnout and turnover intent.

HCM: **Workers During Trying Times: A Dynamic and Cyclical Health Action Process**

Author: **Aristides Isidoro Ferreira**, *ISCTE - Instituto U. de Lisboa*
Author: **Ana Antunes**, *Lufthansa AG Lufthansa Aviation Center Frankfurt, Germany*
Author: **Nadia Pereira**, *U. de Lisboa - Faculdade de Psicologia*
Author: **Paula Da Costa Ferreira**, *CICPSI, Faculdade de Psicologia, U. de Lisboa*

This study proposes to examine which strategies organizations can focus on to effectively and sustainably grasp their employee's potential during a pandemic and how strategic planning can be adapted to warrant the importance of human resource sustainability, using a dynamic and cyclical health action process approach. It also proposes to investigate what the longitudinal relationship and potential impact of the challenges presented by the pandemic are on employees and organizations with respect to the enactment of DGS guidelines, work engagement, leaders' moral (dis)engagement, and employees' decision to remain in their company in the context of the pandemic caused by COVID-19. To study multidimensional measures, a mixed study was conducted with qualitative and quantitative data. Interviews were conducted and questionnaires were applied at two different times, corresponding to two general confinement phases and were analyzed using thematic analysis and Structural Equation Modelling, respectively. Results showed what motivated organizations and their employees to adopt new prevention and containment measures. Based on the Social Cognitive Theory and Social Exchange Theory, different repercussions (negative and positive) of the HAPA constructs on certain organizational outcomes were confirmed. Specifically, the effects on the Leader's Moral Disengagement, on Enactment of Sanitation Guidelines provided by the Directorate-General for Health (DGS), on Work Engagement, and on employees' Decision to remain in the company, were confirmed. The study presents theoretical, practical contributions and suggestions for future investigations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1645** | Submission: **14020** | Sponsor(s): **(HCM, ENT, SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

Multi-Stakeholder and Multi-Level Perspectives on Healthcare Innovation and Entrepreneurship

Organizer: **Alia Crocker**, *Babson College*
Organizer: **Wiljeana Jackson Glover**, *Babson College*
Organizer: **Yunwei Gai**, *Babson College*
Organizer: **Aten Zaandam**, *Duke U.*
Discussant: **Candida G Brush**, *Babson College*
Presenter: **Jay Shaw**, *U. of Toronto*
Presenter: **Daniele Mascia**, *Luiss U.*
Presenter: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*
Presenter: **Sebastiano Massaro**, *Surrey Business School*
Participant: **Gianni G Lorenzoni**, *U. of Bologna*
Participant: **Siegfried P. Gudergan**, *Waikato Management School*
Participant: **Siggi Gudergan**, *U. of Waikato*
Participant: **Andrea Funke**, *Macquarie Business School, Macquarie U.*

Healthcare management, entrepreneurship, and innovation involves multiple actors spanning from individuals to the larger system level. For example, patients, providers, entrepreneurs, managers, scientists, and investors/funders are nested and interconnected in collective partnerships, teams, organizations, communities, and political systems. These relationships are multifaceted and result in layers of complexity as well as a range of opportunities for the stakeholders involved. In healthcare, stakeholders oftentimes have differing goals and the goods/services provided can be less tangible, with credence qualities or with longer time horizons around outcomes, compared to other areas of business management. Tasks are complex and interdependent while co-production among numerous actors from different backgrounds is common. Therefore, a better understanding of the managerial, entrepreneurial, and innovative processes across healthcare can contribute to our research progress, practitioner application, and broader social impact. In this symposium, we will bring together scholars from across disciplines and geography to explain how to advance healthcare innovation and entrepreneurial activity. The papers consider a range of stakeholders, leverage various theoretical and methodological approaches, and focus on multiple levels in healthcare, such as the political economy of a region, venture capital investment across counties, temporary teams in hospitals, business model innovation for firms, and individual entrepreneurial mindsets.

Multi-Stakeholder and Multi-Level Perspectives on Healthcare Innovation and Entrepreneurship

Author: **Alia Crocker**, *Babson College*

The Political Economy of Digital Health Equity

Author: **Jay Shaw**, *U. of Toronto*
Author: **Wiljeana Jackson Glover**, *Babson College*

Exploring Team Composition and Functioning using Additive Manufacturing Technology in Ortho Surgery

Author: **Daniele Mascia**, *Luiss U.*

Shaping Business Models in Healthcare

Author: **Andrea Funke**, *Macquarie Business School, Macquarie U.*
Author: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*
Author: **Siegfried P. Gudergan**, *Waikato Management School*

Disentangling a Tight Warp Thread: Entrepreneurial Actors and Factors in the Development of Vaccines

Author: **Sebastiano Massaro**, *Surrey Business School*
Author: **Gianni G Lorenzoni**, *U. of Bologna*

The Relationship between Venture Capital-Funded Healthcare Service Organizations and County Outcomes

Author: **Yunwei Gai**, *Babson College*
Author: **Candida G Brush**, *Babson College*
Author: **Alia Crocker**, *Babson College*
Author: **Wiljeana Jackson Glover**, *Babson College*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1646** | Submission: **18212** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Presentations From the 2022 SHRM Foundation Dissertation Award Winners

Organizer: **Eric J. Michel**, *Northern Illinois U.*
Participant: **Liza Yasemin Barnes**, *Drexel U.*
Participant: **Kartik Trivedi**, *Brandeis U.*
Participant: **Vanessa Shum**, *Simon Fraser U.*
Participant: **Mary Eve Speach**, *U. of Georgia*

This symposium is composed of the four 2022 SHRM Foundation Dissertation Award winners' presentations based on their dissertations: "A Multi-Perspective Exploration of Employee Medical Leaves of Absence" presented by Liza Barnes, "Lack of Commitment or Well-Rounded? Conceptualizing a Job Mobility Mindset" presented by Vanessa Shum, "Am I Paranoid or Did I Just Receive Advice?: The Impact of Disability Status on Recipient Behavior Following Unsolicited Advice" presented by Mary Eve Speach, and "Algorithmic Influence on Human Decision Making: A Study of Human Algorithm Interaction in Hiring of People with Disabilities" presented by Kartik Trivedi.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1647** | Submission: **17451** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester**

Employees Navigating the Organizational Jungle of Informal Dynamics

Session Chair: **Clara Sofie Hemshorn De Sanchez**, *U. of Hamburg*
Presenter: **Fabio Krüger**, *U. of Hamburg*
Presenter: **Vanessa Begemann**, *U. of Hamburg*
Presenter: **Anita Blanchard**, *U. of North Carolina, Charlotte*
Participant: **Maie Stein**, *U. of Hamburg*
Participant: **Nale Lehmann-Willenbrock**, *U. of Hamburg*
Participant: **Jordan Duran**, *UNC Charlotte*

With the changes that digitalization and globalization introduce to organizational landscapes, new challenges manifest for organizations to thrive. These challenges include a stronger focus on remote and virtual work settings, flatter hierarchies, and an enhanced emphasis on self-managed as well as cross-functional teams. The rise of fast-paced, interdependent, and autonomous work will particularly affect the emergent and unofficial processes in organizations. Specifically, informal dynamics will gain even greater importance in organizations. Informal dynamics reach deep into organizational processes and phenomena and play out at different organizational levels. The manuscripts of this symposium throw light on a selection of informal dynamics at and across the individual and team level. At the individual level, informal dynamics are explored by investigating workplace gossip and its various contents. At both the individual and team level, informal dynamics are investigated by observing team reflexivity initiated in a formal context. At the team level, informal dynamics may act out via group processes, such as entitativity or informal leadership, and affect group outcomes including group performance. The manuscripts of this symposium combine qualitative, experimental, and interaction analytical approaches to investigate this field.

INFLUENCE BEHIND CLOSED DOORS: A QUALITATIVE STUDY ON THE CONTENTS OF WORKPLACE GOSSIP

Author: **Vanessa Begemann**, *U. of Hamburg*
Author: **Maie Stein**, *U. of Hamburg*
Author: **Nale Lehmann-Willenbrock**, *U. of Hamburg*

“HOW DID WE DO…?”: EXPLORING BEHAVIORAL DYNAMICS OF TEAM REFLEXIVITY

Author: **Fabio Krüger**, *U. of Hamburg*
Author: **Nale Lehmann-Willenbrock**, *U. of Hamburg*

THE PARADOXICAL EFFECTS OF ENTITATIVITY ON WORKGROUP PERFORMANCE

Author: **Anita Blanchard**, *U. of North Carolina, Charlotte*
Author: **Jordan Duran**, *UNC Charlotte*

IN SEARCH OF PATTERNS: EXPLORING MICRO-TEMPORAL CONFIGURATIONS OF TEAM LEADERSHIP

Author: **Clara Sofie Hemshorn De Sanchez**, *U. of Hamburg*
Author: **Maie Stein**, *U. of Hamburg*
Author: **Nale Lehmann-Willenbrock**, *U. of Hamburg*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1648** | Submission: **19182** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George C**

Rebalancing Workers for Responsible Management: Employee-Owned Companies and Stakeholder Engagement

Organizer: **Jegoo Lee**, *U. of Rhode Island*
Discussant: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Discussant: **Nien-he Hsieh**, *Harvard U.*
Presenter: **Colin Birkhead**, *Atkinson Graduate School of Business, Willamette U.*
Presenter: **Jung Ook Kim**, *Chatham U.*
Presenter: **Douglas Kruse**, *Rutgers U.*
Presenter: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*
Presenter: **Mark Hand**, *Southern Methodist U.*

This symposium seeks to understand the impacts of employee ownership (EO) on firms' effective engagements with diverse stakeholders. Specifically, the main purpose of this symposium is to respond a question: With regard to corporate engagements in stakeholder relations, what if workers or employees become owners of companies? In particular, how do employee-owners or employee-owned companies approach to stakeholder management? Previous research presents that EO significantly influences various dimensions of firm performance and outcomes. With regard to corporate stakeholder engagements, however, as this year's AOM theme points out, management scholarship has paid "far less attention to workers as subjects." Also, management scholarship insufficiently studies relevant phenomena of workers-as- owners, i.e., EO or employee-owned companies, one of the important ownership categories. The research presented and ideas discussed in this symposium can help management scholars reconsider and rebalance the roles of workers as owners of their own workplaces in stakeholder management. EO is considered a plausible remedy to pervasive equity problems and diversity/inclusiveness issues in our socio-economic system. As such, this symposium squarely meets this year's theme: Putting the Worker Front and Center.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1649** | Submission: **18559** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

From the Complex Present to the Risk-Laden Future of Trust: Over the Mountain & Into the Frying Pan

Session Chair: **Roger C. Mayer**, *NC State U.*
Presenter: **Dongil Jang**, *Carlson School of Management*
Participant: **Pri Pradhan Shah**, *U. of Minnesota*
Participant: **Stephen L. Jones**, *U. of Washington, Bothell*
Presenter: **Ian Siderits**, *North Carolina State U.*
Presenter: **Patrick Flynn**, *North Carolina State U.*
Participant: **Paul W Mulvey**, *North Carolina State U.*
Presenter: **Steve Lockey**, *U. of Queensland*
Participant: **Nicole Gillespie**, *U. of Queensland*
Participant: **Javad Pool**, *U. of Queensland*
Participant: **Caitlin Curtis**, *U. of Queensland*
Participant: **Martin Edwards**, *U. of Queensland Business School*
Presenter: **Liuba Belkin**, *Lehigh U.*
Participant: **Sarah Tuskey**, *Virginia Tech*
Participant: **William J. Becker**, *Virginia Tech*
Presenter: **M. Audrey Korsgaard**, *U. of South Carolina*
Participant: **Sam Strizver**, *U. of South Carolina*
Participant: **Robert E Ployhart**, *U. of South Carolina*
Presenter: **Michele Williams**, *U. of Iowa*

This symposium brings together preeminent scholars within the domain of organizational trust to develop novel constructs and methods in the trust literature, as well as to further explore trust in the turbulent workplace of the present and the potentially ominous future. The papers vary in levels of analysis and provide different perspectives on factors affecting trust or factors affected by trust.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1650** | Submission: **16653** | Sponsor(s): **(HR, DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

Talent Management: Towards More Inclusive Theorizing

Session Chair: **Yasmeen Makarem**, *American U. of Beirut*
Session Chair: **Fida Afiouni**, *American U. of Beirut*
Session Chair: **Beverly Metcalfe**, *École supérieure des affaires*
Organizer: **Yasmeen Makarem**, *American U. of Beirut*
Organizer: **Fida Afiouni**, *American U. of Beirut*
Organizer: **Beverly Metcalfe**, *École supérieure des affaires*
Discussant: **Yusuf M. Sidani**, *American U. of Beirut*
Presenter: **Beverly Metcalfe**, *École supérieure des affaires*
Presenter: **Yasmeen Makarem**, *American U. of Beirut*
Presenter: **Fida Afiouni**, *American U. of Beirut*
Presenter: **Sanne Nijs**, *Human Resource Studies, Tilburg U.*
Presenter: **Edina Doci**, *Vrije U. Amsterdam, School of Business and Economics*
Presenter: **Joost Luyckx**, *KU Leuven*
Presenter: **Caroline Straub**, *Bern U. of Applied Sciences*
Presenter: **Pamela Lirio**, *U. of Montreal*
Presenter: **Barbara Beham**, *Berlin School of Economics and Law*
Presenter: **Alma M. McCarthy**, *U. of Galway*
Presenter: **Denise Holland**, *National U. of Ireland*
Presenter: **Zinabu Shaibu**, *zinabu*
Presenter: **Mustafa B Ozturk**, *Queen Mary U. of London*
Presenter: **Ahu Tatli**, *U. of London*

The extant work on talent management (TM) has largely promoted neoliberal agendas concerned with ranking, rating and recording employees' talent, or indeed lack of talent. While there are emerging insights that unravel the gendered, racialized and classed logics underpinning dominant TM writings, there is largely an acceptance of TM as an elitist practice, and there has been limited critical work that challenges the epistemological foundations of TM. In this symposium we adopt a critical lens and stress on the importance of power relations that shape, constrain and may hinder opportunities for all employees. In line with this year's AOM theme "putting the worker front and center", this presenter symposium aims to broaden our sight for more inclusive TM theorizing by including five papers that bring intersectionality to the forefront. The collection of papers documents the voices of the silenced talent from the Netherlands, Germany, Switzerland, Austria, and Ghana, and draws on feminist, critical, transnational and postcolonial epistemologies to challenge the dominance of masculinist and neo-liberal logics in TM theorizing and open up opportunities to review TM systems that stress inclusion and equity. This is a timely endeavor to draw out, extend, give emphasis and voice to what and who is silent or marginally present or ideologically represented in much of the current TM literature with the aim of broadening our sight in TM theorizing.

Global Talent Mobility Literature: A Systematic Review Towards a More Inclusive Theorizing

Author: **Beverly Metcalfe**, *École supérieure des affaires*
Author: **Yasmeen Makarem**, *American U. of Beirut*
Author: **Fida Afiouni**, *American U. of Beirut*

For Whom does Talent Management Make Sense?

Author: **Sanne Nijs**, *Human Resource Studies, Tilburg U.*
Author: **Edina Doci**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Joost Luyckx**, *KU Leuven*

Tapping into Marginalized Talent: Examining the Work and Career Experiences of LGBTQ Employees

Author: **Caroline Straub**, *Bern U. of Applied Sciences*
Author: **Pamela Lirio**, *U. of Montreal*
Author: **Barbara Beham**, *Berlin School of Economics and Law*

Putting Intersectionality Front and Centre in Public Sector Talent Management Research

Author: **Alma M. McCarthy**, *U. of Galway*
Author: **Denise Holland**, *National U. of Ireland*

Unfolding the Existence of the Colonial System in Talent Management Practices

Author: **Mustafa B Ozturk**, *Queen Mary U. of London*
Author: **Ahu Tatli**, *U. of London*
Author: **Zinabu Shaibu**, *zinabu*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1651** | Submission: **16706** | Sponsor(s): **(HR, IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Putting the Migrant Employee Front and Center: Perspectives on Migrants' Workplace Integration

Organizer: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Session Chair: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Participant: **Eun Su Lee**, *U. of Newcastle*
Participant: **Betina Agata Szkudlarek**, *U. of Sydney Business School*
Participant: **Jelena Zikic**, *York U.*
Participant: **Marlee Eden Mercer**, *York U.*
Participant: **Tina Sharifi**, *York U., Toronto*
Participant: **Viktoriya Voloshyna**, *York U., Canada*
Participant: **Nicole Richter**, *U. of Southern Denmark*
Participant: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*
Participant: **Medha Satish Kumar**, *Simon Fraser U.*
Participant: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Participant: **Hui Zhang**, *Sprott School of Business, Carleton U.*
Participant: **Luciara Nardon**, *Carleton U.*

Migrant workers are important participants in the labor markets of their host countries – yet they have largely remained "invisible" in management research. Although there is research on how migrants integrate in the larger society, few have examined how they access and integrate into labor markets and even fewer have examined the role organizations play in this integration process or what makes for a successful employer-employee relationship. "Putting the migrant worker front and center," this symposium offers a collection of papers that examine migrants in the workplace from various perspectives: that of migrant support organizations, of employers, and of migrants themselves. A collaboration of scholars from universities in Australia, Canada, Denmark, and Germany, it includes both theoretical and (quantitative and qualitative) empirical papers, based on samples from Canada, Germany, and India, each contributing to the conversation on how to facilitate migrant success, a topic of the highest priority at the intersection of business, migration, and society.

Stakeholders and creation of shared values: Advancing refugee employment through collaboration

Author: **Eun Su Lee**, *U. of Newcastle*
Author: **Betina Agata Szkudlarek**, *U. of Sydney Business School*

The Role of Small and Medium Enterprises (SMEs) in Supporting Migrant Integration

Author: **Jelena Zikic**, *York U.*
Author: **Marlee Eden Mercer**, *York U.*
Author: **Tina Sharifi**, *York U., Toronto*
Author: **Viktoriya Voloshyna**, *York U., Canada*

Intended and unintended consequences of diversity practices among different types of migrant workers

Author: **Nicole Richter**, *U. of Southern Denmark*

Objective Career Consequences of Socio-Cultural Adaptability for Highly Skilled Immigrant Workers

Author: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*
Author: **Medha Satish Kumar**, *Simon Fraser U.*
Author: **Mila Borislavova Lazarova**, *Simon Fraser U.*

Socializing Immigrant Jobseekers: The Role of Pre-Employment Mentoring

Author: **Hui Zhang**, *Sprott School of Business, Carleton U.*
Author: **Luciara Nardon**, *Carleton U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1652** | Submission: **17513** | Sponsor(s): **(HR, MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Who I Really Am: Antecedents and Consequences of Self-Expression and Self-Disclosure at Work

Session Chair: **Remy E. Jennings**, *Florida State U.*
Discussant: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Yifan Song**, *Texas A&M U.*
Participant: **Yixuan Li**, *U. of Florida*
Participant: **Junhui Yang**, *U. of Florida*
Participant: **Kaili Zhang**, *East China U. of Science and Technology*
Presenter: **Emma Laier Frank**, *U. of New Hampshire*
Participant: **Daniel Kim**, *U. of Florida*
Participant: **Klodiana Lanaj**, *U. of Florida*
Participant: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*
Presenter: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*
Participant: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

The purpose of this symposium is to explore personal self-expression and self-disclosure in the workplace. Collectively, the papers in this symposium study predictors and consequences of bringing the personal self into the professional sphere using multiple different methodologies. These papers consider not only the perspective of the personal information discloser, but also the perspective of the disclosure recipient, thereby examining the effects of personal self sharing for both parties in the interaction. Furthermore, the current literature on self-disclosure in social psychology paints a rosy picture of this behavior, suggesting largely positive outcomes (e.g., Frattaroli, 2006). However, in this symposium, we also identify some potential drawbacks of self-disclosing to colleagues. This symposium will feature four papers as well as remarks from a session discussant in hopes of stimulating dialogue on personal self-expression and self- disclosure at work.

Examining the Relationship between Daily Uniqueness Striving and Creative Idea Communication

Author: **Yifan Song**, *Texas A&M U.*
Author: **Yixuan Li**, *U. of Florida*
Author: **Junhui Yang**, *U. of Florida*
Author: **Kaili Zhang**, *East China U. of Science and Technology*

These Are My (Micro) Confessions: An Episodic Theory of Micro-Confessions at Work

Author: **Emma Laier Frank**, *U. of New Hampshire*

The Complex Effects of Receiving Coworker Personal Disclosures: Implications for Work and Home

Author: **Remy E. Jennings**, *Florida State U.*
Author: **Daniel Kim**, *U. of Florida*
Author: **Klodiana Lanaj**, *U. of Florida*
Author: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*

Out-of-Context Encounters: Hierarchical Role Spillover across the Personal-Professional Boundary

Author: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1653** | Submission: **17616** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Organizational Impetuses to Corporate Volunteering Programs and Organizational-Level Outcomes

Organizer: **Bethania Antunes**, *London School of Economics and Political Science*
Discussant: **Jessica Beth Rodell**, *U. of Georgia*
Discussant: **Jonathan Edward Booth**, *London School of Economics and Political Science*
Presenter: **Kiera Dempsey-Brench**, *Maynooth U. School of Business, Ireland*
Participant: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*
Participant: **Amanda Shantz**, *U. of St. Gallen*
Presenter: **Aynur Nabiyeva**, *U. of Massachusetts, Boston*
Participant: **Nardia Haigh**, *U. of Massachusetts*
Participant: **Theodore DeWitt**, *U. of Massachusetts, Boston*
Presenter: **Florencio F. Portocarrero**, *Columbia Business School*

Corporate volunteering (CV) programs have gained substantial attention in the past years as organizations respond to calls for incorporating responsibility and sustainability principles into their strategies (Kearns and Woollard, 2019). In the literature, scholars have advanced our understanding of the positive impacts of corporate volunteering on employee attitudes toward their work and organisation (Rodell, 2013; Peterson, 2004; Booth et al. 2009; Muthuri et al. 2009; Jones, 2010; Vlachos et al. 2010; Deloitte 2011; Dempsey-Brench and Shantz, 2022), and produced limited research looking into the outcomes of employee volunteering (de Gilder et al. 2005; Morjza et al. 2011; Caligiuri et al. 2013; Mattila and Hanks, 2013; Shantz and Dempsey-Brench, 2021). Yet, research gaps exist requiring further investigation about organizational influences on establishing and sustaining CV programs, as well as understanding organizational-level outcomes of these volunteering programs. This symposium presents four empirical papers that further our knowledge investigating organizational influences and outcome of corporate volunteering programs. Firstly, our session addresses how to effectively establish CV programs (Paper 1, Dempsey-Brench, Hewett, & Shantz) by framing these programs to upper-level management in ways that best align with managerial identity and status. Second, it provides evidence of how employers can help sustain employee volunteering through interventions that can promote affective experiences and influence employees' enduring affect through which employees engage in volunteering (Paper 2, Portocarrero). The final papers in this symposium (Paper 3, Nabiyeva, Haigh & DeWitt; Paper 4, Portocarrero) address the potential benefits of employee volunteering accrued at the organizational level. Corporate volunteering programs have been theorized to benefit multiple stakeholders, but primarily the benefits have been studied at the individual or group level. By addressing volunteering as a firm-level phenomenon, this likely can aid in building the business case for CV programs, as well as contribute to the sustainability of these programs in organizations.

Issue Selling and Buying: A Social Identity Perspective

Author: **Kiera Dempsey-Brench**, *Maynooth U. School of Business, Ireland*
Author: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*
Author: **Amanda Shantz**, *U. of St. Gallen*

Employee Engagement in Corporate Volunteering through a CSR Intervention: A Field Experiment

Author: **Florencio F. Portocarrero**, *Columbia Business School*

Examining the Role of Embedded and Peripheral CSR in Job Satisfaction

Author: **Aynur Nabiyeva**, *U. of Massachusetts, Boston*
Author: **Nardia Haigh**, *U. of Massachusetts*
Author: **Theodore DeWitt**, *U. of Massachusetts, Boston*

Firm-level Implications of Corporate Volunteering

Author: **Florencio F. Portocarrero**, *Columbia Business School*

Session Type: **Paper Session**
Program Session: **1654** | Submission: **20461** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

Entrepreneurship and Innovation in International Expansion

Session Moderator: **Romina Guri**, *U. of Groningen*

IM: **A Born Global Internationalization Path: The Role of Digital Technologies**

Author: **Romina Guri**, *U. of Groningen*
Author: **Florian Noseleit**, *U. of Groningen*

The Born Global literature explains the internationalization of born globals in the light of firm-specific factors and has recently given attention to the factors that facilitate their internationalization. In that regard, digital technologies are viewed to play an important role, however, not all firms that use digital technologies follow a born global path. In this study, we adopt a business model perspective and conceptualize digital technologies with regard to their function in creating, delivering, and capturing value. We argue that firms which use digital technologies that enable value creation, delivery, and capture are more likely to follow a born global internationalization path. Using the IAB/ZEW startup data we test our predictions on a sample of approximately 1963 startups. Our findings show a positive association between digital technologies that enable value creation and following a born global path, whereas the effect of digital technologies that enable value delivery and capture depends on the degree of firms' entrepreneurial orientation.

IM: **International Entrepreneurship and Sustainability: Bibliometric Analysis and Future Directions**

Author: **Liting Liang**, *U. of Vaasa*
Author: **Brian Chabowski**, *The U. of Tulsa*
Author: **Martin Meyer**, *U. of Vaasa*

Research on international entrepreneurship has grown over the past twenty years but most attention has been paid to the economic perspective of the phenomenon. There is a lack of a holistic understanding of the intellectual structure that links sustainability with international entrepreneurship. Based on the bibliometric analysis of 1,918 articles with 104,004 citations, this study identifies important topics for three time periods spanning from 1993 to 2021: entrepreneurial orientation; institutional isomorphism and collective rationality; institutional voids; and institutional change and performance. Future directions of research are suggested by employing the Kuhnian approach to research development by: integrating the importance of stakeholders and institutions; linking institutions and the natural resource-based view; combining topics such as productive, unproductive, and destructive entrepreneurship with dynamic capabilities; comparing literature related to corruption, formal, and informal institutions with the natural resource-based view; and incorporating corruption, formal, and informal institutions with dynamic capabilities

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IM: **Inward FDI, Local Entrepreneurial Activity and the Performance of MNE Spawns**

Author: **Giuseppe Criaco**, *Erasmus U. Rotterdam*
Author: **Francisco García Pérez**, *U. de Oviedo*
Author: **Byungchae Jin**, *Korea Advanced Institute of Science and Technology (KAIST)*
Author: **Lucia Naldi**, *Jonkoping International Business School*
Author: **Robert Salomon**, *NYU Stern*

Despite extensive research about the externalities of inward foreign direct investment (FDI) on host economies and firms, we still know little about the role that inward FDI plays on local entrepreneurial activity. In this paper, we extend prior research by investigating whether, and how, inward FDI influences entrepreneurial dynamics in host countries. We argue that foreign multinationals operating in the host country are likely to spur domestic entrepreneurship and enhance startup performance. We emphasize the roles of skill acquisition and labor mobility among employees of foreign-owned multinational enterprises (MNEs). Using matched employer-employee data from Sweden for 2009 to 2018, we find a positive association between MNE presence and local entrepreneurial activity. Not only are more new firms likely to be founded in municipalities with more MNEs, but the new ventures are more likely to spawn from foreign MNEs than from domestic firms. Moreover, MNE spawns outperform—across several dimensions (e.g., financial performance and productivity)—domestic firm spawns. Taken together, our results hint at positive externalities from inward FDI and speak to the different channels through which those externalities may manifest in host regions.

IM: **Early Internationalization and its Subsequent Location Choice**

Author: **Hirokazu Kano**, *Oita U.*

The phenomenon of early internationalization has garnered increasing attention from scholars in recent years. However, extant research on international entrepreneurship has largely neglected the growth trajectory of early internationalizing firms, particularly their choice of investment location in the post-entry process. In order to address this gap, we adopt an entrepreneurial approach to experimental learning. Our premise is that through subsequent foreign investments, early internationalizing firms can develop a portfolio of international opportunities, which promotes experiential learning in foreign markets and thereby enables highly experimental foreign investments. Based on this premise, we hypothesize that early internationalizing firms are more likely to invest in host countries that they have not previously entered in order to expand their portfolio of international opportunities, and that this portfolio mitigates the negative impact of regional boundaries and geographic distance on the likelihood of foreign investment. The findings of our longitudinal study, spanning 16 years (2003-2018) and focusing on Japanese early internationalizing firms, provide evidence to support our hypotheses.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1655** | Submission: **20467** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

International Alliances and Joint Ventures

Session Moderator: **Jun Ho Lee**, *U. of Kansas*

IM: **Unintended Trust Violations in Cross-Border Collaborations: A Social Trust Culture Perspective**

Author: **Jun Ho Lee**, *U. of Kansas*
Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*

Unintended trust violations often occur even after forming a cross-border collaboration between organizations from different countries. We draw on the perspectives of social trust cultures and bounded rationality and examine how organizations from different social trust cultures (i.e., ingroup/outgroup trust cultures), even without malicious intentions, may perceive trust violations in cross-border collaborations. These violations result from a gap in how an organization expects and perceives the partner's behavior, which would differ based on its distinct social trust culture. We posit a U-shaped relationship between social trust frame distance and perceived trust violations. Given that any cross-border collaborations are embedded in a social context, we also propose that multi-level embeddedness – environmental embeddedness in a host country, structural embeddedness in cross-border collaborations, and positional embeddedness within the cross-border collaborations – would have different implications for perceived trust violations.

IM: **The Interplay of International Alliance and Subsidiary Portfolios: Implications for Firm Performance**

Author: **Mariia Koval**, *Grenoble Ecole de Management*
Author: **Viacheslav Iurkov**, *Grenoble Ecole de Management*
Author: **Gabriel R.G. Benito**, *BI Norwegian Business School*

The benefits of having an internationally diverse alliance portfolio are well known. However, their challenges remain overlooked, especially their potential to curb companies' international expansion beyond such alliances. Building on global connectivity literature, we study how companies' international footprint through their foreign subsidiaries is affected by the geographical spread of their international alliances. Using data on a sample of U.S. high-tech firms, we find that this relationship follows a U-shaped pattern and is contingent on alliance portfolio geographic distance and firms' absorptive capacity for internationalization. Deviations from the optimal international footprint lower companies' innovation and financial performance.

IM: **The Effect of Balanced Ownership on IJV Conversion to Foreign WOS: From the Learning Perspective**

Author: **Hyeyoun Park**, *U. of Surrey*
Author: **Yunok Cho**, *Southern Methodist U.*

This study explores how the balanced ownership structure of an international joint venture (IJV), formed by foreign and local partners as an equal partnership, affects its conversion to a wholly-owned subsidiary (WOS) owned by the foreign partner. Drawing on organizational learning literature, we explain that mutual learning and knowledge transfer, which significantly affect IJV stability, influence the probability of IJV conversion. We posit that a balanced ownership structure reduces the foreign partner's motivation to take full control of the IJV. By fostering trust and enhancing the learning environment, it enables them to better access to valuable knowledge that the local partner owns. Further, we examine the characteristics of foreign and local partners that moderate the effect of a balanced ownership structure. First, we highlight the importance of the foreign partner's absorptive capacity to capitalize on the enhanced mutual learning opportunities in an IJV with a balanced ownership structure. Second, we emphasize the role of the local partner's governance structure, especially business group affiliation, and how it offers valuable learning opportunities to the foreign partner. Our predictions are tested and supported by empirical analysis using a sample of IJVs located in Korea from 2007–2019.

IM: **Matrilineal or Patrilineal: Location Choice of Outward FDI by International Joint Ventures**

Author: **Ping Lu**, *Chinese Academy of Sciences*
Author: **Waner Xu**, *U. of Chinese Academy of Sciences*

This study examines the choice of outward foreign direct investment (FDI) location in the context of international joint ventures (IJVs). Drawing on social exchange theory and social identity theory, we study how three contextual IJV variables - the distance between parents, unbalanced equity share, and relationship age - shape the location choice in terms of cultural and institutional distance to both local and foreign parents. We argue that bilateral exchange and unilateral identity facilitate the accumulation of cultural and institutional knowledge, respectively, which may help mitigate the unfamiliarity hazards caused by cultural and institutional distance. Using a bivariate probit model based on data from 445 outward FDIs of IJVs established in China, we find that location choice in terms of distance to foreign source countries is related to all three variables, while the choice in terms of distance to China is not significantly affected by the social process between parents. This study's results demonstrate how the combination of social theory and location choice research provides new insights into the internationalization of IJVs.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1656** | Submission: **20485** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Lincoln**

Managing People Across Borders

Session Moderator: **Letian Zhang**, *Harvard Business School*

IM: **Soft Power Strikes: Global Firms and Local Assimilation**

Author: **Letian Zhang**, *Harvard Business School*
Author: **Shinan Wang**, *Northwestern Kellogg School of Management*

This article explores the role of a country's soft power in doing business overseas. When a country has higher soft power, its multi-national corporations in foreign countries will conform less to local expectations. We test this theory by analyzing over 60 million job postings in the 28 European Union countries, including 2 million postings made by foreign subsidiaries. Using a word embedding model, we measure the level of local conformity for each job posting made by a foreign subsidiary. We then show that jobs posted by foreign firms from countries with higher soft power conform less to local norms than those posted by firms from lower soft power countries. To account for endogeneity, we measure soft power at the country-to-country dyadic level, so that our models include fixed effects on job, host country, and firm. Our findings underscore the importance of countries' soft power in shaping organizational behavior.

IM: **The Effects of Cultural Intelligence, Psychological Availability, Job Autonomy, and Work Outcomes**

Author: **Angela Shin-yih Chen**, *National Taipei U.*
Author: **Ya-Hsuan Lin**, *National Taipei U.*
Author: **Trung Kim Nguyen**, *National Taipei U.*

The purpose of this study is to examine the effects of cultural intelligence (CQ) on expatriates' work engagement and job satisfaction via the mediating effect of psychological availability and the moderated mediating effect of job autonomy. An online survey was completed by 546 Taiwanese expatriates currently living and working abroad. Data were analyzed via PROCESS v.3.5. The results showed that psychological availability not only mediates the relationship between CQ and work engagement, but also the relationship between CQ and job satisfaction. Moreover, job autonomy moderates the indirect relationship between CQ and work engagement/job satisfaction through psychological availability. For theoretical contributions, the findings increase the research avenue on the mechanism of psychological availability as the mediator of the effects of CQ on work engagement and job satisfaction, and also provide two moderated mediation models between CQ and work engagement or job satisfaction by job autonomy. In addition, the results have not only remained consistent with conservation of resources theory, but also added empirical evidence that has not been intensely discussed in extant studies. For practical implications, this study provides suggestions for individuals, human resource departments, and relevant organizations with the goal of helping them achieve better working outcomes and practical management in culturally diverse business environments.

IM: **JD-R & Employee Wellbeing during the Covid-19 Pandemic: "Traditional" Values as Psychological Buffer**

Author: **Justin Marcus**, *Koç U.*
Author: **Secil Bayraktar**, *Toulouse Business School*
Author: **Alfredo Jimenez**, *Kedge Business School*
Author: **Dorra Yahiaoui**, *Kedge Business School*

Fusing theory and research on the JD-R framework and cultural values shift and set at a unique historical moment representing the height of the Covid-19 pandemic, we theorized that values typifying the traditional society prioritizing social order and the collective including collectivism, rule/hierarchy orientation and religiosity act as psychological buffer in associations between work and non-work demands, resources, and employee wellbeing. Results from a large sample of employees working in many different industries and situated across four world regions including Europe, the Middle East, North America, and Asia found support for these notions. Societal culture was found to amplify the interactive effects of demands/resources and values on employee wellbeing at the individual level such that larger effects were found in tight societal cultures. The theoretical and practical implications of the present findings for research and practice in international business are discussed.

IM: **Experimental Research on Diversity and Gender in Human Capital Acquisition in International Markets**

Author: **Nils Kruse**, *FHWien der WKW U. of Applied Sciences for Management and Communication*
Author: **Lynn Pyun**, *Ewha Womans U.*
Author: **Arpit Raswant**, *Deakin U.*

This study considers the interplay of foreignness and potential advantage in the host country endured by multinational firms from the diversity perspective in acquiring human capital in international markets. Drawing on signaling theory, we examine how foreignness and diversity signaling as part of corporate social responsibility (CSR) affect corporate attractiveness and how this effect is explained by gender. This study utilizes experimental research with South Korea as a context and finds that foreign firms are perceived as more attractive than indigenous firms in the absence of diversity signals. However, corporate attractiveness is enhanced for indigenous and foreign firms, with indigenous firms benefitting more when promoting gender diversity. The results also indicate that diversity initiatives have a positive effect on women and a negative effect on men and remain consistent with robustness checks.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1657** | Submission: **20483** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

International Business and Policy

Session Moderator: **Thomas Lawton**, *U. College Cork*

IM: **Making Sense of Socio-Political Risks in International Business: A Configurational Approach**

Author: **Thomas Lawton**, *U. College Cork*
Author: **Maria Andrea De Villa**, *EAFIT U.*
Author: **Sandra Milena Santamaria-Alvarez**, *U. EAFIT*

As social and political contexts have become major sources of uncertainty for international business (IB), we have witnessed renewed efforts to study the impact of socio-political risks on multinational enterprises. However, predominant methods in the field of IB are, for the most part, limited in their capacity to directly address the complexity intrinsic to socio-political risks. We propose overcoming this limitation by adopting a configurational approach that enables researchers to embrace the complexity of socio-political risks in international business. We explain the fundamental principles of a configurational approach and the typical sequential stages for using its methodological tool, Qualitative Comparative Analysis (QCA). We then outline how scholars can use QCA to pursue future research avenues that identify the configurations of conditions that constitute socio-political risks or the effects of socio-political risks on diverse outcomes of interest. We also clarify how the IB field can benefit from the use of QCA in the study of socio-political risks by advancing knowledge of international business in emerging and informal markets, where data access is limited. These efforts aim to motivate international business and management scholars to broaden their empirical toolbox for the study of socio-political risks by engaging in configurational thinking and theorizing.

IM: **How do Cultural Values and Country Norms Influence Tolerance for Corrupt Business Practices?**

Author: **Jennifer Spencer**, *George Washington U.*

Because MNEs face strategic complexities when navigating diverse institutional environments, managers improve their performance when they understand local institutions, and can thus anticipate local stakeholders' expectations. Additionally, the public's tolerance, or disdain, for business practices with negative social consequences can greatly impact their operations and bottom line. This paper focuses on managers' engagement in seemingly corrupt transactions. It finds support for arguments linking corruption tolerance with both cultural orientations and countries' institutionalized corruption norms, and also finds an interaction between two constructs. Relative tolerance across three different types of practices--explicit quid pro quos, relationship-building gifts, and grease payments--varied across cultural orientations. Moreover, in highly corrupt environments, some cultural orientations associated with increased tolerance for corrupt practices, yet others associated with less.

IM: **'My Right Honourable Friend!' When Do MNEs Use Relational Corporate Political Activity?**

Author: **Irakli Barbakadze**, -
Author: **Davide Castellani**, *Henley Business School, U. of Reading*
Author: **Stefano Elia**, *Politecnico di Milano School of Management*
Author: **Irina Minodora Surdu**, *Warwick Business School*

The nexus between business and government remains a topic increasingly debated in international business (IB) and management. Corporate political activities (CPAs) are used strategically to secure a firm's access to market knowledge and legitimacy which is particularly beneficial for the multinational enterprise (MNE) in order to overcome the liability of outsidership (LoO). In practice, however, building political connections is far more complex than assumed. MNEs may also face considerable costs and risks when building such political connections. We examine variation in firms' political connection, based on a comprehensive dataset consisting of 24,591 firms and 41 countries. By integrating LoO and Resource Dependency Theory (RDT), we show that, overall, MNE subsidiaries are less likely to have political connections compared to domestic-owned firms. Our findings, however, also reveal that the value of political connections increases with the degree of dependency on local resources. MNEs use political connections more when they (1) have higher local market commitment; (2) operate in industries with high informal regulation; or (3) operate in autocratic political systems.

IM: **Global Entry: Re-conceptualizing FDI as Two-Sided Matches Between Governments and Firms**

Author: **Sinziana Dorobantu**, *NYU Stern School of Business*
Author: **Thomas Lindner**, *U. of Innsbruck*
Author: **Laurenz Tinhof**, *Wu Wien*

Research in international business conceptualizes the selection of investment locations as unilateral decisions made by multinational firms, without acknowledging that, in most industries, local governments play a critical role in approving foreign investments. We develop a theoretical framework that conceptualizes a multinational investment as a two-sided match between a multinational firm interested in a particular location and a local government interested in the investment of that firm. Our two-sided framework accounts for the strategic goals of both multinational firms and local governments that can either incentivize or block multinational firms from entering their markets, incorporating the dynamics of competition among firms for the best investment locations and competition among governments for the best firms. Empirically, we use statistical simulations to assess the relative explanatory power of matching and binary choice models, and we show that in the global power generation market, matching models to outperform significantly binary choice models.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1658** | Submission: **20491** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Political Ideologies and MNEs

Session Moderator: **Fangwen Lin**, *National U. of Singapore*

IM: **The Fallout of Anti-Foreign Protests: Effect of Nationalist Sentiments on New Product Introductions**

Author: **Fangwen Lin**, *National U. of Singapore*
Author: **Yun Hou**, *Hong Kong U. of Science and Technology (Guangzhou)*

This paper investigates how social movements that arise from tensions between countries invigorates innovative activities. In view that animosity against a foreign country curtails the product demands for the targeted country, would the market voids be filled up by other foreign brands or domestic brands, if the latter, then well-established incumbents or new entrants? Exploiting the anti-Korean protests in China, we examine the new product introduction pattern for domestic cosmetic brands versus brands from Korea and other countries before and during the protests. We find that domestic Chinese brands introduced more new products than Korean brands amid the rise of anti-Korean sentiments, while other brands from non-targeted foreign countries did not launch more new products than Korean brands. As the K-beauty features multi-step skin care regimen, domestic brands with experience in offering substitutable products in the skincare category show a more salient innovation impetus. Such innovation impetus applies to both domestic incumbents and new entrants, but the effect is more salient if the domestic brand is affiliated to an incumbent parent firm rather than a newly established firm. This study contributes to social movement literature in an international setting, by extending the protest focus from multinational to domestic firms, from investment to innovation decisions, to further manifest the far-reaching influence of political protests on the corporate side.

IM: **State Control's Effects on Firms' FDI Entry Decisions: A Study of Chinese Firm's Outward Investments**

Author: **Sichang Liu**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Xavier Martin**, *Tilburg U.*

State-owned enterprises (SOEs) are subject to different influences from host countries and the home country compared to privately owned enterprises (POEs). We examined how these effects shape SOEs' entry (Wholly Owned Subsidiary vs. Joint Venture) and establishment (Greenfield vs. Acquisition) mode decisions. We theorize that host country and home country effects may shape a distinct preference for wholly-owned subsidiaries and greenfield entry among SOEs. Furthermore, we theorize that the specificities of SOEs and of the host country constraints they face change their rates of learning – i.e., their reactions to experience with each entry mode and establishment mode – relative to POEs. Empirically, we examine entry decisions by SOEs and POEs from a prominent emerging economy, China. We show that using an instrumental variable method to account for the endogeneity of state-owned status makes a difference in the main effects. We find support for our predictions regarding differential experience effect magnitudes for SOEs. These findings extend the studies on how state ownership affects firms' foreign investment strategies, as well as the theoretical and empirical understanding of state-owned status.

IM: **Nationalism, Entry Mode and Foreign Subsidiary Survival**

Author: **Jesper Edman**, *Waseda U.*
Author: **Junichi Yamanoi**, *Waseda U.*
Author: **Bei Daisy He**, *Singapore Management U.*

While the relationship between entry mode choice and foreign subsidiary performance has received considerable attention, no work that we are aware of has considered the relationship in the context of nationalism. Employing a multinomial endogenous treatment effects model with greenfield entry mode as our reference category, we find that joint venture entry modes have a higher probability of survival in countries with nationalist sentiments, as compared to greenfields. Conversely, we find that acquisitions (both full and partial) have a lower probability of survival than greenfields in host countries characterized by high levels of nationalist sentiments. In countries characterized by low nationalist sentiments we find that both joint ventures and acquisitions have higher probabilities of survival, as compared to greenfields. We suggest several theoretical explanations for these results, as well as paths for future research.

IM: **The Right-Wing Shift: Political Populism, Partisanship, and Foreign Investment Risk in Europe**

Author: **Barclay James**, *St. Mary's U. (San Antonio)*
Author: **Paul M. Vaaler**, *U. of Minnesota*

Management research provides little guidance about when and how host-country politics influenced by nationalist, anti-elite populist parties affect foreign investment risk. In response, we develop and test hypotheses derived from a framework grounded in political risk theories assuming that foreign investors are more vulnerable to opportunistically adverse actions by host-country governments, but when led by right-wing parties typically espousing pro-investor policy preferences such actions are less likely. We propose that greater influence in host-country policy-making by right-wing populist parties counters pro-investor with anti-foreign policy preferences, thus raising risks of opportunistically adverse actions by host-country governments against foreign investors specifically. We find support for our proposal in analyses of 596 investment projects announced in 27 European countries from 1990-2020. Projects announced in countries with governments led by right-wing or centrist parties exhibit decreased risk measured as the percentage of equity comprising all project capital funding on announcement date. On the other hand, projects announced in countries with increasing vote percent and increasing legislative seats for right-wing populist parties exhibit increased risk, but only when led by foreign sponsors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1659** | Submission: **18933** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

X-Culture in a Time of War: Global Virtual Collaboration Meets Global Military Conflict

Session Chair: **Amanda Budde-Sung**, *U.S. Air Force Academy*
Participant: **Dhruv Pratap SINGH**, *NEOMA Business School*
Participant: **Jae Hwan Lee**, *Rollins College*
Participant: **Sonja Sackmann**, *U. Bw Munich & U. of Tartu*
Participant: **Anil Yasin Ar**, *Tecnologico de Monterrey*
Participant: **Emil Velinov**, *DHBW Villingen-Schwenningen / Germany*

For over a decade, the X-Culture project has been an invaluable pedagogy tool in the teaching of international business management. The X-Culture project puts students into global virtual teams, and allows them to work on challenges posed by real companies around the world. In these virtual teams, students work with peers from other countries, and in doing so, learn about cross-cultural management without having to leave their home countries. For many students, this project is the first time they have worked with people from other cultures. This exposure to other cultures takes on a new urgency in a time of war. In February 2022, Russa launched a full-scale invasion of Ukraine. Many students in the 2022 sections of the X-Culture project were from Ukraine, as well as from other areas plagued by significant strife and/or terrorism, such as Yemen, Pakistan, Syria, Nigeria, etc. In 2022, military students from US military academies also participated in the X-Culture project, and having those students work in teams with students in war-torn and/or terrorism-active countries, countries in which the American military students may well find themselves developing military strategy in the near future, brought heightened awareness of the importance of cross-cultural management skills for all students involved in those groups. Additionally, this global collaboration experience increased the sense of importance and urgency of developing de-escalation skills for all students. This panel will discuss international business pedagogy and blended learning international cooperation in a time of war.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1660** | Submission: **10456** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Governance and Sustainability: Changes and Challenges

Organizer: **Pasquale Massimo Picone**, *U. of Palermo*
Organizer: **Cristina Leone**, *U. of Palermo*
Panelist: **Petra Christmann**, *Rutgers U.*
Panelist: **Valentina Marano**, *Northeastern U.*
Panelist: **Jordi Surroca**, *U. of Liverpool Management School*
Panelist: **Kai Xu**, *U. of Texas At San Antonio*
Discussant: **Arturo Capasso**, *U. del Sannio*

Scholars and practitioners recognize the central importance of corporate governance mechanisms and the nature of the institutional contexts in which firms and their suppliers operate as important drivers for understanding how firms respond to rising societal expectations. Accordingly, the symposium proposes to bring together a panel of scholars to examine a series of interrelated research on the role of corporate governance vis-à-vis firms' involvement with sustainability practices: How do governance mechanisms promote sustainability practices? Do different owners exhibit diverging degrees of compliance with societal norms contingent on the expected legitimacy derived from different institutional logics? What firm- level and institutional factors facilitate firms' voluntary regulation of their environmental and social conduct? How does the relationship between corporate governance and sustainability change across countries? Drawing on the panelists' rich expertise in this vast topic area, the proposed symposium would create an opportunity to develop a multilevel picture of the governance systems that guide the management of sustainability issues within firms. In doing so, it would contribute to shedding light on the governance settings that can likely encourage the adoption of sustainability solutions within firms and ensure more sustainable outcomes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1661** | Submission: **20453** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division Georgetown Best Paper in International Business and Policy Award Finalists

Session Moderator: **Luis Alfonso Dau**, *Northeastern U.*

IM: **International Connectedness, Governmental Interventions, and Firm Adaptation to Exogenous Shocks**

Author: **Sorin Krammer**, *Surrey Business School*
Author: **Nuruzzaman Nuruzzaman**, *Alliance Manchester Business School, U. of Manchester*
Author: **Debmalya Mukherjee**, *U. of Akron*

Our understanding of how organisations adapt to exogenous shocks remains very limited. Drawing from the organisational ecology theory, we argue that internationally connected firms (i.e., firms that rely on exporting and global value chains (GVCs) and that have foreign owners) are less likely to adjust their production activities in response to a major exogenous shock. In addition, we posit that governmental interventions in the form of confinement stringency and economic stimuli are less helpful for internationally connected firms than for their domestically focused counterparts. To test these assertions, we use the COVID-19 pandemic as a quasi-experiment and employ a novel dataset comprising more than 13,000 firms from 41 countries around the world. Our findings support the idea that export-intensive and foreign-owned firms are less likely to adjust their production in response to the pandemic. In addition, we find weak support for the idea that government interventions benefit less internationally connected firms than the domestic ones, namely only for firms that rely heavily on GVCs. These findings offer important insights for managers and policymakers to deal with major exogenous shocks and their consequences.

IM: **Characterizing MNCs' Corporate Diplomatic Activities**

Author: **Marcelo Bucheli**, *U. of Illinois at Urbana-Champaign*
Author: **Xavier Duran**, *U. de los Andes*
Author: **Minyoung Kim**, *U. of Kansas*

We advance the concept of corporate diplomatic activities (CDAs) to study the actions through which multinational corporations (MNCs) seek to influence the diplomatic relations between their home country and the host country to gain business advantage. We maintain that an MNC can mobilize its political resources and capabilities in the home country through their CDAs to increase the host government's bargaining power vis-à-vis the home country and, in return, obtain business benefits in the host country. The MNC's CDAs, however, can also become a source of risk: the host government can use the MNC's political resources at home to increase its bargaining power vis-à-vis the host government by taking "hostage" the MNC's sunk investments in the host country to compel the MNC to work on its behalf in the home country and, in this way, outsource foreign policy to a powerful actor in the home country. We adopt a history-to-theory approach and develop a theoretical framework by analyzing the case study of the role played by Standard Oil of New Jersey in the negotiations between Colombia and the United States over the reparations for the loss of Panama in the 1910s and 1920s. Our theoretical framework advances that MNCs' CDAs can create an inter-temporal shift in asset specificity, which, in turn, can reshape the dynamics in the bargaining power between MNCs and the host country.

IM: **Rising Geopolitical Risk and Firm's Customer Concentration**

Author: **Yu Li**, *U. of South Carolina*
Author: **Vivek Astvansh**, *Indiana U. - Kelley School of Business*

This research argues that a firm responds to rising geopolitical risk (GPR) by adjusting its sales strategy. Specifically, in response to rising GPR, a firm lowers the concentration of its sales to customers, i.e., allocates sales revenues more evenly across its customers instead of relying on a few major customers. Analysis of a panel data set of 49,018 firm-year observations of 5,933 U.S. public firms between 2001 and 2021 supports their hypothesis. The firm's lobbying spending strengthens the effect of GPR on customer concentration. Further, while a firm does not change its corporate customer concentration, it lowers the government customer concentration when GPR rises. Also, in response to rising GPR, an average firm decreases each of its domestic customer concentration and its foreign counterpart, though the effect on domestic customers exceeds that on the foreign customers. Moreover, reducing customer concentration in response to rising GPR hurts firm performance by impeding the firm's number of new product introductions. The findings contribute to the literature on exogenous shocks in the nonmarket environment impact a firm's strategic decisions.

IM: **Institutional Distance Effects on the Coopetition-Performance Relationship: A Meta-Analysis Approach**

Author: **Qi Zou**, *West Chester U. of Pennsylvania*
Author: **Marcelo J. Alvarado-Vargas**, *U. of Toledo*
Author: **Yuan Wang**, *U. of Houston, Victoria*

As empirical evidence remains inconclusive, we present a meta-analysis study to contribute to the discussions about the relationship between coopetition (i.e., cooperation and competition among firms) and firm performance (C-P). Additionally, we performed a systematic review of the focal relationship by incorporating country-specific institutional distance moderating effects such as physical property protection easiness, country structural change, and country political openness. We relied on 49 different empirical studies that provided 144 C-P relationships and represent 58,919 firms around the world. We utilized robumeta, a reasonably new STATA command for hierarchical meta-analyses, as our sample contained multiple C-P relationships per study. Our results provide evidence of a positive effect in the main C-P relationship. The results also confirm our hypotheses that there is a positive moderating effect of physical property protection easiness, and there is a negative moderating effect of country structural change and political openness on the C-P relationship. Our findings shed some light on the moderating effects that institutional distance has on the C-P relationship as a plausible explanation of the inconclusive empirical results in the literature. We also provided marginal analyses for the moderating effects in an attempt to fully understand those effects.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1662** | Submission: **19113** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Strategic Regional Advantage: Role of Regions in Emergence and Sustenance of Firms and Industries

Organizer: **Vijayaraghavan Venkataraman**, *Indian Institute of Management, Bangalore*
Organizer: **Amit Kumar**, *Warwick Business School*
Presenter: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Presenter: **Anna Lamin**, *Northeastern U.*
Participant: **Valeria Giacomin**, *Bocconi U.*
Participant: **Sachidananda Benegal**, *IIM Indore*
Presenter: **Aneesh Datar**, *NEOMA Business School*
Presenter: **Sonal Nayak**, *Doctoral Student at Indian Institute of Management Bangalore*
Participant: **Elisa Operti**, *ESSEC Business School*

Geography matters and there are striking differences across regions in the nature and extent of economic activity. While the field of strategic management has been primarily interested in differences in firm profitability and often emphasized on internal drivers of firm competitive advantage such as resources, capabilities, and routines, it is notable that geography has played a pivotal role in the rise of entire industries. In this symposium, we have five papers drawn from various regions namely Milan, Bangalore, Tel Aviv, Detroit, and the various states within the United States. Given their spread across continents, they naturally bring out regional variations to the fore. In addition, given that the papers focus on fashion, software, food, auto, and high tech, the symposium shall also provide an opportunity to scholars to understand and appreciate various nuances in agglomeration studies set in heterogeneous industries and settings, increasing the potential for raising newer and interesting questions within and across the streams of strategy, international business, and entrepreneurship.

Why did Milan emerge as the hub of the Italian Fashion Industry?

Author: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*

Bangalore as the Software Capital: Dynamic Location Choices Among Domestic Start-Ups.

Author: **Anna Lamin**, *Northeastern U.*

The emergence of Tel Aviv as the Vegan Capital: The Role of Social Movements.

Author: **Sonal Nayak**, *Doctoral Student at Indian Institute of Management Bangalore*

Detroit's emergence as the hub of the early American automobile industry: Was there too little entry

Author: **Aneesh Datar**, *NEOMA Business School*

Economic Downturns and Exploration: New Technological Trajectories in Regions.

Author: **Amit Kumar**, *Warwick Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1663** | Submission: **21196** | Sponsor(s): **(MBR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 2:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 1**

New Attendee Welcome Room

Organizer: **Wendy A. Kramer**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1664** | Submission: **21201** | Sponsor(s): **(MBR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

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KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1665** | Submission: **20932** | Sponsor(s): **(MC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

A Renewed Focus on IT, AI, and Digital Transformation in Management Consulting

Session Moderator: **Pierre El Haddad**, *MACH Consultants*
Session Moderator: **Shola Ajiboye**, *Case Western Reserve U.*

MC: **Socio-technical System and Organizational AI Integration: An Integrative Literature Review**

Author: **Anezka Viskova-Robertson**, *Leadership and Organizational Change*

Artificial intelligence (AI) is a technical innovation that is predicted to bring change to organizations across a wide range of industries by substituting computer automation for human labor (Muro et al., 2019). Ensuring seamless implementation of AI into work processes requires deep understanding of both technical and non-technical aspects. A hexagonal structure representing the Socio-technical System's social and technological elements is used to represent forming the complex ecosystem of an organization (Clegg, 2000). If used purposefully, the framework may be used to predict how AI implementation would affect the organization. It will also help with identifying AI related requirements and responsibilities for errors and how to avoid them. Depending on AI's potential—whether it is Substitutional, entirely replacing some activities, or Complementary, enhancing human employees through collaborative task design and skill fusion—AI will have diverse effects within the organizational ecosystem, mostly on the social domains.

MC: **The Machine at the Center? Consulting and Digital Transformation in Four Chinese Organizations**

Author: **Emmanuel Monod**, *Shanghai SUIBE U.*
Author: **Yanfei Zhang**, *UCMT,ParisTech Ecole Des Ponts Business School,Hikvison(China)*
Author: **Ann L. Saurbier**, *West Liberty U.*
Author: **Elisabeth Joyce**, *Pennsylvania Western U.*
Author: **Antonia Koster**, *Weizenbaum Institute*
Author: **Yuewei Jiang**, *UCMT*
Author: **Emilee Lauran Simmons**, *Leeds Trinity U.*
Author: **Hector Viveros Tapia**, *Macquarie Business School, Macquarie U.*
Author: **Douglas J. Gilbert**, *Walden U.*
Author: **Fahd Jamil**, *U. of Warwick*

What can consultants do to assist client leveraging digital transformation to serve better the well-being of employees? Whereas most of the DT projects fail, the causes of these failures are not solely related to information technology but also to organizational and human factors. Current DT processes however, remain heavily influenced by the concept of enterprise architecture and, as a result, appear to put the machine front and center as opposed to those involved in the digital transformation process. Hence the research question becomes: RQ1: Do current digital transformation processes put "the machine" front and center through enterprise architecture? In order to investigate this question, four organizational cases were examined. In addition to analyzing the technology and digital transformation process utilized, 106 semi-structured interviews and observations were also conducted. Our findings indicate that the most successful digital transformation case may be indeed related to enterprise architecture and to strategic alignment. However, a consideration of the organization, the IT management mode and the business model, reveals the importance of decentralization and innovation for DT success in addition to enterprise architecture or strategic alignment. Therefore, this case suggests that the response to the question: "what can consultants do to assist client leveraging digital transformation to serve better the well-being of employees?" may be: "How consultants and managers can assist with organizational and systems design for work procedures, and processes that improve performance?". Also, this case suggests that, rather than the machine, workers shall be front and center of DT.

MC: **Digital Transformation and Operations Improvement - A Case Study of Leading Manufacturing Company**

Author: **Soen (Joyan) HAYASHI**, *JOYAN*

Whereas the focus of digital transformation is rather operations than business models, it often results in failure. This research aims to analyze the impact of implementing digital transformation, relying on the Socio-Economic Approach to Management (SEAM) theory. The research method is a case study with interviews of 17 staff and related PICs and corporate observation. The research field is Midea Group, a manufacturing company in China. How can managers assist with organization and system design for operation process that improves performance? Through the aspect of the human factor, make clear the impact of implementing IT and digital technology in the organization. The contribution to theory is applying Socio-Economic Approach to analyze the organizational problem in the implementation of information technologies. The contribution to practice is to understand the impact of IT and digital technologies, and the improving the operation process by managers.

MC: **The Future of Work: Implications for Managers and Consultants**

Author: **Uzonna Olumba**, *U. of Illinois at Urbana-Champaign*
Author: **Sergio Madero**, *Tecnologico de Monterrey*
Author: **Oscar Eliud Ortiz**, *EGADE-ITESM Campus Monterrey*

The future of work is conceptualized as the need, both for companies and individuals, to develop effectively and efficiency, in the field of automation and digitization. There is a demand to improve processes and eliminate repetitive activities to be able to design work schemes that allow organizations to be more efficient and productive (Alagoa, 2016). After COVID-19, the demand creates a need for new practices based on a diversity of alternatives or modalities of work pertaining to years 2022 and 2021. This mixed- method study focuses on individuals within the workplace that participated in remote work or work from home initiatives, which sought the continuity of its operations and tried as much as possible to maintain the jobs of employees by improving the conditions of a favorable organizational environment. Thus, prevent or control conditions that could affect the physical and mental health of all those involved (Ismail, 2017; Sammut, 2021). Furthermore, this research aims to know the perceptions of people regarding the conceptualization and the way in which companies prepare for new ways of working, as well as to identify the relevance of flexible work practices for people when they return to work to carry out their work activities in post-pandemic environments, as well as the implications that new ways of working have on talent management in organizations. Due to the pandemic, several companies have started to increasingly adopt the "work from home" work scheme in which the employee has some freedom to work from home or remotely. However, it is important to consider that this does not imply that the collaborator's performance decreases, that individuals are not available at the required time, or that the objectives or metrics established by the company are met. Through the lens of examining digital transformation and change management, this paper identifies change management as an organization development tool, relational to important humanistic factors that are central to the successful planning and implementation of workplace transformation. Keywords: digital transformation; organization and culture; management consulting; workplace performance; change management

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1666** | Submission: **15534** | Sponsor(s): **(MC, SIM, CMS)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

Showcasing Worker Voices: “Worker-Driven” CSR and Consultant-Guided Socioeconomic Methods

Panelist: **CIW Workers**, *Coalition of Immokalee Workers*
Organizer: **Grace Ann Rosile**, *New Mexico State U.*
Organizer: **Richard Herder**, *Southwest Minnesota State U.*
Panelist: **David M. Boje**, *Emeritus*
Panelist: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Panelist: **Pierre El Haddad**, *MACH Consultants*

This symposium will offer a panel of experts from two different organizations, both having exemplary practices of “Putting the Worker Front and Center.” One example is the Coalition of Immokalee Workers (CIW). This group received a presidential award for their success in combatting decades-long enslavement practices in their region. In this symposium they will focus on how their affiliated Fair Food Program (FFP) and Fair Foods Standards Council (FFSC) use “worker-driven” processes and procedures to achieve their success. They call this approach “Worker-Driven Corporate Social Responsibility” (WSR). Symposium convenors Boje, Rosile, and Herder introduced the CIW to the Academy as part of a 2019 AoM All-Academy Symposium, highlighting their inclusionary “Ensemble Leadership.” This discussion extends that work to focus on worker voices. The CIW example also highlights the role of worker voices in transforming CSR into WSR. The CIW's long boycott of Wendy's fast food chain triggered Panelist David Boje to deconstruct Wendy's code of ethics. In this symposium, Boje's deconstruction will reveal evidence of missing workers' voices. Our second examplary organization is the Institute for Socio-Economic Organizational Research (ISEOR), whose founding leader Henri Savall was recognized by the French government in 2017 with their “Chevalier of the Legion of Honor” for his work. The ISEOR ethnographic-tinted methods of interviewing in organizations has always put worker voices “front and center.” These two stories demonstrate how worker-driven processes can be more effective than traditional “management” methods, even against persistent decades-old problems such as enslavement practices.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1667** | Submission: **20205** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

Cultural Perspectives

Session Moderator: **Dirk C. Moosmayer**, *Kedge Business School*

MED: **Cosmopolitan Distinction – A Consideration of English Medium Instruction (EMI) in France**

Author: **Dirk C. Moosmayer**, *Kedge Business School*
Author: **Susannah Davis**, *U. of Passau*

Our paper explores why, when given a choice between their first language and English, business students who are not native speakers of English choose to study through English as a medium of instruction (EMI) in a non-English speaking setting. Taking Lueg and Lueg's (2015) study of business students' motivations to study in English at a public Danish university as a starting point, we choose a contrasting case and consider the choice for English by students at a private French business school. We contrast Lueg and Lueg's theorizing around EMI for social status with cosmopolitan theory and the idea of choosing EMI for global connectedness per se. Applying stepwise moderated regression to 201 answers from a French business school, we find that these respondents did not choose EMI for job advantage (reflecting social status). In contrast, EMI choice was influenced by students' cosmopolitan attitudes and their peers' support for EMI, both reflecting a cosmopolitan foundation. Our results suggest that in the specific context, student choice for choosing business courses in English may be less instrumental and that it is difficult to make broad generalizations about EMI in management education.

MED: **Developing Interculturally Competent Graduates: Meeting Employer Needs in Europe**

Author: **Rea Prouska**, *London South Bank U.*
Author: **Sa'ad Ali**, *U. of Derby*
Author: **May Tungtakanpoung**, *London South Bank U.*
Author: **Karin S. Moser**, *LSBU Business School, London / UK*
Author: **Robin Bell**, *Worcester Business School*

Research has highlighted the importance of intercultural competencies in higher education graduates to boost their employability with national and international employers. Yet, little is known about whether current graduates in Europe meet employer needs with respect to such competencies and how higher education institutions in Europe can strengthen their graduates' employability by offering a curriculum that supports the development of such competencies. We bridge this gap by studying the supply and demand of intercultural competencies from the perspectives of students and employers in Europe. We draw on a cross-national study of 102 interviews with students and employers in the UK, Belgium, Sweden and Turkey. We report on the key intercultural challenges faced by students and employers and on the intercultural competencies that graduates need to develop in future to meet industry needs. We offer a curriculum map through which higher education institutions can develop students' intercultural competencies to enable them to be active professionals in an increasingly intercultural employment world.

MED: **Sage on the Stage and Coach on the Side-Facets of a Good MBA Teacher-Indian Students Perspective**

Author: **ANADI SARAN PANDE**, *Indian Institute of Management, Lucknow*
Author: **NEERJA PANDE**, *Professor Indian Institute of Management Lucknow*

This study was undertaken with the objective of enriching and extending the literature on facets of a good MBA teacher with the premise that students being direct consumers of teaching services are in an ideal position to guide the study. This paper attempts to fill the hiatus of rigorous and grounded research on the subject. Two survey instruments, one comprising open-ended questions and the second comprising comprehensive list of items were used. Rigorous research methodology was used to discover a thirty-two items list comprising five factors that reflect facets of a good MBA teacher in Indian context. The facets thus discovered are generalizable across gender, age, work experience, programme type, and programme completion status. We present our analysis and discuss the inferences, including contributions and practical implications. Finally, we identify limitations of the study and directions for future research.

MED: **Challenges of Brazilian Management Students: International Recommendations from Their Voices**

Author: **Marcello Romani-Dias**, *Positivo U.*
Author: **Fernando Eduardo Kerschbaumer**, *Business School - Positivo U. (BSUP)*
Author: **Aline Dos Santos Barbosa**, *U. Estácio de Sá*

Our article sets out to deal with internationalization of students, looking thru their choices and challenges. The motivation is to understand the voices and experiences of international students of management. Based on the assumption that there are influences over the intention, we choose the Theory of Planned Behavior to analyze choices and challenges, with the question: In the light of the Theory of Planned Behavior (TPB), how is the behavior of Brazilian international students facing the challenges and choices in their international experiences? We used a qualitative approach, based on multiple sources of evidence, to analyze experiences of Brazilian international students in the Northern Hemisphere (at doctoral and postdoctoral levels), in the light of planned behavior theory. Few studies address international mobility of Brazilian students, especially on a theoretical basis. In terms of understanding their choices and the challenges they face, we observed vis-à-vis (a) a behavior of overvaluation of international mobility and foreign universities (attitude dimension); (b) a dependence on intermediaries to enable mobility (subjective norm dimension); (c) and heterogeneity in the adaptation of Brazilian students in terms of language and culture (perceived behavioral control dimension). We present in the article recommendations for individuals and for educational managers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1668** | Submission: **20213** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Learning at Work

Session Moderator: **Zheng Chenxu**, *National U. of Singapore*

MED: **Helping Employees to Upskill and Reskill through Peer Composition in Continuing Education**

Author: **Zheng Chenxu**, *National U. of Singapore*
Author: **Bernard C.Y. Tan**, -

The Industry 4.0 workplace is characterized by the changing nature of work, resulting in rapid obsolescence of knowledge and frequent disruption to jobs. To progress in their careers, employees may engage in continuing education throughout their entire careers to upskill and reskill. However, as workers age, they are more likely to be threatened by negative age-based stereotypes, making it more difficult for them to pursue continuing education as adult learners. This study examines the on-time graduation rate of adult learners from different age groups who had enrolled in continuing education programs in a large university to upgrade their knowledge. The results show that adult learners start to differ from their younger peers in on-time graduate behaviour as early as 30 years old. We then look into the effect of peer age composition on this difference by investigating the on-time graduation rate of adult learners from different age groups in programs with different cohort compositions (in terms of age distribution in the cohort). The results reveal that the difference in graduation rates between old adult learners (those aged 30 and above) and young adult learners (those younger than 30) is significantly reduced (due to better on-time graduation rates for old adult learners) when there are more rather than fewer old adult learners in the cohort. Detailed analyses of the marginal effect of peer age composition show that having more than 40% old students in a cohort could make the difference in the on-time graduation rate between old and young adult learners statistically insignificant. This study has both significant theoretical contributions and practical implications.

MED: **An Organizational-Employee Learning Contract: An Integrated Framework and Implementation Guide**

Author: **Amne Samhat**, *Concordia U.*
Author: **Raghid Al Hajj**, *Gulf U. of Science and Technology*

The present paper argues that implementing learning contracts (LCs) in the workplace has great value to both employees and the organization. First, the work presents an integrated framework dubbed the "Organizational-Employee Learning Contract" (OELC) to aid in implementing an LC approach that aligns employees' learning with the company's business goals. The gap in knowledge between academia and practice and the calls to consider LCs in the workplace context that can be utilized by practitioners are the main factors for presenting a developed framework that includes employee learning contract elements particular to the workplace. The employee learning contract form is designed to include the learning elements associated with the particularities of the workplace, such as the application of learning in the workflow, learning incentives, employee self-reflection about learning, and learning-focused meetings with the direct supervisor. Lastly, the paper presents a detailed implementation process of learning contracts (LCs) in the workplace. The work presented here divides the LC process into three implementation phases: the pre-implementation phase, the employee LC implementation phase, and the post-implementation phase, and elaborates on how to navigate through them properly.

MED: **Work Engagement in Remote Internship: Role of Institutional and Individual Level Factors**

Author: **Samvet Kuril**, *Ahmedabad U.*
Author: **Swati Ghulyani**, *IMT Ghaziabad*
Author: **Shiva Kakkar**, *Indian Institute of Management Nagpur*
Author: **Manosi Chaudhuri**, *BIMTECH - Birla Institute of Management Technology*

An internship is important in higher education as it is one of the first on-the-job training and provides direct exposure to prospective employers. However, the proliferation of remote internships, has raised concerns if interns are really engaged in the remote environments. This study examines the role of support received from the academic environment (faculty mentor support and communication satisfaction), interns' cynicism and efficacy, on work engagement in remote internships. Situating in JD-R and efficacy literature, we hypothesize that interns' cynicism and efficacy will mediate the relation between faculty mentor support, academic institution communication satisfaction and work engagement. Data were collected from 309 interns from four reputed business schools in India while working as remote interns using standard measures of work engagement, cynicism, efficacy, communication satisfaction, and faculty support. Covariance based modelling using AMOS 22 showed that while working remotely, the relationship between faculty mentor's support and intern's work engagement was mediated through intern's cynicism but not professional efficacy. However, the relationship between academic institution's communication and intern's work engagement was mediated by both cynicism and professional efficacy.

MED: **From Obstacle to Opportunity How Growth Mindsets Fosters Employability & Entrepreneurship in Mali**

Author: **Sumaya Islam**, *PhD at Paderborn U.*
Author: **Enja Herdejürgen**, *Paderborn U.*
Author: **Yanick Kemayou**, *Kabakoo Academies*
Author: **Rüdiger Kabst**, *Professor International Business, Paderborn U.*
Author: **Martin Schneider**, *U. of Paderborn*

Having a Growth mindset is said to be one of the most effective means to improve academic achievements and can therefore help improve general future outcomes (Dweck, 2016). Furthermore, given the fact that entrepreneurship is seen to be an effective means to alleviate poverty, especially in developing countries (Gielnik et al., 2016), it could be a major crux of the matter to an economic change of regions, where un-(der)employment rates are high. EdTech Academies, a start-up in Mali, organizes six-month programs of problem-oriented, blended learning for young adults in Mali intending to stimulate a growth mindset and thus, help participants overcome their crucial situations. With the data provided by EdTech, we conducted a field experiment among the participants and two further control groups to measure the impact of its learning and training program. More generally, our paper shows that this training package can act as a long-term, immersive growth mindset intervention to enable the participants to enhance either their chances of regional employability or to engage themselves in small or micro levels of entrepreneurship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1669** | Submission: **12800** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

The Different Experiences of X-Culture: Which is Yours?

Organizer: **Longzhu Dong**, *U. of Wisconsin, Eau Claire*
Organizer: **Justin Kraemer**, *Mae Fah Luang U.*
Panelist: **Vas Taras**, *U. of North Carolina, Greensboro*
Panelist: **William H. A. Johnson**, *Pennsylvania State U.*
Panelist: **Zandra Balbinot**, *U. du Québec à Montréal (UQAM)*
Panelist: **Robert David Stephens**, *Shippensburg U.*
Panelist: **Ernesto Tavoletti**, *U. of Macerata*
Panelist: **Leighton Wilks**, *U. of Calgary*
Panelist: **Dhruv Pratap SINGH**, *NEOMA Business School*
Panelist: **Wendy Farrell**, *Management Center Innsbruck*
Panelist: **Jiang Chun**, *Mae Fah Luang U.*

This panel symposium will briefly describe the different experiences of X-Culture. X-Culture began as an experiential learning experience over 10 yearsago and now offers so much to so many. Beyond the benefits from experiential learning for instructors and thousands of students each semester, thissymposium will describe some of X-Culture's future plans, the effects of hosting and participating in its Global Symposium, how its coaching program canhelp instructors and students, what data it collects and the types of research questions that this data can help answer as well as what it is like toparticipant in one of its Xachathons. Seasoned members of the X-Culture community will make brief presentations on each of these "experiences." Audience members will then self-select into tables to further discuss the topics of interest to them. Which experience best fits your goals? Come and findout!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1670** | Submission: **20531** | Sponsor(s): **(MH)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

History as a Source for Contemporary Research

Session Moderator: **Jay J. Janney**, *U. of Dayton*

History can inform contemporary research in that it could be grounds to develop and test theory, a way to research how a concept or theory came into being and what path it has taken, or as a case study to illustrate some management practice.

MH: **History-Informed Research in Family Businesses: A Systematic Review and Future Research Agenda**

Author: **Jana Boevers**, *Bielefeld U.*
Author: **Julia Brinkmann**, *PHD Student at Bielefeld U.; Faculty for Business Administration*

History is central for our understanding of how family firms make sense of their past, shape their experience in the present and drive their aspirations for the future. This review paper builds a strong foundation for a history-informed approach to the study of family businesses. Exploring the role and use of history in family businesses through a systematic review of 64 family business history studies, we identified three main themes of (1) representations of family firm history; (2) sensemaking and experience of family business history; and (3) managing family firm behavior and performance. Mapping and systematically synthesizing the field allowed us to develop three paths for stimulating future history-informed family business research, namely material and visual representations of family firm history, family firm memory work that anchors the past, and mnemonic communities in and around family firms. Our review offers both a categorization of the emerging field of history-informed family business research and an identification of the key questions for future research that project the alternative states of the field.

MH: **We Were Equal: Then We Were Paid**

Author: **Jay J. Janney**, *U. of Dayton*
Author: **Della Stanley-Green**, *U. of Dayton*
Author: **Terry Lee Amburgey**, *U. of Toronto*

We argue the introduction of pay into historically what had been a volunteer role created a gender role incongruency where it previously had not existed. Friends historically stressed equality (both racial and gender) as one of their core values. In 1874 Friends in Indiana Yearly Meeting (the largest yearly meeting at the time) reversed their position which opposed hireling ministry (paid pastors). We examine 73 years of ministerial recording data to show that gender recordings dropped from 49% female to less than 33% female. The drop is smaller for non paid pastoral ministers.

MH: **Cognitive Biases in Accounting Activities: Debiasing Strategies to Support Decision-making Process**

Author: **Riccardo Camilli**, *U. of Rome Tor Vergata*
Author: **Ivo Hristov**, *U. of Rome Tor Vergata*

Accounting practices are based on human decision-making processes thus, for definition, affected by cognitive biases. The influences of cognitive biases on accounting practices have been highlighted on several occasions, as well as related negative consequences on businesses and society. In spite of the continued interest of research in debiasing accounting practices, this process has not yet reached maturity because it lacks fundamentals and systematicity. In this regard, the authors worked to provide accounting research with interdisciplinary view on cognitive biases to trigger the virtuous process of debiasing accounting practices. Thus, the research protocol adopted in this paper is rigorous. Firstly, the cognitive biases, selected from both business and psychological studies, are traced within accounting literature by means of a Systematic Literature Review (SLR). Secondly, authors categorized contents of accounting literature according to negative effects of cognitive biases on accounting practices and related debiasing strategies formulated. Ultimately, thanks to the findings of the summary of literature, authors were able to highlight cognitive biases not considered by accounting research yet as well as those cognitive biases lacking respective debiasing strategies.

MH: **The Evolution of the Electric Vehicle**

Author: **Sanjay Jain**, *California State U., Northridge*
Author: **Habib Ashraful Islam**, *Eastern Washington U.*
Author: **Anil Nair**, *Old Dominion U.*
Author: **Matthew Farrell**, *Austin Peay State U.*

In this study, we argue that the emergence of the electric car phenomenon - and in particular, Tesla's overtaking of General Motors in market valuation - does not align with the predictions of extant theoretical perspectives on technology transitions. We conduct a microhistorical analysis from the early 1990s to the present day. Synthesizing insights from the imagined futures literature and the multilevel perspective, our results suggest that transmuting imagined futures into reality involves contention at each of the levels specified in the MLP.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1671** | Submission: **20137** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Strategic Firm Decisions

Session Moderator: **Lun Li**, *Business School, Beijing Normal U.*

MOC: **Pursuing Venture Goals under Uncertainty: A Behavioral Engagement Perspective**

Author: **Lun Li**, *Business School, Beijing Normal U.*

Despite the salient role of uncertainty in entrepreneurship, we lack a scholarly understanding of how entrepreneurs manage uncertainty to pursue their venture goals. Integrating theoretical perspectives on uncertainty and self-regulation, we provide a conceptual model that links entrepreneurs' perceived uncertainty with venture goal progress through a change in entrepreneurial task engagement. Entrepreneurs' general goal pursuit tendencies—tenacious goal pursuit (TGP), i.e., maintaining focus on one's goals, and flexible goal adjustment (FGA), i.e., modifying one's goals during challenging times—were expected to moderate this process. Using a week-level study across a period of eight weeks among 76 start-up entrepreneurs, we observed that in times when entrepreneurs perceived high uncertainty, they were less engaged with their entrepreneurial tasks, which, in turn, resulted in decreased venture goal progress. While TGP weakened the negative relationship between perceived uncertainty with changes in entrepreneurial task engagement and venture goal progress, FGA strengthened this relationship. Theoretical implications for research on entrepreneurial self-regulation and practical implications for start-up entrepreneurs dealing with uncertainty are discussed.

MOC: **How Societal Factors Influence IJV Completion: The Role of Constituent Perceptions**

Author: **Xinran Joyce Wang**, *Zicklin School of Business, Baruch College, City U. of New York*
Author: **Jun Xia**, *U. of Texas at Dallas*
Author: **Rhonda K. Reger**, *U. of North Texas*
Author: **Jiyu WANG**, *U. of Texas at Dallas*

Global dynamics and rising tensions have magnified the importance of understanding how transnational firms navigate global markets, including the completion of international joint ventures (IJVs). Drawing from a behavioral strategy perspective, we theorize that constituent perceptions originated from out-group threats, benefit-spillover, and uncertainties serve as mechanisms to explain the relationship between societal factors and IJV completion. Specifically, we argue that a host-country's national pride and a home-country's relative economic status increase the likelihood of IJV completion, while potential conflicts between the two countries decrease this likelihood. We also theorize that prior collaboration between countries acts as a contingency under which the effects of these factors vary. Using a large sample of 13,675 IJV deals in 58 host countries and 59 home countries, we find general support for our hypotheses.

MOC: **How Peers Influence MNE Headquarter Attention to Foreign Subsidiaries**

Author: **Mayank Sewak**, *Newcastle U. Business School*
Author: **Anna Lamin**, *Northeastern U.*

Firms rely on social reference groups to inform their behavior. Extending this to headquarter attention, we explore how external and internal peers can influence a multinational's (MNE) attention to its subsidiaries. Because MNEs operate in multiple contexts, the selection of relevant social reference groups is complicated. We use the cognitive perspective to propose different categorizations of 'peers'. Using a longitudinal dataset of 213 subsidiaries of 135 MNEs operating in India during 2001-2016, we find that MNEs' headquarter attention is tuned to external peers from the same industry but not home-country. For internal peers, we find two relevant reference groups influence headquarter attention. Thus MNE attention to subsidiaries can occur independent of subsidiary actions and be dependent on an external or internal peers.

MOC: **The Effect of Categorization Breadth and Granularity on Corporate Venture Capital Investment**

Author: **Jungsoo Ahn**, *Stony Brook U.-State U. of New York*

This study theorizes how two dimensions of managerial categorization influence firms' external search. First, the categorization breadth by top managers—or tendency to define peer firms beyond a firm's existing industry boundaries—leads them to scan the periphery of the competitive environment and increase the firm's proclivity for corporate venture capital (CVC) investment. Second, the categorization granularity by top managers—or tendency to distinguish specific subcategories of peer firms rather than simply identify coarse groupings of peers—leads to more caution and decreases the firm's proclivity for CVC investment. I analyzed United States' financial services firms' CVC investment in financial technology (fintech) start-ups from 2013 through 2020 and found that (1) categorization breadth among top managers is positively related to the level of a firm's CVC investment in fintech start-ups, and (2) categorization granularity among top managers is negatively related to the level of a firm's CVC investment in fintech start-ups.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1672** | Submission: **20134** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

Creativity and Decision-Making

Session Moderator: **Spencer Harrison**, *INSEAD*

MOC: **Creativity and the Compositional Paradox: A Framework and Research Agenda**

Author: **Spencer Harrison**, *INSEAD*
Author: **Arne Carlsen**, *BI Norwegian Business School*
Author: **Miha Skerlavaj**, *U. of Ljubljana, School of Economics and Business*

While research on creativity has long acknowledged the importance of iteration, recombination and other integrative activities, the theorizing of creative outputs has often forefronted descriptions that denote a singular output. By explicitly theorizing the nature of creative outputs as composition we develop a vocabulary for understanding creative ideas as simultaneously singular and plural, thereby unlocking the compositional paradox. We specify four compositional archetypes to that end: (1) synergy as the emergence of a new function that comes from bringing multiple ideas together; (2) systemic as the functional connection of the creative idea(s) to existing or new systems; (3) seamless as harmonious connecting of ideas into a pattern or configuration that makes the individual ideas themselves almost invisible, and (4) sourcing as connecting the creative idea to existing themes which make the focal ideas of the composition stand out in dialogue with prior work. Overall, our theorizing of creativity as composition redirects the literature by challenging assumptions that singular and complex ideas imply the same type of creative activities, and by expanding the understanding of how complex creative outputs are formed.

MOC: **Noise in Judgments of the Value of Novel Ideas**

Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Author: **Devon Proudfoot**, *Cornell U.*

Four pre-registered studies (N=1,831 U.S. adults) and analyses of archival data document an obstacle faced by creative ideas: Greater idea novelty produces greater noise (variability between evaluators) in judgments of idea value. We find this effect in evaluations of 500 business venture ideas (Study 1) and audience ratings of 523 films premiering at the Sundance Film Festival (Study 2). We demonstrate the causal role of novelty in producing noisy value judgments using a controlled experiment in which participants rated 80 abstract paintings (Study 3). The positive relationship between novelty and noise attenuated when value was explicitly construed as contingent on novelty (Study 4). Greater noise in others' value ratings reduced people's willingness to invest in an idea, as noise signaled risk (Study 5). Findings show that consensus about an idea's worth diminishes the newer it is, highlighting one reason creative ideas may fail to gain traction in the social world. Keywords: novelty, creativity, noise, consensus, value judgments

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MOC: **Stay the Course or Cut Your Losses? Navigating Persistence and Abandonment in Creative Work**

Author: **Greg Fetzer**, *U. of Liverpool*

Persistence is often considered a key to creative success. Yet we also know that creative work requires abandonment, and indeed, abandonment is a key prescription to prevent escalation of commitment, the proverbial throwing of good money after bad. These countervailing prescriptions create a puzzle for scholars and creative workers themselves. On the one hand, the literature emphasizes the need to persevere through setbacks to develop breakthrough ideas. On the other hand, much organizational research emphasizes the need to put limits on persistence to prevent escalation of commitment and other distorted thinking. To date, however, little work has explored how creative workers navigate these tensions between persistence forces and abandonment forces. Through a qualitative, inductive study of R&D scientists in a pharmaceutical company, I find that scientists are able sustain creative engagement despite the tensions between persistence and abandonment by constructing an aspirational purpose and maintaining a calculated emotional detachment to their ideas. My study has implications for theories of creative work, persistence, and escalation of commitment.

MOC: **Sweeping the Fog on the Cognitive Reflection Test: A Review and Derivative Creation Tool**

Author: **Ahmet Onur Agca**, *Loughborough Business School*

Cognitive Reflection Test is a unique method for measuring cognitive differences across individuals and since its creation in 2005, it has been very popular among researchers from various fields. However, this popularity has brought many questions about the capabilities and application of the test, which has not been holistically evaluated. Besides, the growing popularity of the test has created a side risk of previous exposure, which leads researchers to use variations of the CRT. However, the lack of any structured way of developing test alternatives has also increased the confusion. Therefore, this study aimed to clarify the fog on the topic by applying a non-exhaustive but comprehensive literature review, which also resulted in a conceptual framework for creating novel CRTs derivatives. Then, the research followed a two-stage experiment to apply and evaluate that framework. Through both experiments, the framework's creation and evaluation criteria tested twice and the final results showed sufficient manipulation power for the items while decreasing the potential risk of previous exposure. The study initially provides a conceptual contribution to the theoretical contemplation of CRT. Secondly, it also contributes to the methodology by creating and testing the CRT customisation framework.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1673** | Submission: **13021** | Sponsor(s): **(MOC, CAR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Putting Worker Identity Front and Center: Identity Construction Beyond the Organizational Scaffold

Session Chair: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Session Chair: **Rashi Sonal**, *The London School of Economics and Political Science*
Discussant: **Michael G. Pratt**, *Boston College*
Presenter: **Michelle Checketts**, *U. of Illinois at Urbana-Champaign*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Presenter: **Katie Winkelman**, *U. of Massachusetts, Amherst*
Participant: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Presenter: **Farnaz Ghaedipour**, *Stanford U.*
Presenter: **Rashi Sonal**, *The London School of Economics and Political Science*
Participant: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Participant: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Presenter: **Alexandra Rheinhardt**, *U. of Connecticut*
Participant: **Jinyuan Song**, *George Mason U.*
Participant: **Elizabeth Embry**, *U. of Kansas*
Participant: **Heather Ciara Vough**, *George Mason U.*

Organizations provide guidelines, or a scaffold, for constructing work identities through audience feedback and cultural norms. This symposium examines contexts in which workers either use feedback from their interactions with proximal others to navigate restrictions imposed by the organizational scaffold (as in the case of stigmatized or low-status identities), and/or exercise agency and use unconventional interactional cues to construct their identities in the complete absence of the organizational scaffold (as in the case of independent workers and brewery founders). Putting the worker front and center, we aim to explore the ways in which individual workers craft work identities both within as well as beyond organizational scaffolds. Our discussant, Michael Pratt, a leading scholar in identity construction processes at work, will integrate insights from the presentations, and facilitate the concluding discussion about future directions for this field of research.

Out Enough: Disclosure processes of individuals with concealable stigmatized identities

Author: **Katie Winkelman**, *U. of Massachusetts, Amherst*
Author: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*

Metrics as identity baits: Hope labor sustained

Author: **Farnaz Ghaedipour**, *Stanford U.*

Follow me on Instagram? Image discrepancy and identity work among online independent workers

Author: **Rashi Sonal**, *The London School of Economics and Political Science*
Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Author: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*

Crafting a second career: Role of previous identity in establishing identities in craft breweries

Author: **Alexandra Rheinhardt**, *U. of Connecticut*
Author: **Jinyuan Song**, *George Mason U.*
Author: **Elizabeth Embry**, *U. of Kansas*
Author: **Heather Ciara Vough**, *George Mason U.*

Status compensation dynamics between women in cross-occupational collaboration

Author: **Michelle Checketts**, *U. of Illinois at Urbana-Champaign*
Author: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*

Discussion

Author: **Michael G. Pratt**, *Boston College*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1674** | Submission: **13141** | Sponsor(s): **(MOC, OB, CAR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

Managing Identity Change, Challenges, and Continuity Over Time

Organizer: **Zhuo Lin**, *U. of Cincinnati*
Organizer: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Discussant: **Jennifer Petriglieri**, *INSEAD*
Presenter: **Preeti Varma**, *INSEAD*
Presenter: **Sarah Wittman**, *George Mason U.*
Presenter: **James Hughey**, *U. of Utah, David Eccles School of Business*
Presenter: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Presenter: **Zhuo Lin**, *U. of Cincinnati*

Temporality is an inextricable component of identity. As people experience identity change over time, they are motivated to create a sense of self-continuity, i.e., the subjective feeling of having a sustained and coherent identity story and trajectory (Giddens, 1991; Vignoles et al., 2006). More so than ever, management researchers have been examining the diverse ways through which people craft self-continuity that transcends time (Petriglieri, Ashford, & Wrzesniewski, 2019; Petriglieri, Petriglieri, & Wood, 2018). However, scholars also acknowledge that crafting a sense of self-continuity has become more challenging because of the uncertain, unstructured, and discontinuous nature of contemporary careers (Arthur & Rousseau, 1996; Ashford, George, & Blatt, 2007; Ibarra and Obodaru, 2016). The papers in this symposium examine how people manage their identit(ies) over time as they face identity change, challenges, and the need for self-continuity. We examine identity work strategies both at transitional moments in one's career and as evolving processes in the long term. Our symposium includes qualitative, quantitative, and theoretical works, and investigates identity work in both traditional and novel work settings.

Retaining Connection to an Elite Organization through Time-bending Idealization

Author: **Spencer Harrison**, *INSEAD*
Author: **Kristie Rogers**, *Marquette U.*
Author: **Preeti Varma**, *INSEAD*

Losing the Plot? How Narrative Identity Challenges Affect Independent Scientists' Progression

Author: **Brianna Barker Caza**, *U. of North Carolina, Greensboro*
Author: **Susan J. Ashford**, *U. of Michigan*
Author: **Erin Marie Reid**, *McMaster U.*
Author: **Steve Granger**, *Concordia U., Montreal*
Author: **Manjari Ganti**, *U. of Michigan, Ross School of Business*

Constructing an Entrepreneurial Identity Amidst an Inescapable Archetype

Author: **James Hughey**, *U. of Utah, David Eccles School of Business*
Author: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*

How People Manage Unimaginable and Impossible Future Selves

Author: **Zhuo Lin**, *U. of Cincinnati*
Author: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*

Weaving Self-continuity Across the Identity Gestalt

Author: **Sarah Wittman**, *George Mason U.*
Author: **Blake E. Ashforth**, *Arizona State U.*
Author: **Herminia Ibarra**, *London Business School*

Session Type: **Symposium**
Program Session: **1675** | Submission: **16221** | Sponsor(s): **(MOC, OB, DEI)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

New Advances in Research on the Impostor Phenomenon

Organizer: **Jeffrey Bednar**, *Brigham Young U.*
Organizer: **Richard G. Gardner**, *Brigham Young U.*
Organizer: **Alexander Keogh**, *Brigham Young U.*
Presenter: **Basima Tewfik**, *MIT Sloan School of Management*
Presenter: **Brooke A. Gazdag**, *U. of Amsterdam*
Presenter: **Rebecca Badawy**, *U. of Pittsburgh*
Presenter: **Angelica Gutierrez**, *Loyola Marymount U.*
Presenter: **Sanne Feenstra**, *Vrije U. Amsterdam*
Presenter: **Christopher Begeny**, *U. of Exeter*
Presenter: **Jennifer Jordan**, *IMD*
Presenter: **Michelle K. Ryan**, *U. of Exeter*
Presenter: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*

As scholars have begun to dig deeper into the assumptions the psychological literature on impostor syndrome has been making for decades, the stage has been set for an evolving conversation about how we can better examine and understand the mechanisms that generate the impostor phenomenon, the different consequences that result from feelings of impostorism, and the best strategies for mitigating its adverse effects. The purpose of this symposium is to bring together a group of top scholars interested in the impostor phenomenon to share and discuss emerging research and insights, and help spark new research ideas and collaborations that can influence research in this area into the future.

The Effect of Role Overload and Workplace Impostor Thoughts on Effort and Subsequent Job Performance

Author: **Basima Tewfik**, *MIT Sloan School of Management*

Do You See Me Like I See Me? Negotiator Identity and Counterpart Subjective Value

Author: **Brooke A. Gazdag**, *U. of Amsterdam*
Author: **Rebecca Badawy**, *U. of Pittsburgh*

It's Not Impostor Syndrome but Impostorization That Threatens Faculty Retention in Academia

Author: **Angelica Gutierrez**, *Loyola Marymount U.*

Reaching the Top but not Feeling on Top of the World: Examining Women's Internalized Power Threats

Author: **Sanne Feenstra**, *Vrije U. Amsterdam*
Author: **Christopher Begeny**, *U. of Exeter*
Author: **Jennifer Jordan**, *IMD*
Author: **Michelle K. Ryan**, *U. of Exeter*
Author: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*

An Island of One: How Entrepreneurs Cope With, and Coach Others Experiencing Impostorism

Author: **Jeffrey Bednar**, *Brigham Young U.*
Author: **Richard G. Gardner**, *Brigham Young U.*
Author: **Alexander Keogh**, *Brigham Young U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1676** | Submission: **20444** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Spirituality and Society: Insights from Culture, Health, and Learning

Session Moderator: **Jeffrey Miles**, *U. of the Pacific*

This session will explore various research papers on spirituality and its impact on different aspects of society. The papers will cover topics such as sparking a feminine organizational culture through spiritual wisdom traditions, the impact of spirituality on the health of college students, the influence of spirituality on stress appraisal during the Covid-19 pandemic, and re-conceptualizing spirituality to generate a whole-person learning experience for graduates. Additionally, the session will question whether spirituality is an interdisciplinary interest or an emerging discipline. Attendees will gain valuable insights into the multifaceted nature of spirituality and its potential impact on individuals and society at large.

MSR: **Spirituality and the Health of College Students: A Partial Replication and Extension**

Author: **Jeffrey Miles**, *U. of the Pacific*
Author: **Stefanie E Naumann**, *U. of the Pacific*

Spirituality has been linked with numerous positive effects, and the university experience is generally viewed as an important time for students to develop their spiritual identities. The purpose of this study was to partially replicate and extend the findings of Nelms et al. (2007) on the relationship between spirituality and the health of university students. In a survey study of 968 first-year undergraduate students in the western United States, we found that spirituality was associated with higher levels of physical health, emotional health, and exercise, and these relationships were generally different for white individuals and men than for minorities and women.

MSR: **Spirituality: An Interdisciplinary Interest or an Emerging Discipline for The Unknown ?**

Author: **Sharda Nandram**, *Vrije U. Amsterdam*
Author: **Puneet Bindlish**, *Vrije U. Amsterdam*

The intersection of management, spirituality, and religion (MSR) gives scholars, academicians, and practitioners a distinctive approach to understanding phenomena in management, solving issues around them, and making decisions regarding them from a different or rather transformed perspective. Exploring this intersection, we reflect its influence on management practices and research in MSR. Although not truly interdisciplinarily, spirituality has so far been developed and dealt with under several disciplines. Owing to its weak or lesser-known disciplinarity, spirituality has been colonized by interdisciplinarity leading to digestion of its concepts or methods and eventual distortion to fit the dominant disciplines. This undermined its distinct ontology and epistemology and in turn the promise it holds. This paper highlights the emerging disciplinarity in spirituality to argue for its position as a distinct discipline. After discussing some of the challenges towards this end, we propose spirituality as a field of knowledge that deals with the un-experienceable and unknowable unknown, and its connectedness with the knowable and experienceable realm. We further propose the building blocks for this discipline (ontology, epistemology, axiology and praxeology). Finally we reflect on the road ahead for qualifying to be an academic discipline as a field of study for learning, producing and practicing knowledge.

MSR: **Opportunity or Threat: Spirituality And Stress Appraisal During The COVID-19 Pandemic**

Author: **Salar Mesdaghinia**, *Eastern Michigan U.*
Author: **Morgan Milner**, *Eastern Michigan U.*

The COVID-19 pandemic has been a great source of stress for employees. However, employees differ in how they cope with pandemic stressors and how they are impacted by them. Drawing on challenge-hindrance stress appraisal framework, we propose that employees with higher levels of spirituality are more likely to view pandemic stressors (e.g., health concerns and job insecurity) as challenges - that is, opportunities for growth - than those with lower levels of spirituality. Conversely, employees with high spirituality are less likely to perceive pandemic stressors as hindrances - that is, threats to their goals - than those with lower spirituality. We also propose that challenge appraisal is related to positive behaviors and outcomes (following social distancing rules, work adaptation, and post- traumatic growth), whereas hindrance appraisal is associated with negative outcomes (psychosomatic strain, job cynicism, and depression). We further hypothesize that for employees with high spirituality, pandemic stressors are associated with enhanced behavioral and well-being outcomes due to their more favorable stress appraisal. Data from two time-separated studies involving employees from a variety of jobs and organizations in the U.S. support our hypotheses. Our findings show that by promoting a positive view of pandemic stressors, spirituality can be a source of relief and growth for employees, can help them engage in positive coping behaviors, and can promote their well-being.

MSR: **Sparking a Feminine Organizational Culture: Insights from Spiritual Wisdom Traditions**

Author: **Ayesha Sengupta**, *Postdoctoral Research Associate at U. of Illinois, Urbana-Champaign*
Author: **Vickie Coleman Gallagher**, *Department of Management, Cleveland State U.*

Masculine cultures are perpetuated by stereotypical management practices, often taught in many business schools. Our research explores the intersection of feminine organizational cultures and the intersection of spiritual wisdom traditions that celebrate femininity. We provide a thematic analysis of the literature and end with change management practices to advance management practices and theory. We will contend that in order to achieve the benefits of feminine cultures, we must not only alter our hiring practices or structural design, as would be suggested by typical management practices. We must begin to help leaders visualize the feminine identity and appreciate the inclusion of spirituality in the workplace, so that the culture itself is altered. Humanistic change management literature can be leveraged to alter a culture, while incorporating the themes discovered in this research, such as compassion, a connection to nature, unity as well as a powerful feminine leader. These visualizations have the potential to provide the necessary images, signs and symbols necessary to create a more feminine culture, thereby benefiting from these practices.

MSR: **Re-conceptualizing Spirituality to Generate a Whole Person Learning Experience for Graduates**

Author: **Cheryl Dowie**, *U. of Houston - Downtown*

Producing a learning environment that equips graduates with sustainable and intangible life-skills that can contribute effectively to today's complex business world, requires the reinforcement of humanistic variables in management education. In this study, we infuse spiritual learning elements such as humility, compassion, and simplicity with Kolb's Experiential Learning Theory (ELT) to generate a whole person learning experience for graduates. Our rationale behind conceptualizing spirituality with ELT is because it develops sustainable competencies required for graduates to focus on personal development, community engagement, and an overall higher purpose in life, which will in turn nurture them into productive citizens of the 21st century. Our empirical data was collected during the covid-19 pandemic period (i.e., 2020-2021) when online-teaching was carried out for graduates at two locations (i.e., the Middle East and the UK). We expect that our study will encourage management scholars and instructors to adopt a reflective approach while revisiting their curricula and apply innovative pedagogical approaches to educate next generation leaders and global citizens.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1677** | Submission: **15346** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Mindfulness and Its Intersection With Social Challenges

Presenter: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Presenter: **Christopher James Lyddy**, *Providence College*
Participant: **Darren Jason Good**, *Pepperdine U.*
Presenter: **Ute Regina Hulsheger**, *Maastricht U.*
Participant: **Jochen Matthias Reb**, *Singapore Management U.*
Participant: **Chris Reina**, *Virginia Commonwealth U.*
Participant: **Alisha Gupta**, *Virginia Commonwealth U.*
Presenter: **Eva Peters**, *Singapore Management U.*
Participant: **Samantha Su-Hsien Sim**, *NOVA School of Business and Economics*
Presenter: **Wu Wei**, *Wuhan U.*
Presenter: **Xia Liu**, *Wuhan U.*
Participant: **Darta Vasiljeva**, *Maastricht U.*
Participant: **Annika Nübold**, *Maastricht U.*
Participant: **Tiffany Kriz**, *MacEwan U.*

Workplace accounts of poor management, employee burnout, and inequity have been consistent elements of work life leading to countless media reports of workplace toxicity where a lack of trust and overabundance of conflict have become the norm. The studies in this symposium continue to advance knowledge by documenting how mindfulness intersects common challenges in the social realm. These include managing the intricate process of feedback and communication, supportive leadership behaviors that enable employee resilience, deepening the understanding between telecommuting and well-being, and enriching our understanding of minoritized experiences. These studies add to knowledge on mindfulness by examining understudied areas and voices and offer new theoretical insights and practical implications.

Trait Mindfulness Buffers Responses to Negative Feedback

Author: **Christopher James Lyddy**, *Providence College*
Author: **Darren Jason Good**, *Pepperdine U.*
Author: **Tiffany Kriz**, *MacEwan U.*

Fear of Negative Evaluation Mediates the Positive Effect of Mindfulness on Feedback-Seeking Behavior

Author: **Eva Peters**, *Singapore Management U.*
Author: **Jochen Matthias Reb**, *Singapore Management U.*
Author: **Samantha Su-Hsien Sim**, *NOVA School of Business and Economics*

Creating Positive Relationships at Work: The Role of Leader Mindful Communication

Author: **Wu Wei**, *Wuhan U.*
Author: **Xia Liu**, *Wuhan U.*
Author: **Alisha Gupta**, *Virginia Commonwealth U.*
Author: **Chris Reina**, *Virginia Commonwealth U.*

A Mindful Attention Regulation Perspective on The Role of Telecommuting For Employee Well-being

Author: **Ute Regina Hulsheger**, *Maastricht U.*
Author: **Annika Nübold**, *Maastricht U.*
Author: **Darta Vasiljeva**, *Maastricht U.*

The Enlightenment Bias: Why Mindfulness May Not Be A Practice for Everyone

Author: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1678** | Submission: **20861** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

The Effects of Leader Leniency and Compassion on Subordinates

Session Moderator: **Maie Stein**, *U. of Hamburg*

OB: **Leading for Growth: Daily Affiliation Resources Provided by the Leader and Nonwork Mastery**

Author: **Maie Stein**, *U. of Hamburg*
Author: **Vanessa Begemann**, *U. of Hamburg*
Author: **Sabine Gregersen**, *Institution for Statutory Accident Insurance and Prevention*
Author: **Sylvie Vincent-Höper**, *U. of Hamburg*

Despite the importance of mastery experiences to day-to-day recovery from work, we know little regarding the day-level antecedents of mastery. Drawing on conservation of resources and resource exchange perspectives, we aim to examine the role of affiliation resources provided by the leader (i.e., demonstrations of warmth, care, and positive regard) during the workday in promoting mastery during after-work time. Multilevel path analysis of daily diary data from 198 employees (768 days) indicated that on days when employees perceived that their leader provided more affiliation resources, they reported higher levels of self-esteem and work engagement and, in turn, experienced higher levels of mastery during after-work time. Additionally, we found that employees in high-quality (vs. low-quality) leader-member exchange (LMX) relationships benefitted more from affiliation resources provided by their leader in terms of work engagement. The findings of this study contribute to recovery research by shedding light on the day-level work-related factors and psychological processes that are associated with mastery. By highlighting the interplay of day-specific resources and general perceptions of LMX quality, we advance the understanding of LMX as a dynamic phenomenon and provide a more nuanced understanding of the relative value of resources provided by the leader to employees.

OB: **Entitlement or Obligation:The Role of Attributed Motives in Subordinate Reactions to Leader Leniency**

Author: **Zheng Zhu**, *Nankai U.*
Author: **Xingwen Chen**, *School of Managament, Fudan U., China*
Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*
Author: **Wansi Chen**, *East China U. of Science and Technology*

Although previous research has examined the effectiveness of various levels of punitive reactions to misconduct, researchers have given leader leniency relatively inadequate attention. Prior studies consistently suggest the beneficial effects of reacting less punitively toward misconduct. The current research challenges this notion by delineating a mixed effect of leader leniency on subordinate psychological and behavioral reactions. Building on social exchange theory (i.e., reciprocity norm and rank equilibration norm) and motive attribution literature, the authors argue that when subordinates hold high levels of instrumental motive attribution, leader leniency relates positively to subordinate psychological entitlement, which in turn leads to workplace deviance. In contrast, when subordinates develop high levels of value-expressive motive attribution, leader leniency is positively associated with their felt obligation toward leaders, which positively influences their subsequent organizational citizenship behavior. The results of a field study and a recall experiment conducted to test these hypotheses confirm the double-edged effects of leader leniency. These findings have important implications for theory and practice.

OB: **Trauma-Informed Compassionate Leader Behaviors-Compassion at Work for Those Who Have Suffered Trauma**

Author: **Nicole Alonso**, *U. of Houston*

The present research study sought to develop a compassion scale – a measure of Trauma-informed Compassionate Leader Behaviors (TICLB) using a total sample size of 949 across three studies. In Study 1a, TICLB items were generated through interviews with trauma survivors using both an inductive and deductive approach. Interview questions and coding schema were informed by theories of compassion and trauma-informed approaches. Items were based on content from interviews. In Studies 1b and 1c, TICLB items were investigated for content validity, to ensure that items measured the focal construct TICLB. In Study 2, the TICLB measure was further refined, and the factor structure examined revealing a bifactor model with one general factor and two specific factors "tangible behaviors" and "intangible behaviors." Additionally, Study 2 established convergent validity with extant measures of compassion as well as discriminability from conceptually similar constructs (e.g., perceived supervisor support). Study 3 revealed that TICLB predicted employee well-being, employee perceptions of the organization, and employee contributions to the organization. Additionally, Study 3 revealed that TICLB predicts these same outcomes above and beyond general compassion and compassionate leader behaviors. The theoretical and practical implications are discussed.

OB: **Should Leaders Be Lenient to Followers? The Mixed Impact of Leader Leniency on Follower Misconduct**

Author: **Puchu Zhao**, *School of Business,Sun Yat-sen U.*

How to address followers' misconduct to prevent its future occurrences is a common issue for leader in their daily work. While the existing literature has consistently demonstrated that imposing the prescribed punishment is more effective to rectifying wrongdoers' misconduct than not doing so (i.e., engaging in leniency), we challenge this prevailing conclusion. Integrating social information processing theory and power literature, we proposed that leader leniency is a mixed blessing for preventing subsequent misconduct by wrongdoer followers. Specifically, because of its dual but conflict moral implications (i.e., unrighteousness and mercy), leader leniency exerts both facilitative and inhibitive effects on follower misconduct. We further identify followers' dependence on leader serve as a key boundary condition. When this dependence is low, leader leniency will increase follower misconduct via follower perceived acceptability of norm violations. On the contrary, when this dependence is high, leader leniency will inhibit follower misconduct via follower work moralization. Our theory was supported through a longitudinal survey. Taken together, our research provides significant implications to understanding a management issue—whether, why, and when leader leniency is an effective means for preventing future misconduct by followers.

Session Type: **Paper Session**
Program Session: **1679** | Submission: **20806** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

Leadership and Knowledge Sharing/Innovation

Session Moderator: **Liehr Jennifer**, *Helmut Schmidt U.*

OB: **Must Have or Nice to Have? Necessary Leadership Competencies to Enable Employees Innovative Behavior**

Author: **Liehr Jennifer**, *Helmut Schmidt U.*
Author: **Sven Hauff**, *Helmut Schmidt U.*

Encouraging employees' innovative behavior (EIB) is one of the most important leadership task and numerous studies have examined the links between leadership and EIB. However, the research field is highly fragmented and does not provide a unified conception of innovative leadership. Using a qualitative content analysis, we investigate which leadership competencies are mentioned related to EIB. We turn away from leadership styles and apply a behavioral-focused competency approach. We first identify specific competencies mentioned in connection with EIB. Subsequently, we prioritize the results by examining which leader competencies are described as necessary conditions for EIB. The results show clear differences between competencies described as innovation-promoting and competencies characterized as necessary for EIB. Of the variety of competencies considered as EIB- promoting, only a very small part seems to be a necessary prerequisite for EIB. Based on the results, we present seven theoretical propositions and a concise model of innovative leadership.

OB: **To Serve or to Enable? From Leadership to Innovative Behaviors Through Engagement and Empowerment**

Author: **Waleska Yone Yamakawa Zavatti Campos**, *Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*
Author: **Flavia Cavazotte**, *Pontificia U. Catolica de Rio de Janeiro*

The aim of this study is to comparatively examine the influence of servant and entrepreneurial leadership on innovative work behavior (IWB) of civil servants, analyzing their concurrent effects. In addition, we assess the mediating effects of psychological empowerment and work engagement to understand better how specific leader behaviors promote IWBs. We conducted a survey with 160 Brazilian civil servants from union courts of accounts. We used partial least squares modeling to analyze our data, controlling for common method effects. Results show that servant leadership exerts stronger influence on employees' IWB than entrepreneurial leadership. However, entrepreneurial leadership was also associated with IWBs through psychological empowerment and positively associated with work engagement. Our study contributes to the literature by suggesting that servant and entrepreneurial leader behaviors have complementary effects on IWBs of employees in the public sector. We discuss implications for theory and practice.

OB: **Inclusive Leadership and Employee Innovation: A Review and Direction for Future Research**

Author: **Khoshmorad Khamosh**, *Harbin Institute of Technology*
Author: **Ali Hasan Mumtaz**, *Harbin Institute of Technology*
Author: **Chuqi Hang**, *Harbin Institute of Technology*

This review paper aims to answer two research questions: Does inclusive leadership predict employee innovative behavior? If so, how and when does this prediction occur? A systematic search and review of empirical papers published. We conducted a systematic search and review of empirical papers published between 2006 and 2022. A total of 35 papers were identified based on the criteria of reporting empirical results, having been published in English, and answering the above research questions. In general, the results of these studies indicate that inclusive leadership is positively predictive of employee innovation and creativity. However, recent findings indicate that this relationship may not be as simple as it appears. Additionally, several mediators and moderators have also been identified, demonstrating that in many cases inclusive leadership has an indirect effect on employee innovation. Although some boundary conditions have been examined, it is necessary to conduct further research on the moderators. According to the review, it is imperative to move forward with stronger research designs to determine causality in this area. Therefore, it is necessary to examine the aspects of inclusive leadership separately, as well as to evaluate more complex relationships.

OB: **The Trickle-up Effect of Followers' Knowledge Sharing Behavior on Leaders' Innovative Behavior**

Author: **Sadia Afzal**, *IAE Aix Marseille Graduate School of Management CERGAM*
Author: **Carolina Serrano Archimi**, *Aix-Marseille Graduate School of Management – IAE, France*

The current study tested a multi-level moderated mediation model to understand the indirect effect of employees' knowledge-sharing behavior (KSB) on leaders' innovative behavior via leader psychological capital (PsyCap) under the moderating conditions of leader learning goal orientation and performance approach goal orientation. We collected multilevel and multi-sources data from 708 employees, 240 team leaders, and 80 operational managers using three surveys. We developed four alternative models (due to multi-source data of self-rated vs. other rated) for each measurement and hypothesized model and tested them using multi-level confirmatory analysis and multi-level structural regression model, respectively. The results showed that employees' KSB (self-rated and team leader rated) has a positive and significant indirect effect on leaders' innovative behavior (self-rated & manager rated) via leader PsyCap. Furthermore, leader learning goal orientation and performance approach goal orientation moderate positively and negatively, respectively, the above-mentioned indirect effects. This is the first study of its nature that examined the trickle-up indirect effect of employees' KSB on leaders' innovative behavior via leader PsyCap, along with the moderation of leader learning goal orientation and performance approach goal orientation. This study also provides a methodological contribution because it tested the measurement and hypothesized models with a multi-level modeling technique in Mplus, using four alternative models based on combinations of self-rated and other rated responses collected at three different levels (managers, team leaders, and employees).

OB: **Effort Justification of Leader Knowledge Sharing and Its Diminishing Marginal Utility**

Author: **Ranxin Liao**, *Hitotsubashi U.*
Author: **Ran Li**, *Beijing Normal U.*

In the work place, employees can be recipients of knowledge sharing from both the leader and coworkers and be benefited both individually and collectively (Wang & Noe, 2010). However, although knowledge sharing has been found promoting multiple desirable work outcomes in an organizational context, it has been studied more from the perspective of a benefactee (i.e., the knowledge receiver) rather than from the perspective of a benefactor (i.e., the knowledge giver). Taking the perspective of benefactors, with a 2-wave survey on 623 employees, our paper explores the influence of leader knowledge sharing on employee performance. Employing the cognitive dissonance theory, we argue that leaders would experience an effort justification effect where the more knowledge a leader has shared with a particular employee, the more the leader would favor the focal employee subjectively in the evaluation of his or her performance. We further argue that such an effort justification effect would have a diminishing marginal utility. Our paper has several important theoretical contributions and practical implications.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1680** | Submission: **20827** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

New Perspectives on Abusive Supervision

Session Moderator: **Habib Tayyab**, *Univevrsity of Science and Technology of China*

OB: **Supervisor Perception of Psychological Contract Breach and Abusive Supervision**

Author: **Habib Tayyab**, *Univevrsity of Science and Technology of China*
Author: **Qingxiong (Derek) Weng**, *school of management, USTC*
Author: **Anastasiia Popelnukha**, *school of management, USTC*
Author: **Lincoln Jisuvei Sungu**, *school of management, USTC*
Author: **Alexander Narh Tetteh**, *school of management, USTC*

Drawing from COR theory, this research examines supervisor extra-role investment in subordinates as a key boundary condition for the linkage between an employee's lack of OCBI and the supervisor's perception of psychological contract breach and subsequent resource withdrawal as abusive supervision. Across 4 independent studies, 3 experimental scenario-based studies (N = 103; Study 1; N = 120; Study 2; N = 88; Study 3), and a time-lag working sample (N = 133; Study 4), the positive relationship between employees' lack of OCBI and abusive supervision was established to hinge on a supervisor's extra-role investment in subordinates. Study 2 demonstrates that the effect of a lack of employee OCBI on supervisor perceptions of psychological contract breach was positive and significant only when supervisor extra-role investment in subordinates was high. Study 3 shows that supervisor perceptions of psychological contract breach are positively related to abusive supervision. Study 4 demonstrated the overall generalizability of our findings in a field setting. All in all, the findings of current research highlighted the role of crossover resource investment and loss in relation to supervisors' perceptions of psychological contract breach and promote new insights on both the antecedents and outcomes of supervisors' perceptions of psychological contract breach.

OB: **Breaking Bad: Abusive Supervision of High Integrity Leaders**

Author: **Hanhua Xu**, *Hong Kong Baptist U.*
Author: **Bonnie Cheng**, *HKU Business School, The U. of Hong Kong*
Author: **Xu Huang**, *Hong Kong Baptist U.*
Author: **Ye Zhou**, *Shanxi U. of Finance and Economics*

It is well known that abusive supervision hurts employees' self-evaluation, making them feel worthless and excluded. Conventional wisdom suggests that "bad leaders" abuse employees, however, increasingly we know that "good leaders" may at times lose control and abuse employees. Does employees' self-evaluation suffer more or less when abusive supervision comes from the hands of a high integrity leader? Since people may rationalize away abusive behavior on the part of a perceived "good leader", we often overlook and pay scant attention to the damage of abusive supervision that they cause on employees. To explore this issue, we draw on attribution theory to theorize, counter-intuitively, that abusive supervision from a leader high on behavioral integrity exacerbates employees' damaged self-evaluation, as leader behavioral integrity may compel abused employees to make internal rather than external attributions of abusive acts, subsequently influencing their self-evaluation and task performance. Taking a mixed-method approach, results based on an experimental scenario study (Study 1: N = 198) and a multi-wave multi-source field study (Study 2: N = 269 employees, N = 48 supervisors) support our propositions. This work points to the exacerbating effect on employees when good leaders break bad.

OB: **The "Life" Consequences of Abusive Supervision: Abusive Supervision and Employee Procreation**

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*
Author: **Xueqi Wen**, *Tongji U.*
Author: **Zihan Liu**, *U. of Houston*

Drawing upon the literature on abusive supervision and family planning, we explored how and when abusive supervision was associated with employee reduced procreation intention and subsequent birth control behavior. We found that abusive supervision was negatively related to state self-esteem and anticipated family-supportive supervisor behavior, which, in turn, led to reduced procreation intention and increased birth control behavior. In addition, employees who attribute abusive supervision to themselves are more likely to experience reduced self-esteem in reaction to the abuse, whereas employees who blame their supervisors for the abuse tend to expect lower levels of family-related support from their supervisors in the future. Our research extends the abusive supervision literature from a multi-generational perspective and reveals that abusive supervision could have substantial and long-lasting influences on employee family planning.

OB: **Subordinate Proactive Behavior and Abusive Supervision: Exploring Boundary Conditions**

Author: **Qin Xu**, *Southeast U.*
Author: **Catherine K. Lam**, *City U. of Hong Kong*
Author: **Hongjiang Lv**, *School of Economics and Management, Southeast U.*

Drawing from social exchange theory and regulatory focus theory, this study proposes a model in which supervisor future orientation and subordinate performance moderate the relationship between subordinates' proactive behavior and abusive supervision. Results across a multi-source field study (Study 1) and a scenario experiment (Study 2) consistently showed a three-way interaction pattern, such that, the positive interaction of subordinate proactive behavior and supervisor future orientation on abusive supervision only occurred when subordinates had high levels of performance. We discuss the theoretical and practical implications and indicate several directions for future research.

Session Type: **Paper Session**
Program Session: **1681** | Submission: **20623** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

Using an OB Lens to Understand Entrepreneurship

Session Moderator: **Minah Park**, *U. of Wisconsin, Madison*

OB: **Gender Differences in Feedback Response During Entrepreneurial Pipeline Programs**

Author: **Minah Park**, *U. of Wisconsin, Madison*
Author: **Jirs Meuris**, *U. of Wisconsin-Madison*
Author: **Jonathan Thomas Eckhardt**, *Wisconsin Institute for Discovery*

Pipeline programs seek to facilitate pathways into entrepreneurship through training, education, and mentorship. These initiatives are intended to encourage individuals into entrepreneurship who may otherwise not have considered it and provide them with the knowledge and skills that can enhance their success. We propose that these programs may unwittingly contribute to persistent gender disparities in entrepreneurship. Throughout, individuals tend to receive feedback (e.g., grades or pitch evaluations) on their ideas or skills. Drawing on research suggesting that women and men may respond differently to performance feedback, we predict that instances of negative feedback during entrepreneurial pipeline programs decrease the intention to enter entrepreneurship among women but not men explained by changes in women's entrepreneurial self-efficacy and evaluations of risk. We find support for this prediction across two pre-registered studies using pre-and post-survey data combined with archival data from a sample of students enrolled in introductory entrepreneurship courses (Study 1) and a randomized lab experiment (Study 2). Altogether, our findings suggest that programs intended to strengthen the pipeline into entrepreneurship may be an unintended contributor to gender disparities.

OB: **Smart People Working for Whom? Linking Perceived Overqualification with Entrepreneurial Outcomes**

Author: **Chao Ma**, *Australian National U.*
Author: **Xue Zhang**, *Shanghai Normal U.*

Perceived overqualification refers to an employee's feeling that he/she possess surplus capabilities than a job requires. Drawing from theory of planned behavior and self-efficacy literature, we develop a theoretical model to depict the potential effects of perceived overqualification on entrepreneurship. Specifically, we propose that perceived overqualification is positively related to an employee's entrepreneurial self-efficacy, which further predicts their entrepreneurial intentions and entrepreneurial goal-enacting behavior. We also suggest that peer's entrepreneurial experience may serve as a moderator strengthening the positive relationship between perceived overqualification and entrepreneurial self-efficacy. We collected a 2-wave multisource data from employees in China and on the basis of a final sample of 118 employees, we found empirical support for our proposed relationships among perceived overqualification, entrepreneurial self-efficacy, entrepreneurial intentions and entrepreneurial goal-enacting behavior, and the boundary condition of peer's entrepreneurial experience. Implications are discussed.

OB: **Experimentation and Business-model Transformation: The Self-Regulatory Benefits of Hype**

Author: **Jean-François Harvey**, *HEC Montréal*

Research on hype in entrepreneurship has largely focused on image-related gains for entrepreneurs. As a result, it has overlooked the reciprocal nature of social interactions, which entails information exchanges that can help entrepreneurs self-regulate over time. To better assess the self-regulatory benefits of hype, we investigate the behaviors of entrepreneurs who must both build legitimacy and learn and adapt in order to succeed: pivoting entrepreneurs. Latent change score (LCS) modeling of five-wave monthly longitudinal data from 574 entrepreneurs during COVID-19 shows that hype leads to intraindividual increases in experimentation, which are associated with intraindividual increases in business-model transformation. We also find that entrepreneurs' sense of efficacy acts as a boundary condition, as only those who are confident in their entrepreneurial capabilities leverage hype in such a way. In other words, provided they are not beset by self-doubt, pivoting entrepreneurs who promote their venture the most engage in more experimentation and implement more strategic changes over time. Our study offers key implications and opens avenues for future research on hype in entrepreneurship and contributes more broadly to our understanding of entrepreneurial expertise.

OB: **Institutional Logics as a Legitimating Force in Enacting Top-down Entrepreneurship in the Arab Gulf**

Author: **Seungah Lee**, *New York U. Abu Dhabi*

In face of top-down promotion of entrepreneurship, how do organizations make sense of their environment and as enactors and facilitators of an entrepreneurship ecosystem? This chapter explores how "entrepreneurship enabling" organizations navigate, enact, and manage entrepreneurship development in light of active promotion of entrepreneurship by Arab Gulf states. government-driven national development rhetoric around entrepreneurship as a core part of their identity and purpose, resulting in multiple institutional logics. In fact, embrace of a national developmentalist institutional logic becomes critical for these organization's local legitimacy and survival as entrepreneurship is a nascent field for the Arab Gulf. In doing so, these organizations engage in multiple institutional logics: entrepreneurship market, community, and national developmentalist. Pursuit and navigation of multiple institutional logics amidst an uncertain entrepreneurship environment with ambitious goals, then, result in these organizations engaging in the "technology of talk" and strategic segmentation and decoupling that follows historical patterns of modernization and development observed in the Arab Gulf.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1682** | Submission: **20845** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

Understanding the Effects of Harmful Leader Behaviors and Emotions on Employees

Session Moderator: **Aikaterini Eleni Tsantila**, *Justus-Liebig U. Giessen*

OB: **Leader Perfectionism and Subordinate Turnover Intention: An Attribution Theory Perspective**

Author: **Jiarong Guo**, *School of Management, Shandong U.*
Author: **Zhaopeng Liu**, *School of Management, Shandong U.*
Author: **Yamei Liu**, *Shanghai U. of Finance and Economics*
Author: **Danting Chang**, *School of Management, Shandong U.*

As perfectionism exploration in the workplace began to emerge, existing research on leader perfectionism have both positive and negative effects on subordinates' behavior. From the perspective of attribution theory, this paper attempts to propose a dual-path moderated mediating model for the influence of leader perfectionism on employees' turnover intention. We examined how employees' attributions of leader perfectionism influenced their responses. The results showed that a high subordinate's self-serving attribution will make employees believe that the leader's perfect requirements are in line with their own qualifications, perceived as over qualifications, thereby promoting their turnover intentions. However, subordinates with a low self-serving attribution would see leader perfectionism as a good characteristic of the leader, thus increasing their identification with the leader in terms of values, further enhancing their desire to stay in the organization. Our research has crucial implications for the application and practice of perfectionism in the field of management.

OB: **Antecedents and Leadership Consequences of Supervisors' Employee-directed Objectification**

Author: **Aikaterini Eleni Tsantila**, *Justus-Liebig U. Giessen*
Author: **Frank H. Walter**, *Justus-Liebig U. Giessen*

Objectification (i.e., perceiving others as dehumanized instruments for goal attainment) is highly prevalent in supervisor-employee interactions. Nevertheless, little is known about (a) why some supervisors objectify their employees to a greater extent than others and (b) how such objectification manifests in a supervisor's leadership behavior. We draw from theory and research on self-concepts and role identities to address these questions. We propose that the way supervisors view themselves in relation to others (i.e., their self-concept) is an important antecedent of their employee-directed objectification. Further, we hypothesize that such objectification has the capacity to evoke an autocratic leadership style, although this linkage will hinge on supervisors' identification with their leader role. Using a sample of 65 supervisors and 266 of their employees, we found that supervisors' individual (but not relational or collective) self-concept was positively related to their employee-directed objectification. Moreover, supervisors' objectification was positively related to their autocratic leadership behavior, but only among those who strongly identified with their leader role. These results advance our theoretical understanding of objectification in leadership relations, providing new insights into the antecedents, consequences, and boundary conditions associated with supervisors' employee-directed objectification.

OB: **Supervisor Downward Jealousy and Its Social Function in Supervisor-Subordinate Relationships**

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*
Author: **Lingtao Yu**, *U. of British Columbia*
Author: **Xueqi Wen**, *Tongji U.*
Author: **Michelle K. Duffy**, *U. of Minnesota*

We introduce the concept of supervisor downward jealousy, defined as supervisor's fear of losing valued relationships with subordinates because of an actual or imagined rival (e.g., an informal leader). We integrate recent theoretical framework on workplace jealousy with the social functional view of emotions to propose and test a novel theoretical model to delineate both the antecedents and consequences of supervisor downward jealousy. We theorize that the presence of an informal leader contributes to the emergence of supervisor downward jealousy, particularly when the informal leader is competent, and that jealous supervisors are more likely to refrain from abusive supervision and provide supervisory support to their valued targets (i.e., other subordinates), particularly when the other subordinates are competent, with the hope to repair and rebuild the valued relationships. We first developed a scale on supervisor downward jealousy (Study 1a) and then adopted a multi-method, multi-sample research design including an electronic confederate-based experiment (Study 1b) and a multi-wave, multi-source field study (Study 2) to test our model and hypotheses. Results across both studies provide consistent support for our predictions. We discuss the theoretical and practical implications as well as future research directions of our work.

OB: **A Daily Diary Study on the Mechanisms Linking Leader Workaholism and Subordinate Work Withdrawal**

Author: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Author: **Sunjin Pak**, *California State U., Bakersfield*
Author: **Sang-Hoon Lee**, *Loyola Marymount U.*
Author: **Amit Kramer**, *U. of Illinois Urbana-Champaign*

Based on moral licensing theory, we propose that employees who perceive that their leaders are high in workaholism during the workday are more likely to experience ICT demands after work hours the same workday, which would be considered morally praiseworthy by leaders who spend excessive time on work activities. After-hours ICT demands, in turn, may activate two psychological mechanisms (i.e., psychological entitlement versus emotional exhaustion) that ultimately relate to work withdrawal on the next workday. First, after-hours ICT demands are associated with greater psychological entitlement, which relates to work withdrawal. Second, after-hours ICT demands are associated with greater emotional exhaustion, which also increases work withdrawal. Using experience sampling methodology, we tested the model with 130 full-time employees in South Korea who completed the online survey for a period of 10 consecutive work days, three times a day. Results of multilevel analyses showed that the serial mediation relationship between leader workaholism and subordinate work withdrawal was positive. However, the data did not support the moderating effect of subordinate trait family identity salience on the within-person relationship between leader workaholism and after-hours ICT demands. Overall, this study illustrates that leader workaholism and subordinate work withdrawal are related through subordinates' after-hours ICT demands and psychological entitlement.

Session Type: **Paper Session**
Program Session: **1683** | Submission: **20607** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

You Make Me Feel Brand New: The Role of Emotions in Influencing Employee Creativity

Session Moderator: **Lynn Schmodde**, *Heinrich-Heine U. of Dusseldorf*

OB: **The Impact of Daily Emotion Regulation Strategies on Creativity and Performance**

Author: **Lynn Schmodde**, *Heinrich-Heine U. of Dusseldorf*
Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

Extant research provides limited insights into how employees' daily emotion regulation strategies affect creativity and performance in organizational contexts, although it is important to examine the impact of these potentially resource-consuming strategies on specific behavioral outcomes. Drawing on conservation of resources (COR) theory, we conducted a one-week diary study with 103 participants working in small firms. Small firms are characterized by close working relationships, and interpersonal interactions that entail emotion regulation can potentially impact employees' daily creativity and performance, which in turn are critical resources in small firms. We examined the effects of two different emotion regulation strategies (i.e., deep acting and surface acting) on employees' creativity as well as in-role and extra-role performance, mediated by employees' affective well-being. We extend existing knowledge by showing that daily surface acting had negative within-person effects on creativity and performance, mediated by affective well-being. Daily deep acting, on the other hand, positively affected our outcomes, and dispositional emotional intelligence moderated the effect on affective well-being.

OB: **How Do Emotions Impact Creativity ? A Meta-analysis of Dual Pathway Creativity Model**

Author: **Cayrol Alex**, *Sabanci U.*
Author: **Thomas Gillier**, *Grenoble Ecole de Management*
Author: **Christophe Haon**, *TBS Business School*

Creativity is not only a cognitively complex activity but also an emotionally charged activity. Emotions are known to be a strong predictor of creativity. Yet, there is no scientific consensus about the mechanisms underlying the effect of emotions on creativity. Using a meta-analytical approach with 327 independent samples and 158 studies and following the DPCM (Dual Pathway Creativity Model), this research examines how cognitive flexibility (the ability to switch between various perspectives) and cognitive persistence (the ability to sustain the prolonged effort) mediate the impact of emotions on the creativity. Results show that activating positive emotions lead to creativity through cognitive flexibility while activating negative emotions trigger creativity through cognitive persistence. Findings contribute to the literature on emotions and creativity by establishing a scientific consensus about the mechanisms of the emotion-creativity relationship and by resolving inconsistencies in the literature. Practically, findings inform managers about the processes under which emotions lead to creativity in the workplace. Limits and future research are discussed.

OB: **What's Emotion Got to do With It? Individual Emotion's Role in Collective Idea Generation**

Author: **Sarah Kostanski**, *PhD Student at UMass Lowell*

Creativity is recognized as a key performance output in contemporary organizations. Yet we do not fully understand the emotional individual antecedents that contribute to collective creativity. While affect seems to play an important role in influencing creative output, this area is underexplored because there is conflicting evidence as to which the emotions are most salient. Two separate streams of literature, one at the group-level and one at the individual-level of analysis, have wrestled with whether positive or negative valence emotions lead to creativity. This field study provides insight into the multi-level phenomenon of how individual emotions foster or inhibit group creativity. With a multi-method approach, drawing from interviews, surveys, and videos of live brainstorms in a technical organization, I find that individuals exhibited emotional ambivalence (EA) – i.e., simultaneous positive and negative feelings – during moments of idea generation. EA occurred before and during idea generation and dissipated, with only positive emotions remaining afterwards. Extending affect-as information theory, my research shows that EA is an important contributor to collective creativity by activating simultaneous pleasant and unpleasant emotions which amplify conditions for group creativity. Rather than, happiness and sadness, my research empirically shows that the positive and negative composition of EA most salient during group brainstorms were activated pleasant (excitement and enthusiasm) and activated unpleasant (nervous and jittery) emotions.

OB: **The Effect of Downward Social Comparison on Creativity**

Author: **Yuha Yang**, *SunMoon U.*
Author: **Heesun Chae**, *Pukyong National U.*

Employee creativity has become the essential element for the survival and success of contemporary organizations under the fast-changing business environment. The increase in the importance of team systems in the flood of information has increased the attention to creativity in social relationship. This study adopts social comparison theory (Festinger, 1954) to propose a framework that exhibits the process in which the social comparison of creative ability between team members influences individual creativity. In particular, this study focuses on the downward social comparison that individuals experience frequently in real team situations (Gerber, Wheeler, & Suls, 2018). I proposed the process model that downward social comparison influences individual creativity through negative affect. This study examined the emotional response to downward social comparison within teams. In addition, the effect of downward social comparison on creativity, as mediated by negative affect, is positively moderated by narcissism. A multi-source multi-wave field data collected from 130 employees and supervisors working in a manufacturing company in South Korea confirm the moderated mediation hypothesis. This research provides novel insights for researchers and practitioners by offering theoretical elaboration of the effects of social comparison processes on creativity and providing unique empirical validation of the model in the context of teams in actual organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1684** | Submission: **20647** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

You Never Get a Second Chance: Advancements in Impression Management Research

Session Moderator: **Benjamin Moon**, *U. of Calgary*

OB: **Impression Management Profiles in Job Interviews: Relations with Interview Outcomes**

Author: **Benjamin Moon**, *U. of Calgary*
Author: **Kabir Daljeet**, -
Author: **Joshua Steven Bourdage**, *U. of Calgary*
Author: **Nicolas Roulin**, *Saint Mary's U.*

In job interviews, applicants' use of impression management (IM) tactics is central to our understanding of the interview process, with individual tactics in isolation relating to applicant disposition and interview outcomes. However, despite the fact that theory indicates that applicants can combine IM tactics in meaningful ways to attempt to create specific impressions, we know little about how applicants use IM tactics in combination, and the individual differences and outcomes associated with these combinations. The current study used Latent Profile Analysis to 1) determine how applicants combine IM tactics in job interviews (i.e., IM profiles), and 2) interview outcomes (i.e., interviewer- and self-rated performance, receiving a follow up interview or a job offer, fit). Participants consisted of undergraduate business students participating in high-fidelity mock interviews with real interviewers (N = 516) and a broader applicant sample who recalled their most recent job interview (N = 1042). In both samples, a five-profile solution provided the best model fit. The five profiles were distinct in terms of the levels of overall IM, self- vs. other-focused, and honest vs. deceptive IM use. These profiles were replicated across both samples. Furthermore, the five IM profiles demonstrated meaningful relations with interview outcomes, and some of these relationships differed from relations with individual IM tactics. This study provides a nuanced insight of how applicants combine IM tactics in job interviews.

OB: **The Role of Applicant Cognition and Personality on Impression Management in Virtual Interviews**

Author: **Benjamin Moon**, *U. of Calgary*
Author: **Stephanie Law**, -
Author: **Joshua Steven Bourdage**, *U. of Calgary*
Author: **Nicolas Roulin**, *Saint Mary's U.*
Author: **Klaus Melchers**, *Ulm U.*

Applicants' use of impression management (IM) in job interviews has been shown to be highly related to individual differences such as personality. However, research has paid less attention to how applicant cognition (i.e., cognitive ability and executive functioning) influence IM use, even though cognition is theoretically linked to applicant IM use. Therefore, the current research aimed to address these gaps in an asynchronous video interview setting. 294 job-seeking participants recruited through Prolific completed a mock asynchronous video interview. Overall, cognitive ability was negatively related to deceptive IM. Furthermore, cognitive ability and working memory, but not incongruency and shifting, were negatively related to honest IM. In addition, several personality dimensions differentially predicted honest and deceptive IM. Overall, our findings provide a more comprehensive understanding of how interview IM relates to applicant individual differences in asynchronous video interviews.

OB: **How Coworker's Upward Ingratiation Shapes Performance-goal Orientation and Proactive Task Behavior**

Author: **Ge Li**, *School of Business, Renmin U. of China*

Ingratiatory behavior has been demonstrated to have both positive and negative effects on employee's work outcomes, and while a number of contingencies have been proposed to reconcile the mixed findings, its impact on the broader social context has been understudied, impeding us from a more comprehensive understanding of such behavior. In this study, we draw on goal orientation theory and social comparison theory to explore the mechanism underlying the relationship between coworker upward ingratiation and individual behavioral outcomes from a third-party audience perspective. We predict that coworker upward ingratiation stimulates focal employee's state performance-prove goal orientation which in turn is positively associated with proactive task behavior. Self-efficacy weakens the relationship between coworker upward ingratiation and focal employee's state performance-prove goal orientation. In a multilevel regression analysis that assessed 295 employees in a manufacture company across three time points, we find support for our hypotheses that in order to compensate for the potential negative effects of coworker upward ingratiation, employees will increase their own state performance-prove goal orientation and proactive work behavior.

OB: **Impression Management as a Climate: Development and Validation of a Success Theater Climate Scale**

Author: **Hyungwoo Oh**, *WHU Otto Beisheim School of Management*
Author: **Miriam Muethel**, *WHU Otto Beisheim School of Management*
Author: **Louisa Antonia Bloedorn**, *U. of St. Gallen*

Impression management as a tactic to make oneself look successful is prevalent in organizations. However, most research focused on the individual level and neglected the fact that impression management can also be an organizational phenomenon. In fact, shared perceptions of impression management may create a climate of "success theater" where managers do everything to convey a favorable image of themselves. In this vein, we introduce success theater climate as an organizational climate where managers convey an impression of success, irrespective of their actual success. Combining impression management with attribution theory, we conceptualize a two-by-two framework of four impression management behaviors forming success theater climate. In three studies, we then develop and validate a success theater climate scale. First, the results revealed good internal consistency reliability as well as support for a second-order structure of success theater climate. Second, we find support for the measure's convergent and discriminant validity. Finally, we find support that success theater climate can predict important work outcomes such as job satisfaction, turnover intention, and organizational commitment beyond existing measures. Contributing to the AOM's 2023 annual meeting theme, we thus shed first light on how toxic climates of success theater can influence workers' attitudes.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1685** | Submission: **10855** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Dealing with Task Transitions in Modern Organizational Life: Insights from Emerging Research

Organizer: **Soohyun Yoon**, *Arizona State U.*
Organizer: **Eunjeong Kwon**, *Arizona State U.*
Organizer: **Jeffery LePine**, *Arizona State U.*
Discussant: **Sophie Leroy**, *U. of Washington, Bothell*
Participant: **Sooyeol Kim**, *National U. of Singapore (NUS)*
Participant: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Participant: **Zhuyi Li**, *Renmin U. of China*
Participant: **Chaitali Kapadia**, *Florida International U.*
Participant: **Jingyu Zhang**, *U. of Illinois at Chicago*
Participant: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Participant: **Jeffery LePine**, *Arizona State U.*
Participant: **Soohyun Yoon**, *Arizona State U.*
Participant: **Eunjeong Kwon**, *Arizona State U.*

Despite growing research interest in task transitions and interruptions, broadly understood as shifts in focus from one activity to another, and their verified importance for individuals and organizations, our understanding is far from complete. Although researchers have identified a number of advantages and disadvantages of task transitions, we lack insight into the extent to which these effects offset each other or evolve over time. Following from this, we are limited in our ability to speak to challenges managers and employees face in structuring their work. In this symposium, we focus on the unique outcomes of different task transition events as well as their holistic consequences. By enhancing our understanding of task transitions and interruptions that are inevitable in today's fast-changing and competitive work environment, we "put the worker front and center" and provide insights into how employees may better deal with these challenges in modern organizational lives. Lastly, our symposium features Sophie Leroy, a prominent scholar who has developed this area of knowledge, to offer theoretical and practical insights through discussion to advance our understanding. In doing so, the symposium provides an avenue for discussing new research directions and moving the research stream forward with synergistic perspectives.

Understanding the Effects of Daily Microbreaks from a Work Strategy Perspective

Author: **Sooyeol Kim**, *National U. of Singapore (NUS)*
Author: **Hun Whee Lee**, *The Ohio State U. Fisher College of Business*
Author: **Zhuyi Li**, *Renmin U. of China*

I See You Multitasking: How Negative Attributions about Multitasking Influence Creative Evaluations

Author: **Chaitali Kapadia**, *Florida International U.*

A Resource-Based View of the Bright- And Dark-Side Effects of Work Breaks

Author: **Jingyu Zhang**, *U. of Illinois at Chicago*
Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*

Riding Engagement Cascade: Exploring the Implications of Task Sequences on Daily Engagement

Author: **Jeffery LePine**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*
Author: **Eunjeong Kwon**, *Arizona State U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1686** | Submission: **20587** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Employee Use of Personal Technologies to Enhance Performance

Session Moderator: **Alice J. M. Tan**, *Beijing Normal U.-Hong Kong Baptist U. United International College*

OB: **I Am on the Net for Performance! A Self-regulation Perspective of Personal Internet Usage Behavior**

Author: **Yolanda N. Li**, *Lingnan U.*
Author: **Bingjie Yu**, *Hong Kong Baptist U.*

A significant number of employees have reported using the internet and IT devices to deal with personal matters during work time, a phenomenon denoted as Personal Internet Usage (PIU) behavior. However, in contrast to its practical prevalence, understanding of PIU is scant in the management literature, with an exclusive view of PIU as one type of destructive behavior that impedes employees' job performance. We deviate from this negative view of PIU and rely on the self-regulation perspective to develop a model depicting their possibly positive impacts on employees' performance outcomes (task and creative performance). We propose that employees' PIU may improve task performance and creative performance by fostering their cognitive flexibility at work, and the effects will be strengthened by supervisor support for employees' personal behaviors and employees' work and nonwork self-efficacy. Findings from a 10-workday experience sampling study, using multiple data sources (self and supervisor), generally supported our hypotheses. After controlling for employees' PIU related to others, we found that employees' PIU was positively related to cognitive flexibility, thus improving task performance, and supervisor support for personal behaviors strengthened the positive indirect effect. Our findings provide a positive view of PIU and broaden the understanding of the effects of PIU.

OB: **Can Performing mWork Benefit Family? The Role of Active Coping and Hope**

Author: **Alice J. M. Tan**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Author: **Raymond C.H. Loi**, *U. of Macau*
Author: **Stephanie Wang**, *U. of Macau*

Performing unfinished job tasks using mobile device during off-job time (i.e., mWork) is becoming a common phenomenon. Is it possible for mWork to benefit employees' family? Based on the transactional theory of stress and coping, the present research aims to shed light on the positive relationships between mWork and family outcomes. Using two-wave survey data collected from both teachers and their spouses, we found that mWork increased employees' family role performance and their spouse's family satisfaction through active coping. In addition, hope weakened the positive relationship between mWork and active coping. This research contributes to extant literature on mWork and also provides practical implications for organizations to help employees deal with mWork appropriately.

OB: **The Paradox of Information and Communication Technology Demands at Work on Creativity**

Author: **ZIjing Wang**, *Huazhong U. of Science and Technology*
Author: **Huan Cheng**, *Huazhong U. of Science and Technology*

Although it is widely assumed that information and communication technology (ICT) demands are detrimental, ICT-related requirements may have hidden benefits for creativity. In this research, we draw from the job demands-resources (JD-R) model to examine how employees react to ICT demands in distinct ways. These distinct ways, in turn, will differentially predict employee creativity. Findings from a three-wave, multisource field study conducted with research and development teams at 38 high-technology firms in Southern China suggest that ICT demands induce employees' burnout or boost learning. In line with the JD-R model, job autonomy functions as a key qualifier for the effects of ICT demands, such that when faced with ICT demands, employees who have low levels of job autonomy are more likely to experience burnout, whereas employees who have high levels of job autonomy are more likely to engage in learning. Burnout is negatively related to employees' creativity, whereas learning is positively related to employees' creativity. In summary, our work is an important extension of research on the effects of ICT demands.

OB: **Appraising and Reacting to Digital Extended Availability: The Contingent Roles of Growth and Fixed**

Author: **Junjie WEI**, *School of management, Zhejiang U.*
Author: **Chu-Ding Ling**, *Renmin U. of China*
Author: **Xiaoyun Xie**, *Zhejiang U.*

Digital extended availability (DEA), or being responsive during non-work time via digital technologies, is becoming an essential feature of contemporary work. Existing research has shown its adverse and beneficial effects on employees while not presenting a clear picture of how employees perceive and produce coping behaviors toward the demand of being digitally connected after regular working hours. Drawing on the transactional theory of stress, we examine a contingent model elucidating how and when employees generate varying coping behaviors toward this technology-driven demand. We found that individuals with high growth mindsets are likely to appraise DEA as a challenge and lead to taking charge behavior. On the contrary, individuals with high fixed mindsets are likely to appraise DEA as a hindrance and ultimately lead to withdrawal behavior. Results from two field survey studies supported our hypotheses. Based on these findings, we further discuss this research's theoretical and practical implications.

Session Type: **Paper Session**
Program Session: **1687** | Submission: **20670** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Out of Sight, Out of Mind: Examining the Dark Side of Remote Working

Session Moderator: **Barbara Zepp Larson**, *Northeastern U.*

OB: **Remote (Work) is What I Want: Remote Work Preferences and Professional Isolation**

Author: **Barbara Zepp Larson**, *Northeastern U.*
Author: **Erin E. Makarius**, *U. of Akron*
Author: **Steffanie L. Wilk**, *Ohio State U.*

The effect of remote work on affective outcomes is mixed. Some studies find that remote work is associated with negative affective outcomes, such as professional isolation, while others related remote work to positive affective outcomes, such as intent to remain and reduced work exhaustion. We suggest that a greater consideration of the role of employee's preferences may enhance our understanding of the relationship between remote work and affective outcomes, and that the relationship between an individual's desired and actual amounts of remote work should influence their affective work outcomes. We also argue that desired amount of remote work represents an individual's optimization of internal preferences and external factors such as commute time. We develop and validate a measure of preference for work remoteness to begin to unpack this optimization process. We focus on the affective outcome of professional isolation because of its relevance as a concern for remote workers, and its relationship with other work outcomes. We examine these relationships using data from 295 working adults, and find that an individual's preference for work remoteness is an antecedent of their desired amount of remote work, and that desired amount of remote work moderates the relationship between actual amount of remote work and professional isolation.

OB: **Work Outside Work-hours, Not Work During Work-hours: How Digital Connectivity Leads to Cyberloafing**

Author: **Zhonghao Zhang**, *U. of Nevada, Reno*
Author: **Jinyu Hu**, *U. of Nevada, Reno*
Author: **Wenxiao Xu**, *Shandong U., China*
Author: **Junyun Jia**, *Shandong U.*

Using digital technologies to conduct work outside work-hours, a phenomenon called digital connectivity (DCON), is a prevalent behavior in the post-epidemic era. Despite growing research on DCON, little is known about why and how DCON may induce employee deviant behaviors. Using a comparative test of moral licensing and social exchange views, this article examines the link between DCON and workplace deviance, cyberloafing. Specifically, we propose that employees who engage in DCON driven by external motivation will feel more psychologically entitled. Further, we argue that DCON is perceived as an imbalanced exchange action that can induce a sense of psychological entitlement, which subsequently leads employees to undertake cyberloafing. Data from two multi-wave studies confirm that psychological entitlement mediates the association between DCON and cyberloafing and the moderating effect of external motivation. This study contributes to the DCON literature by highlighting the psychological mechanism underlying the detrimental effect of DCON.

OB: **Effects of Strength Application on Employee Outcomes at the Office vs Remote: A Diary Study**

Author: **Stephanie Neidlinger**, *Helmut-Schmidt-U*
Author: **Jörg Felfe**, *Helmut Schmidt U.*
Author: **Susan Peters**, *Harvard T.H. Chan School of Public Health*

In this paper, we focus on the application of 24 character strengths conceptualized by Peterson and Seligman (2004). We investigated the relationship of strength application with two achievement-related (work-related self-efficacy and work performance) and two psycho-social (work-life balance and job strain) employee outcomes. We also examined the influence of work location (remote vs. office) on strength application and whether the relationships between strength application and outcome depends on work location. A sample of 92 German employees working in different hybrid work arrangements took part in a 5-day diary study and reported their strength application, work location, and outcomes every evening after work. Results of multilevel models showed that daily strength application at work was positively related to self-efficacy and performance, and negatively to job strain, but not to work-life balance. Employees reported less strength application when working from home. The relationship between daily strength application and self-efficacy depended on work location, indicating that employees benefit less from strength application in term of their self-efficacy when they worked remotely. The relationships with performance, work-life balance, and strain were unaffected by work location. We discuss implications, potential benefits, and risks of remote work practices.

OB: **A Blessing or a Curse? The Effect of Remote Work on Emotional Exhaustion**

Author: **Tarek Benedict Carls**, *U. of St. Gallen*

The effect of remote work on emotional exhaustion has been investigated in the past. Most studies find a negative effect with remote work reducing emotional exhaustion. However, these findings rely mostly on cross-sectional designs and do not disaggregate within- from between-subjects variability. This is especially relevant in this research context, as workplaces that allow for remote work differ significantly from those that do not. Hence, previous findings might have been biased due to time-invariant unobserved heterogeneity. We aim to fill this gap in the literature using two studies: In the first study, we test two competing hypotheses in a random intercept cross-lagged panel model ($N = 641$): Drawing on COR theory, remote work should decrease emotional exhaustion by saving resources. Drawing on boundary theory, remote work should increase emotional exhaustion by increasing boundary violations. We find strong empirical support for the latter, contradicting previous studies. In the second study, we test a causal mechanism explaining this relationship. Using a random intercept model ($N = 4255$, $n = 12870$), we find that remote work increases the work-nonwork boundary violations of employees, which in turn increases telepressure and emotional exhaustion. Our findings complement the literature in an important way: They indicate that the negative effect of remote work on emotional exhaustion might have been overestimated in the past due to unobserved heterogeneity and the actual effect is positive with remote work increasing boundary violations and telepressure. More research should focus on facilitating and restraining factors of healthy remote work in a longitudinal setting.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1688** | Submission: **20654** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Making Your Own Way: Perspectives on Job Crafting

Session Moderator: **Ye Kang Kim**, *Hongik U.*

OB: **A New Pathway to Job Crafting: The Role of Gratitude, Responsiveness, and Prosocial Motivation**

Author: **Ye Kang Kim**, *Hongik U.*
Author: **Guihyun Park**, *Australian National U.*
Author: **Junho Oh**, *Korea Advanced Institute of Science and Technology (KAIST)*
Author: **Yunchul Shin**, *Samsung Electronics*
Author: **Sujin Lee**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

Since jobs are dynamically embedded in a social context, job crafting is often inspired by socio-emotional experiences that spur individuals to seek greater meaning in their professional roles and responsibilities. However, previous studies have largely overlooked socio-emotional aspects of job crafting. Using find-remind-and-bind theory, this research elucidates the mechanism whereby gratitude works as a critical emotion that activates job crafting. Study 1 is an experiment that manipulated feelings of gratitude and tested gratitude's effect on job crafting through perceived responsiveness and prosocial motivation. Study 2 replicates Study 1's findings with a two-week daily diary study. The overall results support a serial mediation model in which gratitude facilitates the perceived responsiveness of coworkers, which in turn increases prosocial motivation and, subsequently, job crafting. Our results remain consistent after controlling for positive affect. By linking gratitude to job crafting and unpacking the underlying prosocial elements at play, our work highlights a unique, affectively driven pathway to job crafting with meaningful practical implications.

OB: **When and How Off-work Hobby Participating Influences On-work Job Crafting and Task Performance?**

Author: **Xinxin Lu**, *Hunan U.*
Author: **Haiming Zhou**, *Shandong U. of Science and Technology, Tai'an Campus*
Author: **Yuan Xiao**, *Hunan U.*

Drawing on resource allocation theory, the current research seeks to explore how off-work hobby participating influences job crafting and the resulting task performance, as well as the relevant boundary condition. We hypothesize that hobby participating is positively related to resource increasing and challenge seeking, job meaningfulness, and task performance serially among employees with low performance-approach goal orientation. In a diary study (N employee = 93, N response = 721) with four occasions a day for 8 consecutive workdays over two weeks, we found that performance-approach goal orientation attenuates the effect of hobby participating on resource increasing and challenge seeking, respectively. Especially, the indirect effect of hobby participating on task performance via resource increasing and job meaningfulness serially is significant and positive only among employees with low performance-approach goal orientation. Our research sheds light on the impact of off-work hobby participating on job crafting and task performance and highlights the role goal orientation playing in the process.

OB: **Tackling Customer Mistreatment: Roles of Growth Mindset and Job Crafting in Pursuing Career Success**

Author: **Zhongda Wu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Yu Ma**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Sciences*

There has been a lack of research on individuals' proactive responses to customer mistreatment, albeit a substantial body of research demonstrating the negative consequences of customer mistreatment. In this study, we address this gap by theorizing that employees with growth mindset tend to embrace customer mistreatment as an occasion that can cultivate their work-related abilities, consequently, they proactively craft their jobs and achieve more successful careers. Through a field study with multi-wave and multi-source data, we evidenced the interaction effect of customer mistreatment and growth mindset on job crafting, as well as their indirect effect on two critical career success indicators in today's career world (i.e., promotability and employability). The theoretical and practical implications are discussed.

OB: **Time for Actions: How Artificial Intelligence in the Workplace Facilitates Employee Job Crafting**

Author: **Liang Meng**, *Shanghai International Studies U.*
Author: **XINYUE LIN**, *Shanghai International Studies U.*
Author: **Lei Chen**, *School of Business and Management, Shanghai International Studies U.*

Artificial intelligence (AI) in the workplace is gaining increasing research attention. Introducing event system theory into the AI literature and basing on the conservation of resources theory framework, this study offers a new perspective to theorize and model the impact that AI-related events have on employees' psychological states and behaviors. A critical-incident recall survey was distributed to 270 employees from all works of life (Study 1). Results demonstrates that the positive link between perceived threat of AI introduction to the workplace and employees' need for positive self-image is conditional on meaningful work. That is, when employees perceive lower meaningful work, perceived threat of AI introduction to the workplace is positively related to employees' need for positive self-image, which further motivates them to engage in job crafting. In a follow-up vignette experimental study (Study 2, N = 158), we replicated the results in a more controlled setting and expanded our understanding of the impact of AI. Since scholars have theoretically emphasized the introduction of intelligent technologies to the workplace and its consequences, our empirical investigation enriches the insufficient understanding of this research topic.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1689** | Submission: **20721** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

Understanding Physical and Emotional Energy in Teams

Session Moderator: **Wei Wu**, *Renmin U. of China*

OB: **Team Physical Activity and Team Performance: An Information Processing Approach**

Author: **Wei Wu**, *Renmin U. of China*
Author: **Yuchuan Liu**, *Nanjing U.*
Author: **Guoyang Zheng**, *Peking U.*
Author: **Jun Liu**, *Wuhan U. of Technology*

Physical activity is a common component of employee wellness programs. Research has shown that it can benefit both employees and organizations by promoting daily recovery, creating positive emotions, improving work-life balance, reducing job burnout, and preventing interpersonal deviance and social undermining of employees. However, all these studies are at the individual level. Whether physical activity can influence workplace entities at a higher level remains unclear. Thus, in this study, we investigate how team physical activity influences team performance from an information processing perspective. Specifically, our two field studies (Study 1 contains 54 teams of 283 employees; and Study 2 contains 188 teams of 956 employees) show that team physical activity influences team performance through a serial mediation of physical activity-related information sharing and subsequent team cooperative climate. Theoretical and practical implications of our findings have been discussed.

OB: **The Effect of Emotional Dissonance Between Team Emotional Display Norms and Positive Emotions on OCB**

Author: **Da Eun Hong**, *Hanyang U.*
Author: **Min-Soo Kim**, *Hanyang U.*
Author: **Hee Young Lim**, *Hanyang U.*
Author: **Hyunju Yoon**, *Hanyang U.*

Emotional labor is typically conceptualized as a process in which individuals regulate their emotions in response to display rules (Gosserand & Diefendorff, 2005). Most research on EL has argued on the influence of display rules as individual-level perceptions, but rarely examined as team-level. We examine the influence of the shared display rules in teams as emotional display norms. This study considered emotional dissonance as difference between positive emotional display norms in team-level and positive emotion in individual-level. To examine the purpose of this study, a multi-level polynomial regression analysis was conducted. Thus, this study used the response surface methodology to interpret the incongruence effect. The results show that the incongruence effect of emotional dissonance is positively related to surface acting. In addition, the moderating effect of regulatory focus significantly strengthens the positive relationship between emotional dissonance and emotion regulation strategies. The results also show that surface acting strategy is negatively related to receive OCBs low.

OB: **Energized by the Team: Effects of Collective Energy on Leaders' Well-being**

Author: **Nate Zettna**, *U. Of Sydney*

In this paper, we examine the process by which leaders' sleep quality, physical health, and emotional well-being are influenced by the quality of leaders' relationship with their team (leader-team exchange, LTX) and their team's collective energy. Based on interaction ritual theory which emphasizes the role of collective energy in social interactions and how energizing shared interactions influences the quality of relationships and well-being outcomes, we test a novel theoretical model whereby the relationship between collective energy and leaders' physical (sleep quality, sickness and pain) and emotional health (emotional exhaustion) is mediated by LTX. Based on a sample of 706 team members nested within 74 teams, we found evidence to support indirect effects of collective energy measured at Time 1 and leaders' well-being outcomes measured two months later via LTX. These results extend theoretical and practical insights into how factors in the leader's socioemotional and relational context can be influential in shaping their health and well-being and offers practical implications for malleable levers for managing leaders' stress and well-being.

OB: **The Ingredients of Transformation: Towards a Theory of Free Energy in Teams**

Author: **Matthias Spitzmueller**, *Smith School of Business, Queen's U.*
Author: **Addison Maerz**, *California Polytechnic State U., San Luis Obispo*
Author: **Dustin J. Sleesman**, *U. of Delaware*
Author: **Michalina Woznowski**, *Smith School of Business, Queen's U.*

The ecology of teams has changed in fundamental ways. Teams have to continually adapt their internal structure, processes, and activities in an increasingly dynamic environment. We develop a Theory of Free Energy in Teams to identify the ingredients of a team's capacity to initiate change, adapting Gibb's Free Energy from the natural sciences to team research. We introduce team social capital, team interdependence, and team emotional activation as the equivalents of enthalpy, entropy, and temperature in Gibb's Free Energy and as the main drivers of free energy in teams. We propose that team social capital and team interdependence increase free energy, and team emotional activation enhances the effect of team interdependence on free energy in teams. We conceptualize free energy in teams as a common ingredient of transformation in teams and as a driver of team adaptation, team creativity, team proactive performance, team resilience, and reduced flux in coordination in teams. We exemplify the value of our Theory of Free Energy in Teams by discussing practical examples with different constellations of team social capital, team interdependence, and team emotional activation.

OB: **Heavy Is the Head Who Wears the Crown? The Dualistic Impacts of Brokerage on Relational Energy**

Author: **YIN WU**, *School of Economics & Management, Tongji U.*
Author: **Feng Wei**, *Tongji U.*

Human energy is of great importance to organizations and it can be generated from interpersonal interactions, namely relational energy. Prior research has focused on the influence of one-on-one interactions on employees' relational energy, yet we know little about the impact of employees' interpersonal interactions with all team members. Employing a social network perspective, the present study explores whether, why, and how occupying a brokerage position influences employees' relational energy. Results from a questionnaire study suggest that, while being brokers does directly elevate employees' relational energy, the higher informal leader status after becoming brokers will lower down their relational energy, and the situation turns worse when employees have higher leadership aspiration. Implications for theory and practice are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1690** | Submission: **20805** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

To Share or to Hide? New Perspectives on Knowledge Sharing in Organizations

Session Moderator: **Jessica Good**, *York U.*

OB: **Self-Interested Knowledge Sharing Behavior: An Examination of Relational Impacts**

Author: **Jessica Good**, *York U.*
Author: **You-Ta Chuang**, *York U.*
Author: **Mark Podolsky**, *York U.*
Author: **Michael Halinski**, *Ted Rogers School of Management*
Author: **Janet Boekhorst**, *U. of Waterloo*

Encouraging knowledge sharing is crucial for organizational to gain a competitive advantage; however, employees often employees are reluctant to share knowledge and engage in different knowledge dissemination strategies. It is essential for us to understand the different ways in which employees share knowledge (i.e., self-interested knowledge sharing behavior). Drawing from the broaden-and-build theory, we examine the indirect effect of work engagement on two self-interested knowledge-sharing behaviors (i.e., knowledge hiding and manipulation) via team member exchange. In a time-separated field study (n= 117), our analysis reveals that work engagement is positively related to team member exchange. Also, team member exchange was negatively associated with both self-interested knowledge sharing behaviors (i.e., knowledge hiding and knowledge manipulation). Finally, our analysis found that team member exchange fully mediates the relationship between work engagement and (a) knowledge hiding and (b) knowledge manipulating.

OB: **Do Perpetrators of Knowledge Hiding Engage in Knowledge Sharing? A Moral Cleansing Perspective**

Author: **Abdul Karim Khan**, *United Arab Emirates U.*
Author: **Maria Khalid**, *Foundation U. Islamabad*
Author: **Samina Qurat-ul-ain**,
Author: **Ghulam Ali Arain**,
Author: **Samantha Jordan**, *U. of North Texas*
Author: **Wayne Hochwarter**, *Florida State U.*
Author: **Sundas Nisar**, *Bahria U. Karachi*

Drawing upon moral cleansing theory, we examined how and when supervisors' evasive knowledge hiding towards followers can result in consequent knowledge sharing as a reparative action. In an experimental vignette study and a field study (N=200 and N=234, respectively) of employees working in diverse organizations located in the United Arab Emirates (UAE), we examined the mediating influence of loss of moral credits and moral emotions (guilt and sympathy) between knowledge hiding and knowledge sharing by supervisors. Moreover, the study also investigated the moderating role of supervisors' moral identity in this process. In study 1(experimental vignette), we tested the association between supervisors' knowledge hiding behaviors and cognitive (loss of moral credits) and emotional outcomes (guilt and sympathy). However, we tested the complete theoretical model in study 2 (field study). As predicted, the results of both studies highlighted that evasive knowledge hiding by supervisors is positively associated with loss of moral credits and guilt. However, we found no relationship between evasive knowledge hiding and sympathy in either of the studies. Moreover, loss of moral credits mediated the relationship between evasive knowledge hiding by supervisors and knowledge sharing, but the mediating role of moral emotions was not found. Furthermore, the moderating role of moral identity on the relationship between evasive knowledge hiding by supervisors and loss of moral credits was supported. Against expectations, moral identity did not moderate the relationship between evasive knowledge hiding and moral emotions (i.e., guilt and sympathy).

OB: **Small Talk, Should We Avoid? Linking it to Tacit Knowledge Sharing**

Author: **Yunyun Yuan**, *School of Management and Economics, Beijing Institute of Technology*
Author: **Pingqing Liu**, *Beijing Institute of Technology*
Author: **Bin Liu**, *Fuyang Normal U.*
Author: **Lifeng Yang**, *Fuyang Normal U.*

Small talk, whose positive role beyond greeting and casual chatting is often overlooked, has unique value in micro-interactions and communication within organizations. We extend this line of research by enriching the connotations of small talk and analyzing the relationship between small talk and tacit knowledge sharing. Drawing on Interaction Ritual Theory, we explore the role of psychological distance and openness to experience among small talk and tacit knowledge sharing from the perspective of the subtle dyadic scenarios created by interactions. The experience sampling methodology was used to collect data through multiple repetitive measurements over a certain period to verify the relationship among variables. 50 qualified volunteers complete daily surveys for10 consecutive workdays. Results verify the positive relationship between small talk and tacit knowledge sharing, the mediating effect of psychological distance and the moderating role of openness personality, that is, individuals high on openness to experience are more likely to engage in small talk and shorten the psychological distance with others, which is more conducive to tacit knowledge sharing. Our research perspective provides new, interesting, and dynamic insights into understanding tacit knowledge sharing research.

OB: **The Effects of Peer Relative Performance on Knowledge Hiding: A Contingency Model**

Author: **Cong Zhang**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Shuqi Du**, -

Increasing evidence indicates that performance disparity in organizations elicits mixed interpersonal effects among peers. However, less research attention has been paid to contingencies such as individual characteristics. This paper investigates a covert form of victimization of high-performing peers—knowledge hiding. Integrating social comparison theory (Buunk, & Gibbons, 2007; Festinger, 1954) and social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005), we proposed a dual-path model to explain the effects of peer relative performance on knowledge hiding while examining two personal traits of the focal individual—social comparison orientation and cooperative orientation. A cross-lagged survey among 141 undergraduate students in China was conducted to test our theoretical model. Results of path analysis showed that an individual tended to perceive a high-performing peer as a threat and as a cooperator simultaneously, which were positively and negatively related to knowledge hiding, respectively. The individual's social comparison orientation strengthened the positive mediating effect of perceived threat from the peer, but cooperative orientation did not strengthen the negative mediating effect of cooperative intention with the peer.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1691** | Submission: **16036** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Transformational Leadership: Measurement, the Virtual Work Environment, and Future Directions

Organizer: **Nathapon Max Siangchokyoo**, *Old Dominion U.*
Discussant: **Sean Hannah**, *Wake Forest U.*
Presenter: **Andrew A. Bennett**, *Old Dominion U.*
Presenter: **Ronald E. Riggio**, *Claremont McKenna College*
Participant: **Rebecca J. Reichard**, *Claremont Graduate U.*
Presenter: **FUHE JIN**, *The College of New Jersey (TCNJ)*
Participant: **Biying Yang**, *Binghamton U.-State U. of New York*
Participant: **Shelley D Dionne**, *Binghamton U.-State U. of New York*
Presenter: **Yuqing Sun**, *U. of Washington*
Participant: **Bruce Avolio**, *U. of Washington*
Participant: **Aditya Gunawan**, *U. of Washington, Seattle*

This symposium presents a collection of four research projects that together represent a collective effort to address several issues related to transformational leadership theory. First, in response to measurement and operationalization issues, we explore new and unique approaches to assess and measure the transformational leadership construct. Second, we examine the processes that unfold as leaders and followers are more than ever being asked to work together in the virtual work environment. Finally, we provide a systematic investigation of the state of transformational leadership scholarship through a comprehensive meta-analysis of the meta-analytic transformational leadership literature. The authorship team involved in this symposium provides a well-rounded combination of highly established as well as up-and-coming transformational leadership scholars. Together, these projects introduce new measurements, analytical approaches, theorizations, and contextualization of transformational leadership. Methodologically, the included studies focus on approaches that are both diverse and complimentary. Our discussant, Dr. Sean T. Hannah, will offer closing remarks as we aim to shape future research directions for transformational leadership scholarship.

A Latent Profile Approach to Examining Transformational Leadership

Author: **Nathapon Max Siangchokyoo**, *Old Dominion U.*
Author: **Andrew A. Bennett**, *Old Dominion U.*

Can Leaders Validly Self-Report Transformational Leadership Behaviors?

Author: **Ronald E. Riggio**, *Claremont McKenna College*
Author: **Rebecca J. Reichard**, *Claremont Graduate U.*

The “Just-Right” Distance for Transformational Leaders and Followers

Author: **FUHE JIN**, *The College of New Jersey (TCNJ)*
Author: **Biying Yang**, *Binghamton U.-State U. of New York*
Author: **Shelley D Dionne**, *Binghamton U.-State U. of New York*

Advancing a Consensus View on Future Transformational Leadership Research

Author: **Yuqing Sun**, *U. of Washington*
Author: **Bruce Avolio**, *U. of Washington*
Author: **Aditya Gunawan**, *U. of Washington, Seattle*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1692** | Submission: **16015** | Sponsor(s): **(OB, CM, HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Hierarchy and Teams

Organizer: **Huisi Li**, *Georgia Institute of Technology*
Organizer: **Elijah Wee**, *U. of Washington*
Organizer: **Yufei Zhong**, *Georgia Institute of Technology*
Organizer: **Kendall Yamamoto**, *U. of Texas at Austin*

Understanding hierarchy in teams can provide valuable information about social structures in collectives and societies. However, previous research on hierarchy has primarily focused on its effect at the individual level (see Magee & Galinky, 2008 and Li, Chen, & Blader, 2016 for reviews). This symposium aims to contribute to the growing and important literature on status dynamics in team settings. With two papers that focus on the drivers of team hierarchy changes, one paper that investigates the influences of team status inconsistency, and one paper that examines status negotiation, we help generate new perspectives and important questions regarding team hierarchy and its changes. We hope that it will facilitate sophisticated theorizing and rigorous empirical research in this line of research.

Status Differentiation Influences How Negative Feedback Impacts High-Status Member Addition

Author: **Yufei Zhong**, *Georgia Institute of Technology*
Author: **Huisi Li**, *Georgia Institute of Technology*
Author: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*

Improv and Status Mutability in Groups

Author: **Kendall Yamamoto**, *U. of Texas at Austin*
Author: **Elijah Wee**, *U. of Washington*
Author: **Young Won Rhee**, *U. of Washington*
Author: **Bruce Avolio**, *U. of Washington*

Interpretive Load: How Status Inconsistency Increases the Effort of Understanding Team Dynamics

Author: **Catarina Fernandes**, *Emory U., Goizueta Business School*
Author: **Jill Perry-Smith**, *Emory U.*
Author: **Ashlyee Freeman**, -

Unconditional Respect: Disentangling Status and Respect in Status Negotiations

Author: **Jieun Pai**, *U. of Virginia*
Author: **Corinne Bendersky**, *U. of California, Los Angeles*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1693** | Submission: **15410** | Sponsor(s): **(OB, CTO)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Multiple Team Membership (MTM) and the Future of Work: How MTM Experiences Affect Knowledge Workers

Organizer: **Valerio Incerti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Organizer: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*
Organizer: **Elisa Mattarelli**, *San Jose State U.*
Discussant: **Anita D. Bhappu**, *Gustavson School of Business, U. of Victoria*
Presenter: **Mayssa Rishani**, *Erasmus U. Rotterdam*
Participant: **Inga Jasmin Hoever**, *Erasmus U. Rotterdam*
Participant: **Dirk Van Dierendonck**, *Erasmus U. Rotterdam*
Participant: **Poornika Anantha Ramakrishnan**, *School of Management, U. of Bath*
Participant: **Oana Fodor**, *Babes-Bolyai U.*
Participant: **Petru Curseu**, *Babes-Bolyai U., Romania*
Presenter: **Nicoleta Meslec**, *Tilburg U.*
Presenter: **Leila Ahmadpour**, *U. of Bologna*
Participant: **Sumita Raghuram**, *San Jose State U.*
Participant: **Elisa Mattarelli**, *San Jose State U.*
Participant: **Daniela Iubatti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Presenter: **Carla Rua-Gomez**, *SKEMA Business School - U. Côte d'Azur*
Participant: **Valerio Incerti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Knowledge workers are asked to work concurrently on several teams, but very few studies have tried to operationalize Multiple Team Memberships (MTM) using a variety of metrics, above and beyond the number of teams. However, broader conceptualizations of MTM (for instance, different forms of context variety) could help appreciate some unique benefits and challenges for multi-teamers. Relatedly, we still need to more broadly understand how people interpret and give meaning to their different experiences in MTM contexts. This symposium addresses these pressing issues by presenting four papers looking at the interplay between various conceptualizations of MTM (e.g., number of teams, variety of perceived team inclusion, variety of perceived team prestige) and several underexplored individual outcomes such as creativity, emotions, thriving at work, and the likelihood to enter multiple boards. Importantly, the papers use multiple methods and multiple sources of data such as qualitative data based on interviews, quantitative data based on surveys, and longitudinal panel data. They also focus on the experiences of people when engaged in scenarios of MTM within the boundaries of single firms as well as when they work across multiple firms.

How Do Knowledge Workers Cultivate Opportunities from their MTMs for Creative Contributions?

Author: **Mayssa Rishani**, *Erasmus U. Rotterdam*
Author: **Inga Jasmin Hoever**, *Erasmus U. Rotterdam*
Author: **Dirk Van Dierendonck**, *Erasmus U. Rotterdam*
Author: **Poornika Anantha Ramakrishnan**, *School of Management, U. of Bath*

What about me? Examining the implications of multiteaming for thriving at work

Author: **Oana Fodor**, *Babes-Bolyai U.*
Author: **Petru Curseu**, *Babes-Bolyai U., Romania*
Author: **Nicoleta Meslec**, *Tilburg U.*

Inclusion and Emotions in Multiple Virtual Teams

Author: **Leila Ahmadpour**, *U. of Bologna*
Author: **Sumita Raghuram**, *San Jose State U.*
Author: **Elisa Mattarelli**, *San Jose State U.*

From the inside out? The role of human capital and social capital in multiple boards affiliation

Author: **Daniela Iubatti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Author: **Carla Rua-Gomez**, *SKEMA Business School - U. Côte d'Azur*
Author: **Valerio Incerti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

Session Type: **Showcase Symposium**
Program Session: **1694** | Submission: **12762** | Sponsor(s): **(OB, DEI, MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

New Perspectives on Increasing Diversity, Equity, and Inclusion

Organizer: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Organizer: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Discussant: **Laura Kray**, *U. of California, Berkeley*
Participant: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Participant: **Erika Kirgios**, *U. of Chicago Booth School of business*
Participant: **Jose Cervantez**, *The Wharton School, U. of Pennsylvania*
Participant: **Edward Chang**, *Harvard Business School*
Participant: **Katherine Milkman**, *U. of Pennsylvania*
Presenter: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*
Presenter: **Grusha Agarwal**, *U. of Toronto, Rotman School of Management*
Participant: **Joyce He**, *U. of California, Los Angeles*
Participant: **Sonia Kang**, *U. of Toronto*
Presenter: **Mindy Truong**, *U. of California, Riverside*
Participant: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*
Participant: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Participant: **Nicole Stephens**, *Northwestern U.*
Participant: **Sarah S M Townsend**, *U. of Southern California*
Participant: **Lydia Emery**, *Northwestern Kellogg School of Management*
Participant: **Rebecca Carey**, *Princeton U.*

Organizations around the world have rapidly increased the resources they are devoting to improving diversity, equity, and inclusion (DEI) over the past several years. However, these initiatives have fallen short. Women and people of color remain underrepresented in high-status jobs and often do not feel included in the workplace. Across five presentations, this symposium brings together papers that focus on two components of DEI: 1) decisions in the hiring process that could increase racial and gender diversity of organizations, and 2) decisions in organizational structures that can impact equity and inclusion in organizations. This symposium features papers that utilize a wide range of methods – ethnographic work, incentivized behavioral experiments, field experiments, archival data analysis, and more – to provide insights in this key area. Following the presentations, Dr. Laura Kray, a scholar with innovative and impactful work on the social psychological barriers that influence inequality in organizations, will facilitate a discussion about the papers and future research on advancing diversity, equity, and inclusion in organizations.

Evaluating the efficacy of the Rooney Rule in promoting gender diversity

Author: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Author: **Erika Kirgios**, *U. of Chicago Booth School of business*
Author: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*

Does challenging women to close the gender gap in competitiveness change their behavior?

Author: **Sophia Pink**, *The Wharton School, U. of Pennsylvania*
Author: **Jose Cervantez**, *The Wharton School, U. of Pennsylvania*
Author: **Edward Chang**, *Harvard Business School*
Author: **Katherine Milkman**, *U. of Pennsylvania*

Naming and framing of minority racial labels in formal disclosure

Author: **Grusha Agarwal**, *U. of Toronto, Rotman School of Management*
Author: **Joyce He**, *U. of California, Los Angeles*
Author: **Sonia Kang**, *U. of Toronto*

Unpacking how organizational values and incentives reinforce gendered career support processes

Author: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*

Feminine defaults are associated with a reduction in the gender participation gap in MBA classrooms

Author: **Mindy Truong**, *U. of California, Riverside*
Author: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*
Author: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Author: **Nicole Stephens**, *Northwestern U.*
Author: **Sarah S M Townsend**, *U. of Southern California*
Author: **Lydia Emery**, *Northwestern Kellogg School of Management*
Author: **Rebecca Carey**, *Princeton U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1695** | Submission: **14284** | Sponsor(s): **(OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Networks and Diversity in the New Era of Organizational Teams

Organizer: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Session Chair: **David Krackhardt**, *Carnegie Mellon U.*
Organizer: **Brandy Aven**, *Carnegie Mellon U.*
Discussant: **Bill McEvily**, *U. of Toronto*
Presenter: **Martin J. Kilduff**, *UCL School of Management*
Panelist: **Andreas Wilhelm Richter**, *U. of Cambridge*
Panelist: **Ronald Clarke**, *Rennes School of Business*
Presenter: **Eva Hsin-Lian Lin**, *London Business School*
Panelist: **Raina A. Brands**, *UCL School of Management*
Panelist: **Adrienne Wood**, *U. of Virginia*
Panelist: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*
Panelist: **Damiano Maria Morando**, *Imperial College Business School*
Presenter: **Anne L.J. Ter Wal**, *Imperial College Business School*
Panelist: **Stefano Breschi**, *Bocconi U.*
Panelist: **Ines Black**, -
Presenter: **Sharique Hasan**, *Fuqua School of Business, Duke U.*

Taking a network perspective to study teams has been popular and fruitful in the past decades. Yet, the changing nature of how work teams are organized and managed in the new era brings unprecedented challenges to this line of work. For example, nowadays, many teams have fuzzy boundaries. And social exchanges and collaborations between groups are far more frequent and intensive than they traditionally were. Teams are also becoming increasingly diverse due to the globalization trend and the recognition of the value of diversity. These changing features of teams are likely to influence or interact with intra- and inter-team networks and exert a collective, integrated impact on individual members' and teams' cognitions, behaviors, and outcomes, which have not been thoroughly understood and examined. Our symposium highlights the recent efforts to investigate new emergent features of teams and explore how they interact with networks within and between teams. Two papers directly tap into the members' social relations within and between teams, the diversity of these social relations, and associated team performance outcomes. Another two papers look at dynamic entrepreneurial teams, where each team constitutes the entire organization. Each explores a different element of diversity as a function of how networks are strategically used in these budding firms. The fifth paper switches the gear to focus on individuals' intrapersonal diversity and network structural features and provides insights into how their linkage may shape team dynamics.

Complementarities of Members' Structural Roles in Team Success: The Moderating Role of Experience

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Author: **Brandy Aven**, *Carnegie Mellon U.*

The Social Underpinnings of Effective Organizational Interteam Relations

Author: **Martin J. Kilduff**, *UCL School of Management*
Author: **Andreas Wilhelm Richter**, *U. of Cambridge*
Author: **Ronald Clarke**, *Rennes School of Business*

Multicultural Experience and Social Network Brokerage

Author: **Eva Hsin-Lian Lin**, *London Business School*
Author: **Raina A. Brands**, *UCL School of Management*
Author: **Adrienne Wood**, *U. of Virginia*
Author: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*

Showcasing strategies: The Role of Entrepreneurial Networking in Quest for Venture Capital Funding

Author: **Damiano Maria Morando**, *Imperial College Business School*
Author: **Anne L.J. Ter Wal**, *Imperial College Business School*
Author: **Stefano Breschi**, *Bocconi U.*

Recruiting for your team: Network hiring and match-specific performance in firms

Author: **Ines Black**, -
Author: **Sharique Hasan**, *Fuqua School of Business, Duke U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1696** | Submission: **17424** | Sponsor(s): **(OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Gratitude at Multiple Levels of the Organization

Organizer: **Meghan Kane**, *U. of Central Florida*
Organizer: **Lauren Rachel Locklear**, *Texas Tech U.*
Discussant: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Presenter: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*
Presenter: **Blair Middlebrook**, *U. of Washington*
Participant: **Ryan Fehr**, *U. of Washington, Seattle*
Presenter: **Ivana Igic**, *Swiss Military Academy at ETH Zurich*
Participant: **Rebekka Steiner**, *U. of Bern*
Participant: **Francisco Wilhelm**, *U. of Bern, Work and Organisational Psychology*
Participant: **Norbert Semmer**, *U. of Bern*
Presenter: **Meghan Kane**, *U. of Central Florida*
Participant: **Lauren Rachel Locklear**, *Texas Tech U.*
Participant: **Mark G. Ehrhart**, *U. of Central Florida*
Presenter: **Olivia Amanda O'Neill**, *George Mason U.*
Participant: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*

Gratitude is a positive emotion with numerous benefits for individuals that experience and express gratitude. However, gratitude is not as prevalent and widespread in organizations as one might assume given its myriad benefits.The five papers in this symposium focus their attention on how gratitude impacts the core organizational stakeholders – the workers. By putting the worker front and center, these papers explore how gratitude impacts worker's feelings of belongingness and envy, worker's home life, and the spreading and culture of gratitude within worker's organizations. Through a diverse group of studies implementing a wide variety of study designs, we offer a novel, in depth look at the impact of gratitude expressions on individuals, relationships, and cultures.

Creating an Optimally Appreciated Workplace

Author: **Ayana N. Younge**, *U. of Virginia, Darden School of Business*

Green with Envy or Feeling Appreciated?

Author: **Blair Middlebrook**, *U. of Washington*
Author: **Ryan Fehr**, *U. of Washington, Seattle*

Does Little Kindness Go from Work to Home

Author: **Ivana Igic**, *Swiss Military Academy at ETH Zurich*
Author: **Rebekka Steiner**, *U. of Bern*
Author: **Francisco Wilhelm**, *U. of Bern, Work and Organisational Psychology*
Author: **Norbert Semmer**, *U. of Bern*

Trickle Down Effects of Manager Gratitude Expressions

Author: **Meghan Kane**, *U. of Central Florida*
Author: **Lauren Rachel Locklear**, *Texas Tech U.*
Author: **Mark G. Ehrhart**, *U. of Central Florida*

Organizational Cultures of Gratitude

Author: **Olivia Amanda O'Neill**, *George Mason U.*
Author: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1697** | Submission: **13270** | Sponsor(s): **(OB, HR, MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

Other People, My Creativity: Social Interactions, Networks, Role Models, and Individual Creativity

Organizer: **Robert Litchfield**, *Washington and Jefferson College*
Organizer: **Nora Y. Madjar**, *U. of Connecticut*
Participant: **Martina Pizzinato**, *UCL School of Management*
Participant: **Pier Vittorio Mannucci**, *Bocconi U.*
Participant: **Shiko M. Ben-Menahem**, *Vrije U. Amsterdam*
Participant: **Dirk Deichmann**, *Erasmus U. Rotterdam*
Participant: **Danielle Dunne**, *Binghamton U.-State U. of New York*
Participant: **Inga Jasmin Hoever**, *Erasmus U. Rotterdam*
Participant: **Kim Jaussi**, *Binghamton U.-State U. of New York*
Participant: **Georg von Krogh**, *ETH Zürich*
Participant: **Chan Hyung Park**, *Scientist, ETH ZURICH*
Participant: **Yash Raj Shrestha**, *ETH Zürich*
Participant: **Shuhua Sun**, *Tulane U.*
Participant: **Etka Topaloglu**, *Binghamton U.-State U. of New York*
Participant: **Xiaomeng Zhang**, *Cheung Kong Graduate School of Business*
Participant: **Jing Zhou**, *Rice U.*

The purpose of this symposium is to bring together emerging empirical research and theorizing about how other individuals, both inside and outside of the workplace, can impact one's work creativity. We present five papers that investigate different processes and aspects through which social interactions can impact creativity: dynamic feedback cycles with different sources, different role models and their differential effects on both idea generation and creativity evaluations; temporary intense interactions or one-time exchanges with different strong and weak ties and their potential energizing effects for creativity; how creatives may leverage their networks by intentionally managing them for creativity and how prior success may be a better predictor for choosing champions for idea implementation. Collectively, the papers provide a deeper look at prospects and pitfalls for individual workers taking more control of their creative destiny at work.

The Never-ending Joke: Elaboration Cycling and Feedback Use during Creative Idea Elaboration

Author: **Martina Pizzinato**, *UCL School of Management*
Author: **Pier Vittorio Mannucci**, *Bocconi U.*

Networks Of Creatives: Intentionally Woven Webs Of Inspiration, Identity, Creativity Skills And More

Author: **Kim Jaussi**, *Binghamton U.-State U. of New York*
Author: **Danielle Dunne**, *Binghamton U.-State U. of New York*
Author: **Etka Topaloglu**, *Binghamton U.-State U. of New York*

A Mixed Blessing? The Dual Effects of Creative Role Modeling on Employee Creativity

Author: **Inga Jasmin Hoever**, *Erasmus U. Rotterdam*
Author: **Jing Zhou**, *Rice U.*
Author: **Shuhua Sun**, *Tulane U.*
Author: **Xiaomeng Zhang**, *Cheung Kong Graduate School of Business*

Temporary Intense Interactions with Nonwork Connections and Work Creativity

Author: **Robert Litchfield**, *Washington and Jefferson College*
Author: **Nora Y. Madjar**, *U. of Connecticut*

Do or Delegate? How Individuals Learn from Successes and Failures of Peers

Author: **Dirk Deichmann**, *Erasmus U. Rotterdam*
Author: **Chan Hyung Park**, *Scientist, ETH ZURICH*
Author: **Shiko M. Ben-Menahem**, *Vrije U. Amsterdam*
Author: **Yash Raj Shrestha**, *ETH Zürich*
Author: **Georg von Krogh**, *ETH Zürich*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1698** | Submission: **19097** | Sponsor(s): **(OB, MOC, ODC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Grappling with Growth: How Workers Grow Within Organizations and Experience Organizational Growth

Organizer: **Manjari Ganti**, *U. of Michigan, Ross School of Business*
Organizer: **Hilary Hoyt Hendricks**, *U. of Michigan*
Discussant: **Jane E. Dutton**, *U. of Michigan*

Both individuals and organizations often strive for growth. For individuals, growth may involve developing skills and abilities or creating a more positive personal image. Organizations, particularly startups, may grow in number of members -- from a small, close-knit group to a larger more diverse entity, and may also grow in the amount of monetary investments, the number or type of divisions, or the number or type of products or services produced. Whatever the form of growth, it likely impacts the experiences of individual employees. However, the relationship between personal growth and organizational growth is rarely examined. The sessions of this symposium will explore this question using a variety of methodologies and exploring a variety of organizational contexts. Together, the papers in this session will shed light on the complex interplay between personal and organizational growth.

The Experimental Approach to Personal Growth at Work: A New Measure and its Benefits

Author: **Susan J. Ashford**, *U. of Michigan*
Author: **Manjari Ganti**, *U. of Michigan, Ross School of Business*

Leading with a Mental Health Condition: A Study of Adversity and Growth at Work

Author: **Sally Maitlis**, *U. of Oxford*

Formalization and Its Discontents: Narrating Agency During Organizational Growth

Author: **Hilary Hoyt Hendricks**, *U. of Michigan*

Expressed Emotions in Organizational Growth: The More NOT the Merrier

Author: **Anat Rafaeli**, *Technion Israel Institute of Technology*
Author: **Rani Khoury**, *Technion - Israel Institute of Technology*
Author: **Hilary Hoyt Hendricks**, *U. of Michigan*
Author: **Ofra Amir**, *Technion - Israel Institute of Technology*
Author: **Yoed Kenett**, *Technion - Israel Institute of Technology*
Author: **Roee Shraga**, *Northeastern U.*

Session Type: **Symposium**
Program Session: **1699** | Submission: **10529** | Sponsor(s): **(OB, ODC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Scalability and Heterogeneity: Targeting Interventions to Maximize Social Impact

Session Chair: **Ilana Brody**, *UCLA Anderson School of Management*
Presenter: **Dilip Soman**, *U. of Toronto, Rotman School of Management*
Presenter: **Ilana Brody**, *UCLA Anderson School of Management*
Presenter: **Ashley Whillans**, *Harvard Business School*
Presenter: **Todd Rogers**, *Harvard U.*
Discussant: **Christopher Bryan**, *McCombs School of Business, U. of Texas at Austin*

Social scientists have begun to recognize that planning for individuals' heterogeneous needs is essential to successful behavior change efforts. However, there is still limited evidence about exactly where the challenges in scaling interventions arise and how to plan for and address these challenges. One notable pitfall in previous attempts is a one-size-fits-all intervention approach. This approach does not account for context-related and individual-level heterogeneity, and in management settings, fails to centralize the worker in designing behavior change interventions. This session contributes to the critical conversation of leveraging research insights for broad societal impact by assessing challenges and opportunities in scaling behavioral interventions broadly. We contribute a specific focus on heterogeneity based on individuals' motivations to engage in the activity, putting the user – in many cases, the worker – front and center.

Challenges to Translating and Scaling Behavioural Interventions

Author: **Dilip Soman**, *U. of Toronto, Rotman School of Management*

Targeting Interventions Based on Baseline Motivation Increases Vaccine

Author: **Ilana Brody**, *UCLA Anderson School of Management*
Author: **Hengchen Dai**, *UCLA Anderson School of Management*
Author: **Silvia Saccardo**, *Carnegie Mellon U. - Department of Social and Decision Sciences*

Framing Charitable Giving as a Teachable Moment Can Increase the Generosity of Parents

Author: **Ashley Whillans**, *Harvard Business School*
Author: **Christopher Bryan**, *McCombs School of Business, U. of Texas at Austin*
Author: **Elizabeth Dunn**, *U. of British Columbia*

Scaling Behavioral Interventions to Reduce Student Absenteeism: Building "OPOWER For Absenteeism"

Author: **Todd Rogers**, *Harvard U.*
Author: **Avi Feller**, *U. of California, Berkeley*

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1700** | Submission: **10306** | Sponsor(s): **(OB, ODC, HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Employee Voice: Past, Present, and Future of Research

Moderator: **Ryan Smerek**, *Northwestern U.*
Panelist: **Elizabeth Wolfe Morrison**, *New York U.*
Panelist: **Ethan Burris**, *U. of Texas at Austin*
Panelist: **Melissa Chamberlin**, *Iowa State U.*
Panelist: **Chak Fu Lam**, *City U. of Hong Kong*

The proposed panel symposium will explore new directions in employee voice, seeking to take stock of where we've been and where research is headed. As noted by recent reviews, interest and research on employee voice has increase substantially over the past decade (Morrison, 2023), with reviews offering frameworks to summarize the field (e.g. Bashshur, & Oc, 2015; Morrison, 2011) and meta-analyses determining key associations and distinctions (Chamberlin, Newton, & LePine, 2017). This symposium will take stock of key distinctions and research findings over the past 15 years and help the audience understand current streams of research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1701** | Submission: **21012** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Interorganizational Collaborations Driving Organizational and Social Change

Session Moderator: **Anna Af Hällström**, *Chalmers U. of Technology*

ODC: **From Hero to Farmer: The Changing Leadership Profile of Collaborative Megaprojects**

Author: **Anna Af Hällström**, *Chalmers U. of Technology*

Megaprojects have recently increased in both size and number. These complex and unique organizations transform societies by coordinating inter-organizational relationships and aligning organizational goals to achieve feats unattainable by single actors. The increased attention paid to megaprojects highlight a need for further studies into their delivery. Drawing on data from a single case study, I show how the view of leadership changes as the institutional context changes. I contribute to literature by giving empirical evidence of the perceived leadership change needs through a case study of a British megaproject through an institutional perspective. My findings show that leadership requirements in megaprojects change when utilizing collaborative project delivery models, emphasizing trust and communication, as well as capabilities to manage uncertainty and teamwork. I contribute to the growing body of research into megaproject management and delivery, by providing deep insights into the leadership structure on multiple levels, including individual, project-based and field-focused.

ODC: **Reconfiguring Resource Complementarity in Interorganizational Collaboration for Societal Challenges**

Author: **Lena Elisabeth Bygballe**, *BI Norwegian Business School*
Author: **Bente Flygansvaer**, *BI Norwegian Business School*
Author: **Debbie Harrison**, *BI Norwegian Business School*

Interorganizational collaboration is critical to cope with complex societal challenges since it enables actors to combine complementary resources. Yet, how such interorganizational resourcing is realized remains unclear. We draw on a longitudinal case study of an interorganizational collaboration where the parties designed a new solution for circular handling of construction waste. The case demonstrates the tensions occurring when the realization of this prospective resourcing faced reality in term of the network of other organizations, and their resourcing efforts, and existing resource configurations. We identify three interorganizational resourcing sub-processes underpinning the parties' efforts to realize resource complementarity: conceptualizing complementary resources into a new resource configuration, confronting existing resource configurations, and compromising between resource configurations. Compared to the firm-centric perspective in previous research on interorganizational resourcing, these resourcing processes are rooted in an interactive-centric view. We discuss the implications for the literatures on resource complementarity and interorganizational collaboration for societal challenges.

ODC: **Innovation by Proxy: How Technology Spinouts Can Benefit the Parent Firm**

Author: **Justin Harlan**, *NHH Norwegian School of Economics*
Author: **Inger G. Stensaker**, *NHH Norwegian School of Economics*

This paper presents a case study of a persistent innovator that repeatedly employs the spinout strategy to realize multiple benefits for itself, its competitors, and the industry. We draw on the dynamic capabilities framework and introduce the concept of 'innovation-by-proxy' to explain the indirect way in which the parent firm innovates. Through the spinout approach, the parent firm not only advances innovation but gains access to competitors' resources for financing and sustained enhancements while avoiding the potential drawbacks of strategies involving direct industry collaboration among competitors (e.g. coopetition, alliances, or other forms of partnership). Our analysis reveals how employees in the parent firm can sense opportunities in developing technological inputs, allowing them to be seized in an R&D unit and then separated from the company to be sold to the global competition. In doing so, the spinouts can then service the parent firm's competitors, shifting the innovation sensing to the largest and most competitive firms in the industry globally, and sending both financing and new innovations back to their parent. Persistence in this innovation trajectory also creates a network of spinout firms servicing the parent and the industry that cooperate on product development and client acquisition. This paper contributes to the spinout and innovation literature by providing evidence and theoretical insights into how, when, and why a spinout strategy can be successfully used to finance and scale innovations.

ODC: **Deal Shapers: The Roles of Sell-side M&A Advisors in the Pre-acquisition Phase**

Author: **David Santana**, *U. Toulouse 1 capitol- TSM*
Author: **Nicola Mirc**, *Toulouse School of Management*

The role of M&A advisors in the pre-acquisition phase of Mergers & Acquisitions (M&A) is largely acknowledged as significantly shaping managerial decision-making and performance outcomes. Yet, it surprisingly remains a fairly under-examined topic in M&A research. This inductive study aims at shedding light on the role and influence of these third-party actors. This shows that M&A advisors fulfill various roles, going beyond classic value assessment tasks and including client expectation and emotion management. Additionally, advisors have a strong relational function by managing impressions and actively networking with stakeholders and key decision-makers involved in M&A. Our findings reveal the highly influential roles advisors have in shaping the pre-acquisition process and its outcome, through the trade-offs they make in deal valuation as well as the orchestration of stakeholders and their deal perceptions in pre-deal decision-making. This paper importantly contributes to M&A research by providing a fine-grained actor-based perspective on advisors' roles in M&A processes, highlighting the way they shape M&A processes and the laying ground for many avenues that future research must cover.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1702** | Submission: **20223** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Communication, Language, and Laughter in Organizations and Management

Session Moderator: **Sonia Aissaoui**, *Normandie U., NIMEC*

OMT: **Close But Yet So Far: The Role of Virtual Communication in the Relation of Proximity and Trust in CSA**

Author: **Sonia Aissaoui**, *Normandie U., NIMEC*
Author: **Pascale Bueno Merino**, *Léonard de Vinci Pôle U., Research Center*
Author: **Samuel Grandval**, *Normandie U., NIMEC*

Our research explores the role of virtual communication in the construction of proximity and trust in CSA (Community Supported Agriculture). Although CSAs have been widely assimilated with a relationship of trust built on knowing each other and facilitated by proximity and face-to-face interactions, our research shows, on the contrary, that the interactions between consumers and agricultural entrepreneur are not as systematic as one might expect. CSAs are attracting more and more consumers with hedonistic motivations and whose relational exchanges with the agricultural entrepreneur remain secondary, or even sometimes non-existent. Furthermore, our ambition is to examine this proximity/distance paradox by studying the role of virtual communication between CSA partners and to understand how trust manages to emerge in case of limited face-to-face interactions. Based on 55 semi-structured interviews carried out with CSA partners (CSA presidents, agricultural entrepreneurs, consumers), six non-participating observations, and a double content analysis (thematic and lexical), our research shows the role of proximity in the emergence of trust in CSA and highlight the influence of virtual communication in the strengthening of relational, identity and process proximity. Our research aims at contributing to a better understanding of the modes of coordination in CSA.

OMT: **Defining the Public Interest: The Use of Emotional Language in Institutional Work**

Author: **Juan Francisco Chávez R.**, *Smith School of Business, Queen's U.*
Author: **Matthew Murphy**, *U. of Victoria*
Author: **Belaid Moa**, *U. of Victoria*

This article investigates the role of emotional language in institutional work under conditions of institutional complexity. While prior research, mostly qualitative, has demonstrated that the use of emotional language plays a critical role in the creation and maintenance of institutions, the specifics about when, how, and with what effect, remain underexplored. Using a large dataset of textual da-ta, comprising the verbatim transcripts of more than 3,000 actors, we conducted three quantitative studies – using topic modeling, dictionary-based content analysis, and other statistical analyses –, that confirm and provide nuance to the current theory. First, by comparing the actors' use of emo-tional language in mobilizing economic, environmental, or social concerns, we found no significant distinctions among these three concern categories. This challenges the idea that certain concerns have an emotional register that determines the use of emotional language. Second, while actors use more emotional language when the complexity of the institutional context intensifies, this relation-ship is stronger among actors engaged in disruptive institutional work. Third, we demonstrate that while the use of emotional language appears to enhance the effectiveness of disruptive institutional work, this effect is limited to specific concerns, such as those related to environmental issues and not social or economic issues.

OMT: **Executive Voiced Laughter and Social Approval: An Explorative Machine Learning Study**

Author: **Niklas Mueller**, *U. of Passau*
Author: **Steffen Klug**, *U. of Passau*
Author: **Alexander Kathan**, *U. of Augsburg*
Author: **Lukas Christ**, *U. of Augsburg*
Author: **Björn Schuller**, *U. of Augsburg*
Author: **Shahin Amiriparian**, *U. of Augsburg*

We study voiced laughter in executive communication and its effect on social approval. Integrating research on laughter, affect-as-information, and infomediaries' social evaluations of firms, we hypothesize that voiced laughter in executive communication positively affects social approval, defined as audience perceptions of affinity towards the organizations. We also surmise that the effect of laughter is especially strong for joint laughter—i.e., the number of instances in a given communication venue where the focal executive and the audience laugh simultaneously. Finally, combining the notions of affect-as-information and negativity bias in human cognition, we hypothesize that the positive effect of laughter on social approval increases with bad organizational performance. We find partial support for our ideas when testing them on panel data from 902 press conferences from German Bundesliga soccer coaches and media tenor, applying state-of-the-art machine learning approaches for laughter detection. Our emerging findings contribute to research at the nexus of executive communication, strategic leadership, and social evaluations, especially by introducing laughter as a highly consequential potential, but understudied social lubricant at the executive-infomediary interface. Our research is also unique by focusing on highly reflexive microprocesses of social evaluations, rather than the infomediary-routines perspectives in infomediaries' evaluations. We also make methodological contributions.

OMT: **Language Use to Foster the Acceptance of Organizational Identity Change**

Author: **Vitaliano Barberio**, *USI (Lugano)*
Author: **Stefan Arora-Jonsson**, *Dept of Business Studies Uppsala U.*

While organizational identity change is a well-researched topic, little is known about the role of language in facilitating members' acceptance of – this often-dramatic process. Building on previous research, we develop a theory on how leaders justify identity change through vocabularies – i.e., a system of words and their meanings. We argue that these vocabularies imply four argumentative strategies to induce members' acceptance of identity change, these are moral/moralization, negations/disidentification, affiliation/positive rewards, and desire/cognitive legitimization. We build on the case of British political parties (1945-2018) to further develop our initial claim and hypothesize that when identity change is most sharp – i.e., parties incorporate claims that belong to the ideology of their opponents – the argumentative strategies, we propose, are to be observed above average in public narratives about what the party is all about. To test this proposition, we machine-code (SVM) the speeches the two main parties' leaders deliver at the annual party conference. Our coding, developed from the consolidated knowledgebase of the Manifesto Project, allows us to ascertain when leaders' claims incorporate the ideology of their opponents. Additionally, we measured leaders' use of argumentative vocabularies as the ratio of selected pre-validated (LIWC) lexicons in each claim. Our results validate our expectations. Beyond the relevance of the four vocabularies and corresponding argumentative strategies proposed in this paper, we contribute to the literature on organizational identity change by showing that particular historical and organizational circumstances determine the leaders' preference for some vocabularies over others.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1703** | Submission: **20227** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Innovation, Commercialization, and Performance: The Context of Chinese Firms and Non-Profits

Session Moderator: **Christopher Marquis**, *Cambridge Judge Business School*

OMT: **Government Industrial Priorities and Firm innovation in China**

Author: **Christopher Marquis**, *Cambridge Judge Business School*
Author: **Qian Wang**, *Cornell SC Johnson College of Business*

Management scholars have been increasingly interested in how institutional factors such as government policy affect innovation in emerging markets. This paper contributes to this literature by examining the effect of government industrial priorities on firm innovation through an investigation of how the Chinese Central Government's Five-Year Plans affects innovation of Chinese public-listed companies. As would be expected, we find that firms within prioritized industries have higher innovation outputs (patents). However, we also examine how being in an industry prioritized by the government also comes with challenges, such as coordination costs and potential political intervention. As a result, the effect of being in a prioritized industry on innovation is weaker for private firms than state-owned enterprises (SOE) and also when the focal firm is in a more competitive industry. Moreover, we document how government power in resource allocation affect firms' response. The effect of industrial priorities can be strengthened in regulated industries where the government has stronger control, but attenuated in regions with high institutional development, where market power is more pronounced. We further examine spillover effects showing that firms in regions with higher concentration of prioritized industries have higher innovation outputs. For low concentration regions however, without this spillover effect, the effect of being in a prioritized industry is particularly strong.

OMT: **Two Sides of a Coin? Performance Impacts of Diversification and Multimarket Contact**

Author: **Stan X. Li**, *City U. of Hong Kong*
Author: **Xi Qu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Aurora Genin**, *Indiana U. - Kelley School of Business*

This study examines the diversification-performance (D-P) relationship in an industry. The diversification literature emphasizes intra-firm coordination on resource allocation, referred here as the internal configuration. Multimarket contact (MMC) research examines the performance effects of inter-firm coordination on competitive interactions, coined here as the external configuration. We cross-pollinate these streams to conceptualize the duality in diversification. We uncover the interactions between the internal and external configurations, which elucidate novel mechanisms by which diversification yields performance synergies. Specifically, diversification benefits can stem from external strategic synergies even when internal resource synergies are absent. We implement spatial econometrics to address two critical empirical issues in prior research—omitted variable bias and observation dependence. We glean evidence for our hypotheses in the Chinese general insurance industry in 2005 – 2015.

OMT: **A Tale of Two Moral Cultures? The Diffusion of Commercialization Among Non-Profits in China**

Author: **Haochi Zhang**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Edward J. Zajac**, *Northwestern U.*
Author: **Jianhua Ge**, *Renmin U. of China*
Author: **Di Zhu**, *Renmin U. of China*

What factors impel/impede the spread of morally controversial organizational forms/practices, such as when non-profit organizations embrace commercial activities? We develop and test a theoretical perspective that emphasizes the philosophical foundations and cultural-structural antecedents driving the (non)acceptance of a morally controversial organizational form/practice. More specifically, we contrast how and why a differential reliance on consequentialism (emphasizing instrumental benefits) versus deontology (emphasizing purity), in accordance with a set of specific environmental and organizational factors, predict the degree of acceptance of commercialization among non-profits. We provide both quantitative and qualitative evidence to assess the predictive power of our theoretical perspective, using the vivid context of the unsteady diffusion of commercialization among thousands of non-profits in post-Mao China. We conclude with a discussion of the implications of our theoretical perspective and supportive findings for future research on the diffusion of morally controversial forms and practices, as well as work on organizational hybridity.

OMT: **Legal Development and the Legal Advantage of Relational Embeddedness**

Author: **Hui Sun**, *Stockholm School of Economics*
Author: **Xiaohong Yu**, *Tsinghua U.*
Author: **Zhaoyang Sun**, *Tsinghua U.*
Author: **Yi Shu**, *Tsinghua U.*

The institution of contract law is paramount to economic development. Theories of new institutional economics suggest that extralegal influences on court adjudications are symptoms of less developed legal institutions. Theories of economic sociology argue that legal institutions are always deeply embedded in the social fabric of the environment, regardless of their independence from other branches of the government. Combining these two perspectives, we contend that with legal development, the locus of extralegal influences on court outcomes shifts from politically embedded litigants to relationally embedded attorneys. Leveraging over 110,000 first-instance court decisions on contract disputes among private corporate litigants in China between 2014 and 2019, we found that in comparison to corporate litigants in less legally developed regions, those in more legally developed regions benefit more from legal representation. Using the introduction of circuit court as an exogenous policy shock, we found causal evidence that the relational embeddedness effect is better explained by local knowledge coordination on legal interpretations. And it cannot be explained by either collusions or corruption between lawyers and judges, or changes in courts' dispute resolution preferences after the policy shock. The findings support our propositions that legal development pushes the transition from bureaucratic courts to professional courts and fosters the formation of judicial field as an alternative social structure for informal connections.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1704** | Submission: **20178** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

The Effects of Misconduct, Wrongdoings, and Scandals

Session Moderator: **Brigitte Wecker**, *Konstanz U. of Applied Sciences*

OMT: **Misbehave like Nobody's Watching? Investor Attention to Corporate Misconduct and its Implications**

Author: **Brigitte Wecker**, *Konstanz U. of Applied Sciences*
Author: **Matthias F. Brauer**, *U. of Mannheim*

One astonishing finding in the literature on corporate misconduct is that investors do not always respond clearly negatively to corporate misconduct. To date, it is unclear if this is because news about corporate misconduct drown in the multitude of stimuli competing for investors' attention such that they fail to be noticed or because investors notice the news but do not act upon them. To inform this line of research, we are first to study whether investors allocate attention to alleged corporate misconduct and whether investor attention has implications for investor response to a focal allegation. Building on expectancy violations theory as well as behavioral and cognitive arguments, we hypothesize that investors allocate attention to a focal allegation and that increasing investor attention is associated with more negative investor response. Further, we hypothesize that central characteristics of the alleged firm condition the above effects. By analyzing 9,773,333 Google search volume observations as well as up to 17,426 focal allegations, we find empirical support for our theoretical predictions. Thereby, our study complements in particular corporate misconduct research on the factors inhibiting more negative investor response. For the first time, it is able to demonstrate that investors do not typically fail to notice allegations such that the lack of clearly negative investor response is likely to have other causes.

OMT: **Unscrupulous Unicorns: Perceptions of Founders and Their Effects on Evaluations of Wrongdoing**

Author: **Jinah Ryu**, *U. of Illinois at Urbana-Champaign*
Author: **Josh Henry Katz**, *Department of Business Administration. U. Carlos III de Madrid*

What makes the leaders' questionable behaviors be perceived as wrongdoing and when are they ignored by subordinates in entrepreneurial ventures? Recent incidents in take-off ventures, such as Theranos, WeWork, FTX, and Nikola, show that some entrepreneurs can commit infractions big and small before their ventures stabilize. Existing research explains that questionable behaviors at the top are often rationalized by formal and informal systems (e.g., hierarchy and culture) in large companies, but few examine the context of entrepreneurial ventures where such situational influence is lacking. Our study argues that constructed perceptions of leaders (or founders) play a role in shaping employees' rationalization of leaders' potentially wrongful behaviors. Specifically, our qualitative analysis shows that the behavioral cues that a leader usually violates norms provide a rationale that the leader is a type of person who is not to be judged by social norms and ethics. Building on the findings, we conceptualize the disruptor prototype of entrepreneurial leaders and develop hypotheses explaining how this prototype works in a way reducing negative evaluations of the leader's ambiguous wrongdoings. We test and find evidence for these hypotheses from a set of experiments. Our findings contribute to existing theory by revealing that the perceptions of leaders emerge as a significant institutional force and facilitate the sensemaking process within entrepreneurial ventures.

OMT: **Do Cheaters Every Prosper? Illicit Competitive Intelligence and Organizational Performance**

Author: **Joshua Austin Downs**, *Western Carolina U.*
Author: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

This paper examines the effects of private information misappropriated through illicit competitive intelligence on organizational performance. We employed data from the unique case of the Houston Astros cheating scandal in Major League Baseball to shed light on this otherwise difficult-to-observe phenomenon. Contrary to our initial proposition, we found no evidence that the Houston Astros derived performance advantages from the illicit competitive intelligence that the team collected and used. We then examined conditions under which this practice may have disproportionately helped the Astros' performance, and again found no supporting evidence. We conclude with potential explanations for why the Astros may not have derived performance advantages from its illicit competitive intelligence practice and discuss implications for organizations broadly and for future research concerning illicit competitive intelligence.

OMT: **The Career Spillover Effects of Scandal: Evidence from the United States Congress**

Author: **Derrick Choe**, *NYU Stern School of Business*
Author: **Scott Cohn Ganz**, *Georgetown MSB*

Scandals can lead to severe career penalties for those associated with these negative events. Existing research on the career consequences of scandals has focused on organizational leaders' career outcomes and has focused primarily on financial performance-related scandals. Furthermore, most analyses of external labor markets face challenges in isolating labor supply versus demand effects. In this paper, we examine the career consequences of political scandals for U.S. Congressional staffers from 2001-2021. Comparing scandalized offices to non-scandalized ones around the point of office closure, we highlight that professional scandals—which we define as scandals directly related to an office's core functioning—hurt staffers' chances of re-employment in external labor markets in Congress. In contrast, personal scandals unrelated to core work activities do not harm staffers' re-employment opportunities. We find that both professional and personal scandals harm employees' future compensation. Furthermore, we find that high-ranked and low-ranked staffers are equally penalized following scandals, suggesting that those high in leadership positions are not the only ones punished for organizational misconduct. This study demonstrates that while employees along the organizational hierarchy are similarly affected by scandals, the type of misconduct revealed influences the exact penalties employees suffer in external labor markets.

OMT: **Status Reset: How Scandals Affect the Evaluative Advantages of Status**

Author: **Marco Clemente**, *ZHAW School of Management and Law*
Author: **Ke Michael Mai**, *National U. of Singapore*
Author: **Joseph Porac**, *New York U.*

Status effects are pervasive across organizational and market settings. In this paper, we examine whether the tendency of high-status actors to be evaluated more positively irrespective of performance—a phenomenon often referred to as the "Matthew effect"—is robust to the occurrence of negative events that affect the field. We argue that because the benefits of status manifest in the evaluation of performance under uncertainty, and because negative events are known to induce discontinuities in evaluation, exposing actors within the field to stricter scrutiny, Matthew-type effects accruing to high-status actors should be diminished or erased in the aftermath of such events. Negative events, such as scandals, in fact, engender a generalized loss of trust within the field; because trust primarily accrues to high-status actors, however, these actors no longer being given the benefit of the doubt results in the evaluative advantages of status (in terms of deference and taken-for-grantedness) being lost. Using unique observational data on media coverage of football referees in Italy before and after the 2006 scandal known as Calciopoli and two experiments, we find broad support for our predictions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1705** | Submission: **20259** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

New Directions in Institutional Studies of Organizations and Environments

Session Moderator: **Eun Young Song**, *Australian National U.*

OMT: **Unlevel Playing Fields: Gender and its Role in the Early Stages of Institutional Fields**

Author: **Eun Young Song**, *Australian National U.*
Author: **C. R. Hinings**, *U. of Alberta*

Institutional studies on fields have been neglectful of gender. To extend the boundaries of current understanding of institutional fields, we develop a theory by drawing insights from doing gender and gender-status beliefs theories and by considering fields as relational spaces within which diverse actors interact with one another on particular issues. We argue that gender plays a key role in the emerging fields in three ways; (1) issues themselves are often gender-marked, (2) issue-leading roles such as organizers of field configuring events are gendered, and (3) gender composition of field participants influences the development of new fields into the next stages. In considering the gendered nature of issues, issue-leading roles, and gender makeup of field participants, we introduce a new model of the early stage of fields to explain gendered dynamics that structure interactions and shape the development of new fields. With our model, we advance the existing literature on early stages of institutional fields.

OMT: **Collective Identity Under Pressure**

Author: **Sergej Ljubownikow**, *U. of Sheffield*
Author: **Christian Fröhlich**, *National Research U. Higher School of Economics*
Author: **Yulia Skokova**, *National Research U. Higher School of Economics*

Identity plays a vital part in, for example, determining membership or actor behaviour. However, despite research looking at identity at the individual, group, and organizational level, identity or collective identity at the meso-level, such as strategic action fields (Fligstein & McAdam, 2011), has received less attention so far. Specifically, the role macro-institutional influences have on shaping collective identity has remained under-examined. In this paper, we set out to explore potential macro-institutional impacts on the collective identity of strategic action fields. Drawing on qualitative data from a variety of organizations within civil society in the Russian Federation, we highlight how under macro-institutional pressure, multi-layered collective identities emerge bound together by overarching common values and norms at the meso-level. This allows actors to reconcile and mediate the pressures they experience from the institutional environment and, at the same time, align with collective identity at the strategic action field level. Hence, we contribute to collective identity literature by demonstrating the role of the macro-institutional environment in the collective identity of an organizational field.

OMT: **Institutional Translation Ad Infinitum: Localising HIV/AIDS Relief in Lesotho**

Author: **Habofanoe Jeremiah Polaki**, *IESEG School of Management (LEM-CNRS 9221)*
Author: **Wim Van Lent**, *IESEG School of Management (LEM-CNRS 9221)*

Although existing theory conceptualizes institutional translation as a distributed process involving various actors, scholars mainly focus on the contestation or novelty of an idea or practice, the disparity between origin and receiving context, and the adaptive work of actors. Whilst many ideas and practices are contested and subsequently manipulated to fit a receiving context, the focus on idea or practice adjustment obfuscates the dynamic and complex interactions between actors and contextual factors in the process of institutional translation. We seek to understand how the roles and agency of translating actors evolve within an institutional infrastructure and throughout the translation process when the translated ideas and practices are not contested in principle. To do so, we conducted a case study of the localization of foreign aid amongst local and Indigenous NGOs combating HIV/AIDS in Lesotho. Our study identifies and explains how institutional factors shape and complicate the transfer of practices and agency through a chain of translating actors. Overall, our findings advance knowledge by highlighting contextual factors, such as legacy funding mechanisms, administrative complexity and an established field hierarchy as key determinants of the institutional translation process.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1706** | Submission: **20189** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Building Resistance, Resilience, and Safety in Challenging Times

Session Moderator: **Amrita Lahiri**, *Washington State U.*

OMT: **Unpacking the Effect of Political Affiliation on Organizational Resilience Following a Policy Shock**

Author: **Amrita Lahiri**, *Washington State U.*
Author: **Nanjundi Karthick Krishnan**, *U. of Michigan*
Author: **Alex Kier**, *Washington State U.*
Author: **Aditya Johri**, *George Mason U.*
Author: **Joyojeet Pal**, *U. of Michigan*

Resilience results from the interaction between an organization and its environment under conditions of adversity. While research has shown the positive association between resources and resilience, an understanding of how partisan contexts impacts this relationship is missing from the literature. In our study, through a combination of exploratory interviews and survey of entrepreneurs, we account for the socio-political context of adversity in influencing entrepreneurs' adaptation to a crisis by examining India's 2016 demonetization policy shock. We find that entrepreneurs' political affiliation not only shapes how they interpret their environment, but also influences the extent to which they leverage available financial and human capital resources towards business resilience. Our study sheds light on the mechanisms behind entrepreneurial actions in the aftermath of a policy shock and how they ultimately shape organizational resilience.

OMT: **Love Thy Neighbor: The Impact of Social Cohesion on Community Economic Resilience**

Author: **Stephanie Koornneef**, *Radboud U.*
Author: **Joris Knoben**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Tal Simons**, *Erasmus U. Rotterdam*
Author: **Patrick Vermeulen**, *Radboud U. Nijmegen*

An important yet understudied topic is the difference in communities' abilities to respond to disruptions. The Covid-19 virus caused disruptions worldwide as firms were forced to close overnight as a measure for stopping the virus from spreading, resulting among others in dramatically decreasing sales and revenues. However, considerable regional heterogeneity in the impact of organizations closing and other measures, above and beyond what would be expected based on industry composition, have been observed in many countries. Focusing on governmental financial support, and voluntary firm exits across 379 Dutch municipalities, we argue that social cohesion – conceptualized as involving kinship and residential stability – increases communities' economic resilience, defined as their ability to retain the status quo when faced with adversity. Kinship is the affective and emotional bond between community members, which creates the willingness to help other members, even if this means suffering (temporary) losses, whereas residential stability fosters a social infrastructure that is necessary for the quick mobilization of resources within socially cohesive communities. Our study reveals the importance of social cohesion to foster communities' economic resilience and demonstrates how social cohesion can explain differences in economic resilience specifically in the face of major disruptions.

OMT: **El Dorado's End: Indigenous Community Cultural Effects on Agreement Adoption**

Author: **Maggie Cascadden**, *U. of Alberta*
Author: **P Devereaux Jennings**, *Alberta School of Business*
Author: **Emily S. Block**, *U. of Alberta*
Author: **Francois Bastien**, *U. of Victoria*

Indigenous communities around the world are engaging in resurgence. As they do so, the dynamic of engaging and resisting nonlocal corporations has changed. It is unclear under what conditions these communities use their increased autonomy to disrupt the surrounding institutional fields by re-negotiating more favourable terms of partnerships or rejecting these partnerships all tougher. It is therefore important to better understand the factors underpinning these dynamics and how they are connected to field fragmentation. As part of doing so, we argue that it is pertinent to better understand Indigenous worldviews and how they effect their engagement with firms over time. We theorize and demonstrate the impact of cultural identity and the use of traditional languages for cultural alignment and convergence to integrate Indigenous and Western perspectives, as well as the impact of recognized claims to meaningful places - on higher benefit agreement adoption in early periods of diffusion, but largely absent effects later. In contrast, early on, active voice – coalitions and protest – have undetected effects early on, but important impact later. The variation in community culture and its shifting effects increase cultural complexity and are associated with greater heterogeneity in partnership agreements later. Our paper contributes to research on Indigenous perspectives and nonlocal firm engagement, to theories of late adoption of organizational practice, and to work on Indigenous community development during El Dorado's end.

OMT: **"We Are Still Here": The Everyday Work Of Coping With Intergenerational Trauma**

Author: **Ketan Madan Goswami**, *Warwick Business School*
Author: **Katrin M. Smolka**, *Warwick Business School*
Author: **Ali E. Ahmed**, *Warwick Business School*
Author: **Deniz Ucbasaran**, *U. of Warwick*

Coping, defined as "thoughts and behaviours used to manage the internal and external demands of situations that are appraised as stressful", has been a research focus since Lazarus's 1966 book, Psychological Stress and the Coping Process. However, while a fair amount of coping literature both in psychology and management focuses on discrete adverse events (for example, bereavement, job loss, COVID, etc.), there is little research on how everyday actors cope with chronic conditions of adversity like intergenerational trauma. Our qualitative study studies the context of Indigenous entrepreneurs in the Canadian Prairies and endeavors to answer the question – How do everyday actors (specifically, everyday entrepreneurs) cope with intergenerational trauma? We find that Indigenous entrepreneurs in the Canadian Prairies experience everyday (chronic) emotional hurt by virtue of intergenerational trauma. This necessitates deployment of everyday coping strategies which would help mitigate this hurt. Notwithstanding instances of maladaptive coping (e.g., addictions and alcoholism), we find that Indigenous entrepreneurs predominantly leverage two broad categories of adaptive intra-personal coping mechanisms – subversive humor and restorative storytelling – that "undo" some of the negative effects of chronic emotional hurt. In addition to intra-personal coping strategies, we also find a set of inter-personal communal coping strategies which implicate family and community members (for example, cultural ceremonies and storytelling). As we analyzed these strategies, we came to realize that these coping strategies serve as micro-processes which underpin both emotion-work and institutional-work, i.e. not only help with emotional work but also help with routine disruption and (re)-creation of alternative institutions. Consequently our findings have implications for both coping literature as well as social symbolic work literature.

OMT: **Understanding the "COR" of Psychological Safety: Toward a Reconceptualization and Integrative Model**

Author: **Nico Roland Schaefer**, *U. of St. Gallen*

Scholars have utilized the construct of psychological safety to investigate a multitude of work-related phenomena. In this article, I review past research in an effort to highlight the lack of a comprehensive conceptual understanding of the construct. Building on the Conservation of Resources (COR) theory, I reconceptualize psychological safety as a belief about a resource-engaging ecology that enhances the ability of individuals to accumulate resources and hence shapes their resource investment decisions. For this, I advance a three-stage model that delineates the underlying motives and mechanisms for creating, maintaining, and strengthening a climate of team psychological safety. Further, I detail how psychological safety influences processes and outcomes in teams and outline the dynamic nature of the construct over time. I then discuss implications for future research and limitations.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1707** | Submission: **20197** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

Job Mobility, Careers, and Workplace Inequality

Session Moderator: **Brittany Mallory**, *The Wharton School, U. of Pennsylvania*

OMT: **Forging a Path: How Education Shapes Orderliness of External Career Mobility**

Author: **Brittany Mallory**, *The Wharton School, U. of Pennsylvania*
Author: **Matthew James Bidwell**, *U. of Pennsylvania*
Author: **Joel Adam Cobb**, *U. of Texas at Austin*

The employment relationship has fundamentally shifted over the last 40 years as firms have moved from an organizational- to market-based employment orientation, including a decline of internal labor markets (ILMs). Workers have borne the brunt of these shifts as work has become more precarious and wages less equitable. Specifically, while ILMs facilitate known and predictable career paths, workers today often combine moves within organizations in the internal labor market with moves between organizations in the external labor market. In contrast to the predictability – or orderliness – of internal labor markets, movement between organizations in external labor markets introduces a degree of uncertainty to workers. In this paper, we examine how different segments of the labor market navigate the external labor market by considering two segments of the labor market with historically divergent outcomes: low- and high-educated workers. We consider the way education shapes careers by considering workers' mobility between firms and how orderly those transitions are – or in other words, whether workers' mobility follows predictable and expected patterns. We also study how education shapes the rewards available to workers for more or less orderly moves. To answer these questions, we use the 1997 National Longitudinal Survey of Youth, which follows a representative sample of workers from high school through the first 20 years of their careers. We find that workers with higher education (that is, a bachelor's degree or higher) have more related – or orderly – mobility events. We also find that orderliness has an overall positive effect on wages, but that more educated employees reap greater rewards for orderly job transitions.

OMT: **Imagined Labor Markets, Open-Access, And Inclusion In Tech: Getting a Job Without A CS Degree**

Author: **Dilan Eren**, *Boston U.*

Alternative skilling resources—such as open-access coding initiatives—promise more democratized access to professional careers, previously closed via credentialism. Less clear is their capacity to alter labor market inequalities. Relying on interviews conducted with 74 aspiring developers and digital ethnographic observations, I investigate how job-seekers skilled through alternative resources without computer science credentials navigate the U.S. tech labor market. My analysis reveals two distinct job-seeking strategies. Skills-piling: Some, perceiving tech's open-access initiatives as prioritizing technical skills in hiring decisions, focused on proving their technical competency. Opportunity-grabbing: Others, perceiving the same initiatives as a chance to compete for jobs without credential barriers to entry, invested in making themselves visible to potential employers. These strategies were patterned along existing social inequalities and generated stratified pathways: Skills-pilers tended to be those who have been marginalized in the labor market before and, compared to opportunity-grabbers, they delayed their entry into the labor market and targeted a limited variety of jobs. This study reveals a new mechanism of social inequalities: individual job-seekers' contrasted perceptions of what a new labor market values unequally shape their labor market entry and thus, exacerbate social inequalities—even when skills-acquisition is open-access and credential barriers are removed.

OMT: **Can New Hires Benefit from Random High-status Assignments? Evidence from a Field Experiment**

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

In project-based organizations, there is a mystique around "hotshot" projects and how they affect one's career. While the status of a project is often treated primarily as a function of the status of its individual members, we argue that projects develop status in an organization based on the challenge and complexity of the problems they solve, and that this status is revealed in projects' eigenvector centrality in the project-by-project network. We leverage a natural field experiment in a Chinese high-tech company where 327 employees were randomly assigned to 38 projects during their first two years of employment. We find that employees who are assigned to higher-status projects enjoy better career outcomes (i.e., faster promotions, higher end-of-season bonuses, higher supervisor evaluations). Drawing on the status and uncertainty literature as well as on attribution theory, we further posit that an employee's hierarchical level moderates the career benefits associated with high-status assignments. We show that mid-level employees (as opposed to low- or high-level employees) will benefit most from being assigned to high-status projects.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1708** | Submission: **20181** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Organizational Responses to Performance Shortfalls and Technological Change

Session Moderator: **Ambra Mazzelli**, *SKEMA Business School*

OMT: **The Problems That Bind: Problem Representations and Courses of Action in Problemistic Search**

Author: **Ambra Mazzelli**, *SKEMA Business School*
Author: **Ekin Ilseven**, *INSEAD*

Understanding how organizations respond to performance shortfalls and allocate attention and resources to searching for solutions—i.e., conduct problemistic search—has long been a central issue in the literature of the Carnegie School tradition. Notwithstanding the size of this literature, much of the extant research has tended to overlook the heterogeneity of the outcomes arising from the problemistic search process and, rather, treat it as a uniform activity. In response, we highlight how different problems may orient decision makers' attention toward particular solution trials and make some responses more likely. In doing so, we show that, when distance is considered in relation to decision makers' mental representations of the solution space elicited by a specific problem definition, the traditional distinction between local and distant solutions becomes blurred. Overall, this article advances our current understanding of the heterogeneity of organizational responses to negative performance feedback and advocates new research based on integrating problemistic search outcomes with the ways in which problems are represented. In doing so, it responds to recent calls for research that takes into account the role played by mental representations in problemistic search.

OMT: **The Interplay of Performance Feedback and Corporate Culture: Influences on the Technological Search**

Author: **Han Kyu Jin**, *Doctoral Researcher at Yonsei U.*

This study investigate how firms adjust the intensity and direction of technological search in response to performance shortfalls and how this relationship is moderated by corporate culture. Extending the literature on problemistic search, I suggest that firms enhance the intensity of technological search as their performance falls below the aspiration level and change their direction of search moves from explorative (involving search breadth) to exploitative (involving search depth) to obtain more reliable and predictable outcomes. Moreover, I theorize and test the moderating effect of two cultural attributes, flexibility and external focus, based on social control theory and the competing values framework. An analysis of a longitudinal data sample of the U.S. high-tech industry from 1999 to 2015 supports the arguments on the effects of performance shortfalls on the intensity and direction of technological search. Additionally, I find that flexibility significantly strengthens the effect of performance shortfalls on research and development intensity, search depth, and search breadth, whereas external focus weakens prior relationships, except for search breadth. I contribute to the management literature by investigating the relationship between performance feedback and a detailed direction of technological search and by theorizing and empirically testing the contingency effect of a corporate culture of a problemistic search based on longitudinal measurement of the corporate culture.

OMT: **Introducing New Technologies while Maintaining High Reliability: A Comparative Case Study** ✈ 💻

Author: **Carolin Auschra**, *Freie U. Berlin*
Author: **Joerg Sydow**, *Freie U. Berlin*

How do reliability-seeking organizations (RSOs) manage episodes of technological change? Previous literature argues that introducing new technologies is a challenge to organizations that strive for and have reached a certain level of reliability. With the help of practice theory and a special focus on resourcing practices, we conducted a qualitative case study on the introduction of two different technologies in German hospitals: a digital anesthesia documentation software and a robot-assisted knee arthroplasty. Our findings illustrate that, to introduce such innovative techniques, the organizations involved enacted specific practices, among them resourcing practices, in order to increase reliability during all steps of the introduction process: in the initial phase reliability-specific issues can be inscribed into the hard- and/or software; in the testing phase malfunctions of the technology can be detected and potential changes of an established routine be made; and in the implementation phase, additional temporary redundancy and learning practices help to secure reliability. Our study also reveals that, throughout all three phases, it is important to collaborate with the technology provider in order to acquire knowledge not only about the new technology, but also about the introduction process and to maintain reliability.

OMT: **Where Do Rigidities Come From? Capability Reconfiguration as Social Accomplishment**

Author: **Joakim Hans Netz**, *Jönköping U.*
Author: **Patrick Reinmoeller**, *IMD*

Incumbents' responses to changes of core technologies are well-known mechanisms of capability reconfiguration, but the problem of capability rigidity that hampers reconfiguration has remained largely unpacked. Combining the extant capability reconfiguration theory and Selznick's sociological view on social structure of relations, we develop a taxonomy of how capability reconfiguration motivated by economic rationale aligns with the interdependent managerial roles, organizational identity, and distribution of power. The taxonomy explains capability reconfiguration as social accomplishment by pinpointing variations among rigidities under conditions of dynamic equilibrium and disequilibrium. Implications for capability research on microfoundations are discussed. The study provides managers with an extended conceptual basis to diagnose their firms' responses to technological change and discontinuities.

OMT: **Why Do Firms Adopt and Abandon Corporate Governance Practices?**

Author: **Yuki Torida**, *Waseda U.*
Author: **Shigeru Asaba**, *Waseda U. Business School*

This study examines the mechanism underlying reversion of practice, namely, abandoning a shareholder-oriented for stakeholder-oriented corporate governance after adopting from the stakeholder- to shareholder orientations. Utilizing the integrated model of irrational and rational decisions in the adoption and abandonment processes, we built certain hypotheses. The first concerns the relationship between the irrational adoption of shareholder orientation and its abandonment. Second, the irrational adoption of shareholder orientation deteriorates firm performance and induces its rational abandonment for stakeholder orientation. To test these hypotheses, we used the data on Japanese listed firms between 2005 and 2018. The empirical outcome illustrated that firms continue to adopt the shareholder orientation that others adopt; however, the irrational adoption damages firm performance and induces the abandonment of the shareholder for stakeholder orientations. The findings clarified that irrational decisions negatively affect firm performance but help induce rational ones, highlighting the combined rationality and irrationality in decisions affecting changing institutions or corporate governance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1709** | Submission: **20193** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Social Networks and Networking: New Research Directions

Session Moderator: **Mark Kennedy**, *Imperial College Business School*

OMT: Social Astuteness: How People Picking Happens in Social Networks

Author: **Mark Kennedy**, *Imperial College Business School*
Author: **Antoine Vernet**, *U. College London*
Author: **Sankalp Chaturvedi**, *Imperial College London*
Author: **Sarah M. G. Otner**, *Kingston Business School*

While the social network literature explains much about why individuals benefit from, for example, network closure, centrality, or weak ties, it says less about how they pick people. Following March's account of how decisions happen, we conceptualize people picking as a process of situation recognition, role selection, and situation- and role-based rules. Across occasions where this process is more deliberative or automatic, we argue individuals differ in how much their people picking changes to meet situational demands. As a framework for exploring these differences, we link three idealized logics—picking for cohesion, influence, and opportunity—to situations that especially call for ideation, resource mobilization, or implementation. To explain differences in people picking, we propose social astuteness, a two-factor construct defined around perspicacity and flexibility to see who is suited for different kinds of situations and pick accordingly. Our theorization of social astuteness features "network metadata", data about individuals' beliefs about people they might pick, regardless of whether they already have ties. Social astuteness contributes to theory by linking a wide range of people picking behaviors—some seemingly less savvy—to network metadata and suggesting that individual differences in social astuteness reflect an adaptive division of labor in human populations.

OMT: Net Negatives: Transcending Pro-Network Bias in Organizational Analysis

Author: **Mark C. Suchman**, *Brown U.*
Author: **Meghan Kallman**, *U. of Massachusetts, Boston*
Author: **Alexander Wambach**, *Brown U.*

Social network analysis pervades contemporary organizational studies. To date, however, this burgeoning literature has exhibited a noteworthy skew toward accounts that explore (or assume) the benefits of network relations while obscuring (or ignoring) the hazards and limitations. Several reviews have acknowledged this "pro-network bias" (Grandori 1999:2), and occasional studies of network dysfunction have begun to emerge; however, scholarship on the adverse aspects of organizational networks remains sparse and fragmented. This paper seeks to assemble the most significant of these skeptical shards into a more cohesive and coherent vessel. We begin by examining the key orienting assumptions that have fostered pro-network bias in the current literature, along with the key definitional challenges that have made "network failure" such an elusive concept. Drawing on this assessment, we then offer a forward-looking roadmap for locating and navigating the terrain of adverse processes that we label "net negatives." Across three levels of analysis (whole networks, intra-network sub-structures, and individual network elements), we examine three distinct types of network dysfunction: governance failures, informational failures, and adaptational failures. This integrative typology points the way toward a set of key problematics, propositions, and predictions to guide future research and practice.

OMT: Proactivity Punished: Nativist Bias in Advice Seeking

Author: **Denis Trapido**, *U. of Washington, Bothell*

This study theorizes nativist bias in interpersonal advice seeking within organizations and empirically detects its effects. Extending the existing discrimination and social networks research, we argue that the effects of nativism—a bias against foreigners—in advice seeking and other network relations cannot be validly inferred from native/nonnative outcome inequalities. Instead, the effects of nativism in social networks are revealed in natives' asymmetric behaviors and attitudes that disadvantage nonnatives. We hypothesize that, other things being equal, natives seek task-related advice across the nativity divide less frequently than nonnatives do. In another manifestation of nativism, native advice seeking targets perceive nonnatives who seek their advice as less competent than those nonnatives who do not seek their advice. We find consistent evidence of these patterns in four separate networks of working professionals. We discuss the implications of our findings for the study of discriminatory biases in social networks and for countering such biases in organizations

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1710** | Submission: **20187** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

New Scholarship on Institutional Change

Session Moderator: **Moritz Jan Kleinaltenkamp**, *Copenhagen Business School*

OMT: **Infrastructures for Institutional Change: Inscription and the Role of Technological Prefiguration**

Author: **Moritz Jan Kleinaltenkamp**, *Copenhagen Business School*

Actors working to bring about institutional change increasingly leverage digital infrastructures while doing so. Ample scholarship has examined how change-oriented actors use infrastructures like social media to organize and communicate their change vision. More recently, scholars' and practitioners' attention has turned to new phenomena such as Blockchain and open data platforms, where institutional change efforts and technology intersect in a different way. In these cases, change-oriented actors attempt to kick-start large-scale change by inscribing their envisioned institutional logics directly into IT artefacts serving a pivotal role in institutional arrangements. While scholars have long recognized the validity of such technological inscription as an approach to institutional change, a systematic understanding of how inscription of digital infrastructures proceeds at the organizational level is currently lacking. In this conceptual paper, I synthesize literature from information systems and organizational research to develop a theory of "technological prefiguration" that illuminates this topic. The concept and associated propositions highlight a crucial but hitherto disregarded organizational challenge that institutional change efforts proceeding via inscription of digital infrastructures face. I illustrate these arguments with examples from the Blockchain space and discuss how an understanding of technological prefiguration can inform research and practice.

OMT: **Constructing Collective Identities For Change With Aesthetic-affective Power: A Rhetorical Approach**

Author: **Xiaoran MA**, *U. of Melbourne*
Author: **Vanessa Pouthier**, *U. of Melbourne*

Collective identity construction is the mobilizing motor to movement-driven institutional change. Yet, rarely has collective identity construction been understood with regards to its moral-emotional forces, given the heavily skewed attention of extant literature towards cognitive mechanisms. Drawing upon Brown et al.'s (2012) theorization on rhetoric justification, we investigate how institutional entrepreneurs deploy logos-ethos-pathos with their dynamics to mobilize potential followers to take on new collective identities for action and change. We do so by exploring the entrepreneurial discourse of French New Wave in Cahiers du Cinéma. Our findings lay bare three distinctive but intertwined layers of discursivity underpinning New Wave entrepreneurs' collective identity construction, including two-kind textual relation (intratextuality and intertextuality), six-type discursive work (characterizing, interweaving, deconstructing, canonizing, alliancing, and antagonizing), and three-element rhetorical justification (logs, ethos, and pathos underpinning discursive work). In particular, we illustrate the indispensability and inseparability of ethos-pathos to identity-based movement mobilization and institutional change. Our research makes two contributions. First, our study contributes to the identity movements literature by foregrounding the significance of morality and emotionality to the mobilizing mechanism of collective identity construction. Second, our study builds on but goes beyond existing rhetorical research by unpacking the dynamics among logos-ethos-pathos, especially the adrenalizing effects of negative aesthetic-affective power, which ultimately constitute the attractiveness of an anti-institutional "we."

OMT: **Hegemonization or Pluralization? Towards a Low-Carbon Smart Energy System**

Author: **Behshad Azodideylami**, *John Molson School of Business, Concordia U.*

We investigate the case of the emergence and evolution of the smart energy systems frame in the UK electricity industry to understand how the hegemony construction of incumbents and powerful actors unfolds in the process of technological and institutional meaning-making and slows down the process of radical institutional change. Based on a longitudinal qualitative study, we identified three main collective frames around the smart energy systems and two contradictory processes of hegemonization and pluralization that counteract each other in the process of institutional change. Particularly, we contribute to the hegemony and institutional change theory by introducing concepts of Inter-institutional versus intra-institutional hegemonization and Inter-institutional versus intra-institutional pluralization.

OMT: **Dynamic Persistence of Institutions: Modeling the Endurance of Public Housing After Red Vienna**

Author: **Christof Brandtner**, *EMLYON Business School*
Author: **Parham Ashur**, *EMLYON Business School*
Author: **Bhargav Srinivasa Desikan**, *EPFL*

The endurance of shared meanings that shape individual behaviors is a central feature of organizational life, but organization science reduces the persistence of institutions to the absence of change. We argue that institutions can endure precisely because how they are instantiated in wider meaning structures changes. We conceptualize and operationalize such dynamic persistence by combining scholarship on institutional change, which emphasizes that changing meanings influence how organizations operate because institutions are dynamic rather than static; and cultural sociology, which has used co-occurrences to show how ideas are embedded in meaning structures. We examine institutions and their instantiations through dynamic topic modeling. We develop diagnostic measures that allow tracking change in large corpora. We illustrate our argument and method using a 140-year corpus of reports of the City of Vienna to show that the persistence of public housing as an institution was only possible due to periodically changing instantiations and affiliations with broader meanings. Our paper contributes a dynamic and contextual approach to studies of institutional persistence that will allow future research to test theory-led expectations about persistence and change in big text data. We conclude with insights for studying temporal and geographic heterogeneity when institutions change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1711** | Submission: **15461** | Sponsor(s): **(OMT, PNP)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Institutional Complexity, Stakeholders, and Political Dynamics: Museums for Organizational Insights

Organizer: **Marya Besharov**, *Oxford U., Saïd Business School*
Organizer: **M. Diane Burton**, *Cornell U.*

Museums offer an important research context for organizational scholars. Competing demands from stakeholders—including professionals, funders, visitors, etc.—are central in museum operations, and multiple logics in the institutional environment add to the complexity of managing and leading these organizations. Building on this rich history of museum research as a source of organizational insights, this symposium brings together multi-method and multi-disciplinary studies within the museum context to shed new light on core issues of interest to organization and management scholars. Applying different angles, the four presentations cover topics ranging from field-level structuration, institutional entrepreneurship, logic changes, and organizational governance and leadership, and they span varied national and institutional contexts. By bringing these studies together in the symposium, we hope to introduce attendees to new research within this rich context and contribute to organization and management theory.

Community, hierarchy, and field legitimacy: Case of U.S. museum accreditation

Author: **Leonie Henaut**, -
Author: **Shinwon Noh**, *U. of St. Thomas*

Embracing Community Participation: Changes in Institutional Logics in the U.S. Museum Field

Author: **Xiaofei Xie**, *Cornell U.*

Configuring Interdependence between Multiple Paradoxical Demands: The Work of Museum Leaders

Author: **Chris Moos**, *U. of Oxford*
Author: **Michael Smets**, *U. of Oxford*

Until tomorrow: The governance of major arts museums in response to colonialism and repatriation

Author: **Carolyn Campbell**, -

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1712** | Submission: **14930** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Essence, Silence, Vitality: The Moral and Ethical Dimensions of Professional and Occupational Work

Panelist: **Michel Anteby**, *Boston U. Questrom School of Business*
Panelist: **Beth Bechky**, *UC Davis*
Moderator: **Daisy Eusun Chung**, *City, U. of London*
Panelist: **Joelle Evans**, *Bayes Business School*
Panelist: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Panelist: **Madeleine Stefanie Rauch**, *Stanford U.*

Professions and occupations are animated by moral concerns in relation to their practice, because these communities profess to serve society. These communities are also uniquely positioned to engage with, and may be forced to contend with, moral quandaries emerging from their embeddedness in organizations and environments presenting multiple and conflicting values. In this symposium, we bring together scholars in an interactive discussion of (1) how to conceptualize morality in professional and occupational studies; (2) the panelists' conceptual contributions based on their work; (3) the complexity of studying morality in organizations and professions (4) methodological approaches for engaging with these issues.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1713** | Submission: **13345** | Sponsor(s): **(OMT, STR, CTO)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

Living Under the Long Shadow of Big Tech: Power and Influence in an Uneven Economy

Organizer: **Michael G Jacobides**, *London Business School*
Distinguished Speaker: **Daron Acemoglu**, *Massachusetts Institute of Technology*
Distinguished Speaker: **Gerald F. Davis**, *U. of Michigan*
Distinguished Speaker: **Shoshana Zuboff**, *Harvard Business School*

This symposium brings together leading scholars bridging our field with economics, sociology and social psychology to provide an interactive, engaging conversation about what is unique about the emerging power of Big Tech firms, given the growth of AI and digital technologies, and what we could or should do to respond to it, at multiple levels: Advice to companies and individuals, advice to society and regulators, and advice to academics wishing to contribute to one of the important, open debates of our times. Drawing on multiple fields and seeking not only commonalities but also unique insights (and, what history can teach us and offer by way of solace and by way of warning) we aim to push the boundaries of the current discussion in our field, and engage with the audience in Q&A.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented | Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1714** | Submission: **15488** | Sponsor(s): **(OMT, STR, CTO)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Inherent Tensions in Gaming Markets and their Effect on Audiences, Community, and Market Positioning

Organizer: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Organizer: **Samira Reis**, *U. Carlos III de Madrid*
Organizer: **Bryn Choi**, *U. of Illinois at Urbana-Champaign*
Organizer: **Cameron Verhaal**, *Tulane U.*
Discussant: **Olav Sorenson**, *UCLA Anderson School of Management*
Presenter: **Bryn Choi**, *U. of Illinois at Urbana-Champaign*
Participant: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Presenter: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*
Participant: **Eric Dunford**, *Georgetown U.*
Participant: **Marie Louise Mors**, *Copenhagen Business School*
Presenter: **David Waguespack**, *U. of Maryland*
Presenter: **Matthew Barlow**, *U. of Nebraska, Lincoln*
Participant: **Ying Li**, *Department of Business Administration. U. Carlos III de Madrid*
Participant: **Samira Reis**, *U. Carlos III de Madrid*
Participant: **Cameron Verhaal**, *Tulane U.*

Over the last twenty years, the gaming industry has emerged as one of the fastest growing markets in the modern economy. While the segments of video games and online gaming have garnered the lion's share of both consumer and researcher attention during this time, the segment of tabletop board games has also experienced a recent resurgence making the broader gaming industry one of the more interesting settings for studying a variety of theoretical and practical questions. This is due to the inherent tensions that exist both between and within different segments of the industry. The goal of this symposium is to embrace these tensions and serve as a catalyst for a conversation around markets and industries that contain such contrasts in physical vs. virtual, formal vs. informal, high-tech vs. low-tech, and mainstream vs. oppositional features and processes. We plan to do this by (1) focusing on how different types of audiences, such as consumers, expert critics, and game members, shape evaluation processes across different segments of the broader gaming industry; (2) exploring successful product positioning strategies in different segments; and (3) investigating how users themselves can take in active role in game positioning on the market. To this purpose, the symposium consists of four unique papers that cross various theoretical perspectives and different levels of analysis to explore the effects of inherent contradictions of gaming markets on product and firm performance in four diverse game contexts - global video games, digitally distributed PC games, global EVE Online role-playing game, and U.S. tabletop board games.

Decomposing Optimal Distinctiveness: The Aesthetic vs Functional Dimensions of Product Categories

Author: **Bryn Choi**, *U. of Illinois at Urbana-Champaign*
Author: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*

Does it Hurt to be Compared? Antecedents & Consequences of Comparisons by Information Intermediaries

Author: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*

Formal and Informal Organizational Structures: A Study of an Online Game

Author: **Eric Dunford**, *Georgetown U.*
Author: **Marie Louise Mors**, *Copenhagen Business School*
Author: **David Waguespack**, *U. of Maryland*

Organization Response to Crises and Customer Reaction in the Board Game Industry

Author: **Matthew Barlow**, *U. of Nebraska, Lincoln*
Author: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Author: **Ying Li**, *Department of Business Administration. U. Carlos III de Madrid*
Author: **Samira Reis**, *U. Carlos III de Madrid*
Author: **Cameron Verhaal**, *Tulane U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1715** | Submission: **19331** | Sponsor(s): **(OMT, TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

The Evolution of Industries: Integrating Across Multiple Perspectives

Organizer: **Anders Dahl Krabbe**, *King's Business School*
Organizer: **Stine Grodal**, *Northeastern U.*
Panelist: **Fernando Suarez**, *Northeastern U.*
Panelist: **Ryann Noe**, *Harvard Business School*
Panelist: **Giacomo Negro**, *Emory U.*
Panelist: **Tiona Zuzul**, *Harvard Business School*

How do industries emerge and evolve? This is a key question in organizational theory, which over the last half a century has been addressed through a variety of theoretical perspectives. However, these perspectives have mostly developed in isolation. Recently, different scholarly communities have seen a reinvigoration of the study of industry evolution with scholars engaging in combining elements from different perspectives as well as advancing new research agendas within the perspectives. The goal of this panel symposium is to stimulate a conversation between scholars representing each of these perspectives, to further encourage cross-pollination of perspectives. To achieve this, we have asked a scholar representing one of four different traditions to talk briefly about their view on industry evolution, and point to future research directions.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1716** | Submission: **20220** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Circular Economy Entrepreneurship, Digitization, Partnerships and Network Effects

Session Moderator: **Henry Willem Müller**, *HSG U. of St. Gallen*

ONE: **Circular Entrepreneurship: Exploring the Role of Startups in Circular Ecosystem Emergence**

Author: **Henry Willem Müller**, *HSG U. of St. Gallen*
Author: **Felix Bernhard Pahl**, *Stockholm School of Economics*

Despite increasing environmental consciousness and social pressure, established firms struggle to implement circular business models. Recent literature suggests that the circular economy may only be realized within ecosystems of actors. Due to their lack of resources, startups have been widely neglected as drivers of circular ecosystems. By employing a multiple case study, this paper exploratively delves into the role of startups in circular ecosystem emergence. The cases unveil how startups drive and orchestrate the emergence of circular value propositions with a wide range of actors. Therein, circular entrepreneurs face a set of common, interrelated challenges, namely Financing, Knowledge, Awareness, Convincing, Aligning, and Scaling. We identify strategies that circular startups employ to address these challenges. Startups are highly embedded in institutional settings which affect their strategic behavior. The study concludes by making five propositions regarding the role of startups in circular ecosystem emergence. In illuminating the role of circular startups, this study promotes our understanding of the processes that drive the transition to the circular economy and redirects the attention of scientific research from incumbent-centric orchestration to circular entrepreneurship.

ONE: **Does Digitalization Foster the Path to a Circular Economy? An Exploratory Analysis of EU**

Author: **Mercedes Gil-Lamata**, *U. de Zaragoza*
Author: **Lucio Fuentelsaz**, *U. of Zaragoza*
Author: **María Pilar Latorre-Martínez**, *U. de Zaragoza*

The European Union (EU) governments are placing intensified stress on the circular economy (CE) development and the digital performance. In spite of the strategic and economic relevance of these two scientific fields, there is a lack of evidence regarding their mutual effects and implications. We tackle this gap by analysing how digitalization favours the path towards the CE across EU member states for the period 2014-2021. Firstly, a cluster analysis was carried out to identify groups of countries in the EU depending on its circular behavior, resulting in the GRAI classification. Following this, an ANOVA was performed to study how the groups were influenced by the different contexts of digitization. This has allowed us to detect that the digitalization variables of human capital and integration of digital technology, are key drivers of variability in the CE. Moreover, we have found that countries with similar circular behaviour share similar levels of digitalization variables.

ONE: **Sustainable Value Co-creation in the Circular Economy through Digitalization**

Author: **Qinglan Liu**, *U. of Exeter*
Author: **Miying Yang**, *Cranfield School of Management*

Climate change is demanding higher sustainable development commitment from business management. Digital technologies can support circular economy (CE) activities in a value chain to create sustainable value with social, environmental, and economic benefits. However, how different stakeholders can co-create sustainable value through digitalization in the CE paradigm is unclear. This research aims to address this gap by exploring the sustainable value co-creation pattern between digital solution providers and manufacturing companies for the CE. We draw conclusions from multiple case studies of three multi-stakeholder involvement levels. We develop a theoretical framework about how digital solution providers can co-create sustainable value with manufacturing companies by co-developing a CE- oriented digital solution, which can be shared with multiple stakeholders in the CE value chain. Our findings advance our understanding of the interaction between digital technologies and the multiple-stakeholder collaboration in the CE paradigm.

ONE: **The Power of Words: Formation of Partnerships through Circular Startups**

Author: **Alexa Böckel**, *Centre for Sustainability Management, U. of Lüneburg*
Author: **Steffen Farny**, *Leuphana U. Lüneburg*
Author: **Nancy Bocken**, *Maastricht U., School of Business & Economics*

A growing interest in startups in the circular economy emerges which is perceived as one pathway to a sustainable development. Circular startups are concerned with the prolonging of resource use and the reduction of waste. For realizing their business models, collaborating with partners of different kinds is deemed crucial. As circular business models are rather new and lack in diffusion, circular startups face the challenge of persuading potential partners to be acknowledged as legitimate. This qualitative research sheds light on the cognitive frames applied by circular startups against this backdrop. We draw on 31 interviews with startups in an incubation program focused on circular economy and observed their attempts at gaining partners. We find that four frames are used individually and in combination in order to both legitimate their business model as well as the overarching concept of the circular economy. Our model shows how these cognitive frames are related to an overarching process of legitimation of their circular entrepreneurial action.

ONE: **The Power of Networks: A Field Data Analysis of Geographic Network Effects in the Circular Economy**

Author: **Christoph Ratay**, *TUM School of Management, Technical U. of Munich*

Product Service Systems have the potential to align businesses' financial incentives with environmental objectives. Research on the circular economy and non-ownership consumption suggests that such offerings benefit from network effects, which motivate system adoption and system use by consumers. However, there is a need for empirical analyses of these effects based on field data capturing actual behavior. This paper leverages a large field dataset from a system for reusable takeaway food containers to evaluate the effect of increased geographic network density of participating restaurants on (a) the acquisition of new users and (b) the frequency of system use. Based on fixed effects Poisson panel models, this paper finds statistically significant and economically meaningful positive effects of increased geographic network density on acquiring new users. Notably, marginal effects of increased geographic network density on user acquisition diminish as networks get denser. In terms of frequency of use, no consistently significant effects of geographic network density are identified. These results contribute to the literature on network effects in multisided markets and in the circular economy by presenting field evidence of indirect, cross-side network effects on consumer adoption. Moreover, findings encourage businesses and policymakers to establish dense local networks of circular economy offerings.

KEY TO SYMBOLS

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Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Employee Pro-environmental Behavior and Practices

Session Moderator: **Noor Ullah Khan**, *MGSEB, U. Malaysia Kelantan (UMK)*

ONE: **Putting the Workers First: Antecedents Of Pro-Environmental Behavior in the Hospitality Industry**

Author: **Noor Ullah Khan**, *MGSEB, U. Malaysia Kelantan (UMK)*
Author: **Jie Cheng**, *School of International Education Anhui Xinhua U. Hefei, Anhui, China*
Author: **Roselina Binti Ahmad Saufi**, *MGSEB, U. Malaysia Kelantan (UMK)*
Author: **Asfia Obaid**, *National U. of Sciences & Technology (NUST)*
Author: **Hanieh Alipour Bazkiaei**, *Faculty of Entrepreneurship and Business, U. Malaysia Kelantan (UMK)*

Sustainability is vital for the hospitality industry to address major environmental issues. Stakeholders' growing ecological awareness is pushing organizations to adopt sustainable practices, e.g., ecological worldview (EW), environmental concern (EC), through employee environmental engagement (EEE), and environmental knowledge (EK), to foster employees' pro-environmental behavior (PEB). The purpose of this study was to examine the impact of EW and EC on PEB through EK and EEE as a serial mediation approach among employees of the hotel Malaysian hotel industry. This research used a quantitative methodology based on a positivist approach. The sample of 449 respondents was randomly targeted via standard questionnaires. Around 313 responded with a response rate of 70%, which is sufficient for data analysis to achieve this study's objectives. Structural equation modeling (SEM) analysis revealed that EK and EEE serially mediated the relationship between EW, EC, and PEB employees in the Malaysian hotel industry. This research also discusses important implications for line managers, employees, and the hospitality industry.

ONE: **Understanding Sustainable Work Behavior: The Role of Personal Values, Attitudes and Sustainable HRM**

Author: **Fiona Edgar**, *U. of Otago*
Author: **Jing A. Zhang**, *U. of Otago*
Author: **Nataliya Podgorodnichenko**, *U. of Otago*
Author: **Adeel Akmal**, *U. of Otago*

Employees' sustainable work behavior (SWB) is a major facilitator for organizational sustainable development. Some studies have examined the importance of extrinsic motivations of employee SWB, while others have suggested that intrinsic attributes also influence SWB. In this study, combining the value-attitude-behavior theory with person-environment (P-E) fit theory, we explore how employee's self-transcendence values, along with their innovation-oriented attitudes, affect their engagement in SWB, and how these influences are contingent on sustainable HRM (SusHRM) practices. Using a sample of 374 employees working in private sector organizations in New Zealand, our findings demonstrate the positive effects of self-transcendence values on SWB through innovation-oriented attitudes. We also find that in organizations with procedural SusHRM practices, employees with higher self-transcendence values have stronger innovation-oriented attitudes, while distributive SusHRM practices support employees with strong innovation-oriented attitudes to engage in SWB. Our findings generate several novel theoretical and practical implications.

ONE: **Towards Sustainable Businesses in Latin America: The Role of Worker's Dark Triad Personality Traits**

Author: **Asghar Afshar Jahanshahi**, *Tec de Monterrey*
Author: **Juan Carlos Andrango Vicuña**, *U. Tecnológica Indoamérica, Ecuador*
Author: **Milagros Isabel Rivas Mendoza**, *U. tecnologica del Peru*

Having sustainable businesses becomes priority for many Latin American countries these years. Socially responsible behaviors (SRBs) of employees in the workplace plays important roles in making businesses more sustainability oriented. The main aims of this research to identify those employees which involve less in two types of SRBs: societal behaviors and sustainability-oriented behaviors at the workplace by considering their dark triad personality traits. By using survey-based data from 550 workers in Peru and Ecuador, we found a negative relationship between workers dark triad personality traits (Machiavilism and Psychopathy) and their socially responsible behaviors in the workplace. Furthermore, our results show that workers with higher level of Machiavilism and psychopathy has lower level of environmental concerns, which in turn reduce their intentions to involve in socially responsible behaviors in the workplace. Our study advances sustainable business research in Latin America by providing workers Machiavellianism and psychopathy as a novel predictor of socially responsible behaviors of employees at the workplace.

ONE: **The Role of Employees' Embodied Practices in Achieving Ecological Sustainability**

Author: **Donna Ladkin**, *Birmingham Business School, U. of Birmingham*

This paper develops insight into the role embodied practices undertaken by a firm's employees play in achieving ecologically sustainable organizations. Grounded in a case study of a group of UK-based hotels, the research highlights three materially and bodily-based aspects of the hotels' workings which ground their sustainability-focused ethos. In highlighting these aspects, the paper moves the locus of attention in how sustainability is achieved from strategies and organizational discourses to the role played by habits and embodied intersubjectivities. In particular it illustrates how 'embodied care' can be facilitated and enacted in organizations through the development of 'caring habits'. The paper proposes that a key aspect of achieving ecological sustainability is through attending both to the material aspects of organizational life, as well as to creating spaces in which organizational members experience care for one another as well as their surrounding environment.

KEY TO SYMBOLS

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Managing and Teaching Beyond Humans

Session Moderator: **Nicholas Poggioli**, *Appalachian State U.*

ONE: **More-than-human Management: A Systematic Review**

Author: **Nicholas Poggioli**, *Appalachian State U.*
Author: **Costanza Sartoris**, *U. Ca' Foscari of Venice - Dept. of Management*
Author: **Monica Nadegger**, *U. of Innsbruck*
Author: **Simon Pek**, *U. of Victoria*
Author: **Himanshu Shekhar**, *Doctoral Student at Indian Institute of Management Bangalore*
Author: **Miron Avidan**, *HSG U. of St. Gallen*
Author: **Jason Good**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Ping Wang**, *U. of Queensland Business School*

We review management research that extends consideration beyond human-like characteristics to nonhuman, noncorporate actors and describe possible paths for theorizing more-than-human management. Management scholarship historically assumes actors are people (legally defined as "natural persons") or organizations ("legal persons"). "More-than-humans" are entities other than natural or legal persons that are ascribed human-like characteristics. Examples include animals, rivers, computer programs, plants, mountains, places, and landscapes. Management theory and practice now ascribe human characteristics to a growing number of more-than-humans by recognizing them as stakeholders or as having legal rights to representation in decision-making and regulatory processes. Growing management and legal attention to more-than-human actors is a potential revolution in business practice on par with the recognition of corporations as legal persons. We describe how management scholarship has addressed more-than-humans so far and chart possible ways forward for further research in this area.

ONE: **Managing Relationally in the Ecology-in-Place: Multispecies Organizing in Ecological Restoration**

Author: **Maria Ehrnström-Fuentes**, *Hanken School of Economics*
Author: **Steffen Boehm**, *U. of Exeter Business School*
Author: **Linda Annala Tesfaye**, *Hanken School of Economics*
Author: **Sophia Hagolani-Albov**, *U. of Helsinki*

Contemporary human-centered organization and management practices endanger the health of the planet and consequently the existences of multiple species—including humans. In the face of the on-going climate and ecological emergencies, it is vital to move from an extractive managerial approach—sustaining human lives at the expense of other beings—towards organizational modes of co-existence based on a logic of restoration and revitalization. Drawing on actor network theory, posthuman studies, environmental humanities and three situated, illustrative case examples on ecological restoration, this article contributes to the corporate sustainability literature by developing a theoretical framework on multispecies organizing. The framework includes four analytical dimensions: organizing practices as matters of care; becoming with the ecology-in-place; the role of ontological politics; and how ecological restoration practices are translated across space. We conclude by articulating the need for intra-actions between humans and nonhuman beings in what we call the ecology-in-place.

ONE: **Ordinary Lands and Hidden Woods: Unveiling the (Un)known About Sustainability Curriculum**

Author: **Barbara Galleli**, *Federal U. of Parana*
Author: **Flavio Hourneaux**, *U. of Sao Paulo (FEA/USP)*
Author: **Gabriele Lopes**, *Federal U. of Paraná*
Author: **Gabriel Gusso Mazzo**, *Federal U. of Parana*

Although Higher Education Institutions (HEIs) are one of the leading promoters of education for sustainable development, there is little consolidated research on how sustainability becomes a part of HEIs' curriculum and which aspects are a part of this process. Thus, we pose the following question: "How is sustainability integrated into higher education curricula?" To answer it, we used a systematic review of the literature, investigating more than two decades of studies on the theme. This article's contributions are threefold. First, providing a deeper understanding of how sustainability curricula are integrated into HEIs and delivering an agenda for future research. Second, by providing insights into curriculum development, regarding the educational practice. Finally, the article offers elements to increase social impact and to develop public policies, reinforcing the importance of the subject, directly connected to the United Nations' Sustainable Development Goals, especially SDG4.

ONE: **Digital Stories on [for] the Anthropocene: Transforming Student Experential Learning and Creativity**

Author: **Jorge Alexis Arevalo**, *William Paterson U.*
Author: **Jose M. Manuel Alcaraz**, *ESDES, U. Catholique de Lyon*
Author: **Mark Edwards**, *Jonkoping International Business School*
Author: **Keary Schandler**, *Murdoch U. Dubai*

There are around fourteen thousand business schools in the world, educating most of the executives that drive the corporations whose impact on global environmental change is staggering. Assuming that business school is one of the most important educational realms where a deep understanding of the Anthropocene is needed, this research presents an innovative use of digital story telling (DST) for sustainability in management education (SiME) applications. Using grounded theory, we analyze 63 student generated DST films on the Anthropocene to propose an experiential learning framework based on five key learning domains: the Planetary Boundaries (PBs), scale issues, (time and place), complex governance (levels of approach), social justice (humans and animals), and environmental justice. This learning framework will help instructors introduce and conceptualize the Anthropocene to business students while promoting cognitive, behavioral, emotional, experiential and creative learning needed to manage business sustainably while becoming less impactful key drivers and amplifiers of planetary change. The multi-dimensional framework offers a point of entry for educators and students into the grand social and environmental challenges of the Anthropocene, while encouraging teaching and research on issues of high societal and future relevance.

KEY TO SYMBOLS

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Understanding Green Innovation

Session Moderator: **Su Ruixin**, *School of Management, Jiangsu U., China*

ONE: **UNDERSTANDING ECO-INNOVATIONS IN SMEs. THE ROLE OF COLLABORATIONS AND ALLIANCE PORTFOLIO DIVERSITY**

Author: **Maria Teresa Bolivar-Ramos**, *Autonomous U. of Barcelona*
Author: **Dante Ignacio Leyva-de La Hiz**, *CUNEF*

Small and Medium Enterprises (SMEs) often suffer from resource constraints, yet developing eco-innovations requires gaining knowledge from multiple sources. Therefore, SMEs need to enter into external collaborations to foster eco-innovations. In this regard, we analyze how the learning experience of these firms, derived from both national and international collaboration, helps or hinder the development of eco-innovations. In addition to this, we study the moderating role of alliance portfolio diversity un such relationship, which can be positive (e.g., higher breath of knowledge) or negative (e.g., higher coordination costs). Our panel data of Spanish manufacturing SMEs shows that firms with greater experience -both national and international- are more likely to eco-innovate. However, the diversity of the alliance portfolio negatively moderates this relationship. In other words, a more diverse alliance hinders the development of eco-innovation, so that the costs of a higher complexity outweigh the benefits of broader knowledge.

ONE: **Too Hot to be Innovative: The Relationship between Extreme Weather and Green Innovation Search** 💻

Author: **Su Ruixin**, *School of Management, Jiangsu U., China*
Author: **Xiaolong Shui**, *U. of Bristol*
Author: **Minhao Zhang**, *Newcastle U.*

A substantial body of literature has suggested that climate change-induced extreme weather events, including heat waves, can affect country-level economic output and growth. However, we still lack knowledge about how extreme weather events affect the organizational move, specifically, green innovation search. As such, building upon the attention-based view (ABV), we argue that heat waves can serve as environmental stimuli that affect corporate green innovation search. Based on a sample of publicly listed Chinese manufacturing firms, we find that the relationship between heat wave intensity and corporate green innovation search is inverted U-shaped. Moreover, industry-wide environmental uncertainty can flatten the inverted U-shape. Our results offer implications for research on the corporate response to extreme weather.

ONE: **CEO-TMT Faultline and Corporate Green Innovation: The Mediating Role of Eco-attention**

Author: **Zhiyu Chen**, *School of Management, Lanzhou U.*
Author: **Jianzu Wu**, *School of Management, Lanzhou U.*

Although research on CEO-TMT interface shows the important role of CEO-TMT interactions on decision making, it is unclear how executive interactions affect corporate environmental activities. Based on the upper echelons theory and the attention-based view, this study explores the impact of the CEO-TMT faultline on green innovation and the mediating role of corporate eco-attention on the CEO-TMT interface using panel data of Shanghai and Shenzhen A-share listed companies from 2011 to 2020. In addition, we find that the negative effects of the CEO-TMT faultline, which affects the allocation of corporate eco-attention, on the development of green innovation activities. And environmental regulation plays a negative moderating role. This empirical study highlights the important role of the interaction between the CEO and the other members in corporate green innovation, and contributes novel insights regarding how the CEO-TMT faultline can influence environment activities.

ONE: **Does Financial Slack Influence Green Innovation in Manufacturing Firms?** ☯ 💻 ✋

Author: **Yuanting Zhao**, *ONE*
Author: **Jun Jin**, *Zhejiang U.*

Different issues with sustainable economic and social growth are currently becoming more visible. Green innovation of manufacturing enterprises is a key strategy for achieving sustainable development, and its motivating forces merit investigation. The green innovation investment of manufacturing enterprises is large and risky. The adequacy of capital is an important consideration for enterprises to choose green innovation. This study focuses on whether enterprises with financial slack are more likely to undertake green innovation projects that require long-term investment and slow to achieve results. This study examines green patent applications as a gauge of green innovation, using 1453 Chinese listed manufacturing firms from 2009 to 2019 as samples. It empirically investigates the effect of company financial slack on green innovation based on the resource-based perspective and examines the diversity of market competitiveness. The empirical findings demonstrate that financial slack significantly enhances green innovation. The findings of additional research indicate that market competition determines the proportional influence of financial slack on corporate green innovation. Financial slack has a greater positive impact on enterprise green innovation in industries with less fierce market competition. The research conclusion clarifies the relationship between financial slack and green innovation, determines its boundary conditions, deepens the situational research on financial slack, and provides a perspective for the dispute whether slack promotes innovation.

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Supply Chain Management

Session Moderator: **Hanu Tyagi**, *U. of Minnesota Carlson School of Management*

OSCM: **How does Transparency Impact Technological Novelty? Evidence from Large Pharmaceutical Firms**

Author: **Hanu Tyagi**, *U. of Minnesota Carlson School of Management*
Author: **Manuel Hermosilla**, *Johns Hopkins Carey Business School*
Author: **Rachna Shah**, *U. of Minnesota Twin Cities*

How does transparency in new product development (NPD) efforts impact technological novelty? We examine this question in the context of the pharmaceutical industry where firms have historically engaged in selective reporting of clinical trial outcomes, i.e., hiding results that show poor safety or efficacy of the new drug. We exploit a pro-transparency shock that was designed to address biased reporting by requiring pharmaceutical firms to register clinical trials as a prerequisite for publishing results in academic journals. Using drug development data from 2000-2014, we show that transparency negatively impacts technological novelty such that firms with higher exposure to the policy experience a 13.9% increase in the exploitation of previously used technologies and a reduction in the exploration of new technologies. However, the effect is contingent on diversification. Firms with less diversified portfolios are affected by transparency shock but those with more diversified portfolios are not. Our results make several contributions to theory and practice. We study the unexplored relationship between transparency and technological novelty and caution policymakers that transparency may have contributed to the "incremental innovation" in the pharmaceutical industry where firms prioritize small improvements in their existing portfolio over pursuing novel breakthrough innovations.

OSCM: **Improving Customer Service of Customized Products Through Segmented Planning of Inbound Components**

Author: **Anne Elizabeth Dohmen**, *Broad College of Business, Michigan State*
Author: **Jason Merrick**, *Virginia Commonwealth U.*
Author: **Lance Saunders**, -
Author: **Ted Stank**, *U. of Tennessee, Knoxville*

Firms producing customized products often struggle to meet customer lead time expectations due to the increased complexity inherent to forecasting these products. The resource dependency literature has described how a firm's relationship with its external environment should drive how it implements, in what the supply chain literature terms as, buffering and bridging strategies to overcome complexity. In relation to customization, many firms focus on inventory management strategies by increasing component safety stock to buffer their ability to be responsive to customer orders. For components not in safety stock, firms often rely on bridging strategies by working with their suppliers to deliver components with sufficient time left to meet finished goods service expectations. The literature has to yet address how firms can balance upstream component lead time performance with the cost of inventory required to meet finished goods service requirements for firms making customized products. This research addresses this issue by first creating a framework to allow investigation of how supplier lead time performance metrics should inform the levels of buffering and bridging strategies necessary for different types of components. Data from a large manufacturer of customized industrial products is next used to test the framework through the development of a logic-based simulation to allow investigation of the impact of different buffering and bridging strategies cost and service performance outcomes. The results have multiple contributions to the literature. First, we link upstream component delivery performance to a manufacturing firm's ability to meet downstream customer lead times for customized products, providing insight into the management of inbound flows that could significantly impact a firm's ability to execute a production plan and meet customer service expectations efficiently. The creation and implementation of a framework based on supplier delivery characteristics also offer a perspective for firms on how should apply buffering and bridging strategies at the component level, which complements many existing supplier management frameworks in the literature that assume a singular strategy per supplier.

OSCM: **The Value of Mobile Digital Factories from a Transvection Theory Perspective**

Author: **Jasmina Müller**, *Kühne Logistics U.*
Author: **Kai Hoberg**, *Kühne Logistics U.*
Author: **Jan Holmstrom**, *Aalto U.*

Mobile digital factories are production units equipped with direct digital manufacturing technology that can be set up at any location to produce products and after completing the job moved to another location. While this novel manufacturing concept is currently explored by companies in various industries, there is little knowledge of what mobile digital factories are and how and when they provide value. We identify direct digital, on-site and mobile manufacturing to be the key characteristics of them and examine the effects thereof from a transvection theory perspective. Our qualitative case data from companies operating mobile digital factories in the construction industry provide insights into viable use cases, the advantages realized, and challenges faced during operation. These findings allow for theorising about the supply chain structure. Specifically, we argue that (i) form transformation is delayed and place and time transformations of finished parts are eliminated, (ii) time transformation to move the manufacturing capacity and raw materials on-site is added, and (iii) the temporary production at the point of demand is enabled. This research contributes to the scientific understanding of mobile digital factories from both operational and theoretical perspectives and provides approaches for executives to operate them.

OSCM: **Fulfilment of Expectations and Loyalty in Digital Home-sharing Platforms**

Author: **Frederic Marimon**, *U. Internacional de Catalunya*
Author: **Marta Mas-Machuca**, *U. Internacional de Catalunya*
Author: **Natalia Amat**, *U. Internacional de Catalunya*

Purpose: Customer loyalty is a key issue for sharing economy platforms. Thus, the main goal of this paper is to analyse the role of fulfilment of expectations as a mediator between perceived quality, satisfaction, and loyalty. Design/methodology/approach: The proposed research model is grounded on service quality literature, the expectancy disconfirmation theory and the technology acceptance model. Based on a survey completed by 408 consumers of home-sharing platforms, this study uses structural equation modelling to assess the linear and non-linear relationships among the proposed dimensions. Findings: The results show that fulfilment of expectations mediates the link between satisfaction and loyalty in home-sharing platforms. On the other hand, social interaction with the host has been found to have a negative impact on fulfilment of expectations, especially when there is too much interaction. Additionally, the study finds that two types of satisfaction (towards the platform and towards the apartment owner) are important in order to achieve loyalty in shared accommodations. Originality: One of the main novelties of the study is that it analyses both linear and non-linear correlations among perceived quality, fulfilment of expectations and loyalty. Moreover, the potential effect of fulfilment of expectations in the context of shared accommodation services has not been analysed in previous studies.

KEY TO SYMBOLS

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Buyer-Supplier Relationship II

Session Moderator: **Shubhobrata Palit**, *ESADE Business School*

OSCM: **Unlocking Barriers to Circular Procurement Management**

Author: **Asad Ali Qazi**, *U. of Rome Tor Vergata*
Author: **Andrea Appolloni**, *U. of Rome Tor Vergata*

The aim of the study is to analyse the interdependencies of barriers to circular procurement in the context of EEE supply chain. A panel of experts from industry and academia was consulted to develop a contextual relationship. ISM-MICMAC was applied to find the contextual relationship among the identified barriers. Based on the analysis, a hierarchical model of barriers is developed that helps to understand the impact of one barrier over others. The managers and organizations can use this study to inhibit the effects of barriers to the successful implementation of CP that will lead to achieving the sustainable development goal (SDG) number 12 particularly target 12.7.

OSCM: **Innovation and Knowledge Accumulation in Buyer-Supplier Relationships**

Author: **Shubhobrata Palit**, *ESADE Business School*
Author: **Manpreet Hora**, *Georgia Institute of Technology*
Author: **Soumen Ghosh**, *Georgia Institute of Technology*

In this study, we focus on a buyer as a source of technological knowledge for a supplier, and examine factors that make a supplier accumulate technological knowledge from the buyer. Specifically, we study buyer innovation, technological similarity between a supplier and a buyer, a supplier's dependence on a buyer, and buyer-supplier size asymmetry, and how these factors interrelate in influencing the extent of supplier's knowledge accumulation from the buyer. We use panel data on supplier-buyer relationships from Bloomberg SPLC, patent data from USPTO, and accounting information from Compustat to test the hypotheses. Our sample comprises 6759 supplier-buyer-year observations constituted by 2774 unique dyads, 250 unique suppliers, and 342 unique buyers spanning four years from 2011 through 2014. We find that the extent of a supplier's knowledge accumulation from a buyer increases with buyer innovation and that the extent of knowledge accumulation is higher with high buyer innovation along with high technological similarity. We also find that a supplier's dependence on a buyer plays a positive moderating role in the relationship between buyer innovation and the extent of supplier's knowledge accumulation from the buyer. The combined effect of buyer innovation and buyer-supplier size asymmetry also enhances the extent of supplier's knowledge accumulation from the buyer. In summary, this study highlights some of the key factors that can influence a supplier's decisions which is considering its buyers as a source of external technological knowledge.

OSCM: **Resilience, Keiretsu and Dependence on Buyers: Evidence from the Great East Japan Earthquake**

Author: **Genjiro Kosaka**, *Sophia U.*

Research on supply chain management has revealed factors that influence the resilience of supply networks facing a crisis, such as financial crises, natural disasters, pandemics, or wars. By drawing on a relational view of a firm, such resilience is enhanced on the basis of cooperative relationships between buyers and suppliers. Although recent studies have pointed out that cooperative and competitive relationships—coopetition—are key to supply chain management, the effects of coopetition between buyers and suppliers on the resilience of supply chains, especially in the context of a disaster, have not been elucidated. We examined auto parts transactions in the Japanese automobile industry in the context of the Great East Japan Earthquake in 2011, developing a dataset with a total of 907 pairs of auto parts and their suppliers during 2010–2014. The results of our analysis revealed that coopetition, balancing the opposing moments of competition and cooperation, has a more positive effect on resilience than complete cooperation or complete competition. The effect of coopetitive relationships on resilience is more pronounced in the long-term than in the short-term.

OSCM: **Buying from a Competitor: A Model of Knowledge Sharing and Innovation**

Author: **Dominique Lauga**, *U. of Cambridge*
Author: **Matthew Selove**, *Chapman U.*
Author: **Mohammad Zia**, *Chapman U.*

Many firms buy a production input from a competitor. However, managers often worry that this supply relationship may give their competitor valuable knowledge about new product innovations. We develop a two-period model in which a firm can buy an input from a competitor or a third party in each period, and in order to innovate, the firm must invest in improving the input and must share the resulting knowledge with its chosen supplier. We find that buying from the competitor: (1) mitigates price competition in the consumer market, and (2) puts the competitor in a stronger negotiating position in the second period if the focal firm shares knowledge. We derive the equilibrium in which the focal firm chooses whether to buy the input from its competitor or the third party, and then decides whether to innovate and share knowledge. If the value of the innovation is sufficiently low or sufficiently high, the firm buys from its competitor, but if the value of innovation lies in an intermediate range, the firm buys from the third party to ensure innovation occurs in equilibrium.

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1722** | Submission: **20913** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Nonprofit Governance

Session Moderator: **George Mitchell**, *City U. of New York, Baruch College*

PNP: **Who Governs Transnational NGOs? A Mixed-method Analysis of Board Composition**

Author: **George Mitchell**, *City U. of New York, Baruch College*
Author: **Peter Nerothin**, *U. of San Diego*
Author: **Megan Pontes**, *U. of San Diego*
Author: **Hans Peter Schmitz**, *U. of San Diego*
Author: **Caroline Walsh**, *U. of San Diego*

Transnational NGOs (TNGOs) often to claim to speak and act on behalf of diverse communities in the Global South, yet many are governed by boards that do not reflect the sector's rhetorical commitments to inclusive governance. Meanwhile, TNGOs are facing increased demands to 'shift the power,' 'decolonize aid,' and more specifically, to improve representation through strategic governance reforms. This article evaluates the composition of the boards of 25 prominent TNGOs in the United States with a combined 395 board members to assess the extent to which this criticism and rhetoric has translated into patterns of boardroom representation. A latent class analysis of board member data measuring demographic, competency, and cognitive background indicators identifies a distinction between "traditional" and "inclusive" board types. An assessment of TNGO websites and annual reports suggest an association between the observed board type and discursive commitments to diversity, equity, and inclusion.

PNP: **Nonprofit-Firm Cross-Sector Collaborations: Transitioning From Philanthropy to Partnerships**

Author: **Maximilian Loeffel**, *ETH Zürich*
Author: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

Collaboration between nonprofit organizations and firms is growing in relevance and prevalence. The potential for collaborative value creation beyond single partners' capabilities is a strong driver of relationships across sectors. Philanthropic relationships are one collaboration format, but more interactive cross-sector partnerships become increasingly relevant. We study how nonprofit organizations integrate firm partners in their work through a variety of relationships. We theoretically and empirically delineate philanthropic relationships from cross-sector partnerships using the relational view of interorganizational relationships. From a study of 16 nonprofit organizations and their relationships, we then derive two distinct dimensions for relationship development and propose a link between philanthropic relationships and cross-sector partnerships. While the distinguished types of relationships should be viewed differently, the proposed link and development paths support the ongoing transition in practice from philanthropic toward interactive relationships.

PNP: **A Phenomenological Approach to the Dynamic Analysis of Nonprofit Governance**

Author: **Hiroshi Togo**, *Kindai U.*
Author: **Yasuo Dan**, *Kindai U.*

The purpose of this study is to develop an analytical framework and demonstrate a dynamic governance process of small non-profit organizations called Civil Society Organizations (CSOs) with focus on "intentionality" (Husserl, 2013) of nonprofit leaders who are responsible for fulfilling mission-oriented organizational activities. The term of intentionality is a useful concept in addressing the challenge of previous research of elucidating the dynamic nonprofit governance process from an institutional perspective. In particular, the acts of intentionality by nonprofit leaders that defines the future direction of board management are to be demonstrated by looking inside the process of forming institutional logics (Friedland & Alford, 1991; Jackall, 1988; Thornton & Ocasio, 1999) of nonprofit governance. In order to do this, in the form of an application of Husserl's phenomenology, this research attempts to build an analytical framework in order to capture the dynamic process of nonprofit governance by clarifying changes in his or her intentionality for the future direction of the board management.

PNP: **How Organizational Practices Relate to Nonprofits' Societal Roles**

Author: **Berta Terzieva**, *WU Vienna U. of Economics and Business*
Author: **Christian Burkart**, *Institute of Industrial Management, FH JOANNEUM, Kapfenberg, Austria*
Author: **Florentine Maier**, *WU Vienna U. of Economics and Business*
Author: **Michael Meyer**, *WU Vienna U. of Economics and Business*

Nonprofit organizations (NPOs) make vital contributions to society. Providing essential services, engaging in advocacy, or strengthening communities, NPOs, however, face the challenge of pursuing a social mission while concurrently operating and meeting the demands of a market economy. The resulting tendency of NPOs to adopt characteristics from the business world has been a contested topic in nonprofit management studies; scholarly views on underlying theoretical mechanisms are often vague and rather weakly supported by empirical data. Drawing on survey data of nearly 600 NPOs in the metropolitan region of Vienna (Austria) and employing structural equation modeling, we examine how configurations of organizational practices, specifically managerial and democratic practices, are associated with NPOs' emphasis on societal roles of service delivery, advocacy, and community building. Our analysis reveals that configurations of organizational practices are a part of institutional logics that unfold distinctive interpretation frame effects. We find that managerial practices are positively related to an emphasis on service delivery and advocacy, whereas organizational democracy is positively related to community building but negatively related to service delivery. The implications and significance of these results for nonprofit management practice and future research are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1723** | Submission: **20917** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Thriving During Change

Session Moderator: **Marlene Walk**, *U. of Freiburg*

PNP: **Organizational Change in the Nonprofit Context – A Systematic Review of the Literature**

Author: **Marlene Walk**, *U. of Freiburg*
Author: **Lindsay Cart-Turner**, *IUPUI*
Author: **Emily Peterson**, *IUPUI*
Author: **Abigail Klippel**, *IUPUI*

Organizational change is not new for nonprofits, however, the external environment and increasing volatility impact nonprofits now even more so than in the past. This systematic literature review takes stock of the landscape of organizational change research in the nonprofit context. Focusing on research published in leading peer-reviewed journals in nonprofit and civil society studies, this study provides a comprehensive overview of the field capturing how organizations plan for or react to environmental changes in either incremental or strategic ways. Findings indicate that most of the work is done in the context of human services organizations with a heavy focus on large-scale strategic changes. Based on the identified gaps in the literature, this article discusses implications for future research.

PNP: **The Use of Paradox Theory in Public Administration: A Systematic Literature Review**

Author: **Marta Ingaggiati**, *U. degli Studi di Milano*
Author: **Giovanni Barbato**, *U. degli Studi di Milano*
Author: **Renato Ruffini**, *U. Statale di Milano*
Author: **Marco Guerci**, *U. degli Studi di Milano*

Public Administration (PA) managers and employees deal every day with competing but equally valid demands from multiple and heterogeneous stakeholders. Paradox theory provides, in this sense, a powerful analytical lens as it offers an approach to accommodate and find synergies between competing interests simultaneously despite their contradictions and interdependency. This article aims to systematically review the application of paradox theory in PA research, adopting the replicable and transparent PRISMA methodology, for unravelling and critically interpreting whether and how this theory has been applied, according to both the explanatory potential of this framework and the specificities of the PA context. In this regard, the findings show that extant literature is under-exploiting the paradox theory framework's potentialities, as (i) paradox theory appears to be only partially applied, and (ii) its applications seem to conceive PA as a 'normal' organization, underrepresenting its unique peculiarities. The findings present relevant implications for PA scholars and practitioners and PA educators.

PNP: **Trust as a Concept of Struggle in Public Administration**

Author: **Christian Wittrock**, *Work Research Institute Arbeidsforskningsinstituttet AFI*
Author: **Karl Iver Slartmann**, *Oslo Business School, OsloMet*
Author: **Åge Johnsen**, *Oslo Business School, OsloMet*

A High level of trust is promoted as the "Scandinavian gold," and reforms with trust-based management are sweeping the Scandinavian countries, proposed as a new paradigm of leadership. Trust-based management draws on ideas of co-creation, bottom-up approaches, and the explicit recognition of the skills and knowledge of front-line workers, as well as results-orientation and de-bureaucratization. We examine the discourse on trust-based management in newspapers during the period 2010 to 2020. We analyze trust as a concept of movement and a concept of struggle, and show which co-concepts, counter-concepts and conceptual change occur in the discourse. We propose that conceptual change and theorized co- and counter-concepts form part of a collective co-creation process in the discursive space where the interpretation of trust-based management is negotiated by groups of actors. This negotiation is driven by a struggle to define the rightful interpretation of the term. We show that politicians, managers, and employees have interpretations peculiar to these groups, just as there are clear differences between the right and the left in the political landscape. We show that the largest group of counter-concepts affects the label used, so that the term "control" becomes included in the signifier to become "trust-based control and leadership."

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1724** | Submission: **20234** | Sponsor(s): **(RM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Development and Evaluation of Measures

Session Moderator: **KULDEEP SINGH**, *JAIN (Deemed to be U.) Bangalore*

RM: **Recognition to Unpaid Domestic and Social Welfare Activities through Indexing Mechanism**

Author: **KULDEEP SINGH**, *JAIN (Deemed to be U.) Bangalore*
Author: **Jitendra Yadav**, *ICFAI Business School, IFHE, Hyderabad*

This study focuses on proposing a new scheme for paying recognition and reward to unpaid domestic work and various other forms of unpaid volunteering activities related to social welfare work. The present study is divided into two parts; in part one, a Social Contribution Index (SCI) was constructed to quantify contributions made by individuals toward unpaid domestic and social welfare work. The SCI index is based on the Alkire and Foster methodology and is composed of 25 indicators corresponding to 5 main dimensions. In part two, a model is constructed to reinforce current Corporate Social Responsibility (CSR) as a means of rewarding unpaid domestic work and various other unpaid volunteering social welfare activities.

RM: **One Scale Fits All? Meta-analyzing Psychometric Properties of Measuring Entrepreneurial Orientation**

Author: **Thomas Niemand**, *TU Clausthal*
Author: **Fabian Eggers**, *Menlo College*

As a core concept of entrepreneurship research, entrepreneurial orientation (EO) captures companies' entrepreneurial activities and behaviors. Spanning over more than four decades of research, the concept and its dimensions have been deeply investigated. However, no meta-analysis has examined the psychometric properties of EO (reliability, convergent validity, discriminant validity, predictive validity) so far. This is particularly important given the popularity of EO in general and its most prominent measurement scale (Miller, 1983; Covin & Slevin, 1989) in particular. Hence, it is unknown under which circumstances this scale performs better or worse. Using 40 samples from 26 studies that capture over 12,000 responses, the present meta-analysis thus aims to fill this void by systematically investigating the psychometric properties of this scale and exploring multiple moderators. Combining the strength of meta-analysis with structural equation modelling, this study reveals in three steps that all properties are highly contextual. Based on these findings, we discuss consequences for scale development and point at further investigations needed to understand EO measurement.

RM: **Measurement Equivalence in Dyadic Research: Implications of Differential Item Functioning**

Author: **Huanxin Liu**, *Binghamton U.-State U. of New York*
Author: **Jayoung Kim**, *Binghamton U.-State U. of New York*
Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*
Author: **Francis J. Yammarino**, *Binghamton U.-State U. of New York*
Author: **Minyoung Cheong**, *Kyung Hee U.*

Dyadic research investigates the dynamics of one-to-one interactions and contributes to understanding organizational functioning and effectiveness. A dyad has three central characteristics: two entities, mutual interdependence, and a shared relationship. With the call for alignment among theory, measurement, and analysis, collecting data from both sides of a dyad has become essential to investigate dyadic phenomena. Adding to this research inquiry, we highlight the importance of measurement equivalence of dyadic measures. Dyadic measures aim at capturing the shared reality between dyadic members and usually originate from the individual-level ratings, which presumes—but never tests—that no perception differences exist between two parties of a dyad. Moreover, dissimilarities of dyadic members (e.g., position or demographic differences) can also cause biases in interpreting survey items. As such, it is essential to note that items from the same scale can be perceived in a different conceptual manner between two parties of a dyad. Taken together, drawing on item response theory (IRT), this article advances measurement equivalence of dyadic measures by using differential item functioning (DIF) analysis. We use LMX-7, a dyadic measure for leader-member exchange (LMX) quality, from 242 leader-follower dyads, to demonstrate how to conduct DIF analysis on the dyadic measures between leaders and followers. Implications and limitations of DIF analysis are discussed.

RM: **The Development of an Unobtrusive Measure of Humility**

Author: **Elizabeth Klock**, *U. of Connecticut*
Author: **Madeline Sullivan**, *U. of Connecticut - Storrs*

Individual and leader virtues have been gaining recent attention in organizational research. Humility has been identified as an essential virtue for individuals and teams to possess. However, how humility is defined and measured is largely debated and scholars agree there is a need to capture the construct of humility more unobtrusively. We use derive and develop a generic humility dictionary and use computer-aided-text analysis (CATA) to measure humility to score a modern-day Rorschach writing task. We sample 60 full-time, English-speaking individuals and score these transcripts using traditional scale measurement, hand coding, and CATA techniques. Then, using these scored transcripts, we evaluate the convergent validities between each of the measurement techniques. Last, we conclude with both theoretical and practical implications of our analyses and provide directions for future research.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1725** | Submission: **20344** | Sponsor(s): **(SAP)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Critical and Non-Western Philosophical Perspectives on SAP

Session Moderator: **Leonhard Dobusch**, *U. of Innsbruck*

SAP: **“Not on Us but With Us”: How Open Strategy may be Advanced by Indigenous Approaches to Strategizing**

Author: **Jesse Pirini**, *Victoria U. of Wellington*
Author: **Stephen Cummings**, *Victoria U. of Wellington*
Author: **Rebecca Bednarek**, *Victoria Management School*

Increasing interest in the practice of ‘Open Strategy’ is seen to mirror a gradual evolution in the Western world whereby strategy development processes have opened as they have been professionalized and guided by commonly available frameworks. Just two generations ago history books taught that indigenous Maori’s ‘courage was not matched by a strategic sense’. This history has been rewritten and there is a re-appreciation of indigenous knowledge as a means of thinking differently about current existential challenges. We explore how taking indigenous approaches seriously may encourage revolutionary thinking about Open Strategy. Within the practices of creating a regional Maori economic development strategy we identify three revolutions: 1. Commons Based Production that not only changes the content of strategy, but the frameworks used, the ends toward which a strategy aims, and what strategy is; 2. A conception of Crowd-Based Decision Making that incorporates generations not present, the land, social ties, and mythology; and 3. An expanded understanding of Collective Buy-in and Action looking beyond conventional organizational boundaries to communities-at-large. We explore such radical opening of strategizing in relation to the notion from within the open strategy literature that to open some aspects of strategy others aspects must be closed.

SAP: **No Strategy Without Humans: Examining the Role of Humanness in Strategy Making**

Author: **Sari Laari-Salmela**, *U. of Oulu Business School*
Author: **Tuure Haarjärvi**, *U. of Oulu Business School*

In this paper, we examine the role of humanness in strategy making. Studies on open strategy, strategy discourse, and stakeholder engagement have partly touched on questions of humanness: what is the role of autonomy and equality in the context of strategy. However, the focus of these studies has been on the underlying tensions and questions of power and domination rather than on humanness as such. The hard core underlying also our understanding of morality and responsibility remains unaddressed: what it is to be human in the context of strategy making, and how our understanding of strategy making is related to our understanding of humanness? In this study, our aim is to shed light on these questions by examining humanness as the property of practice. Through a conceptualization of humanness in strategy making, drawing on Theodore Schatzki’s practice theory, we show how the prevailing view of strategy making is related to the understanding of humanness. .

SAP: **Zooming in on the Bantu Paradox Perspective: Evidence from Meru Philosophical Traditions**

Author: **Margaret Koli**, *WHU Otto Beisheim School of Management*

This paper responds to calls in paradox studies to engage with paradox perspectives beyond the Eastern and Western perspective. Specifically, this paper extends research by adopting an Afro-centric view of paradox. To date, the literature has had little engagement with this view, focusing only on the Ubuntu philosophical principles of the Zulu, one of over 300 Bantu ethnic groups. We explore the paradox perspectives of other Bantu philosophical traditions, closely examining the nature of paradoxes and how they are understood in the philosophical traditions of the Meru people of Kenya, mobilizing the principles of Ndugu (kinship), Giteo or Gitiio (meaning respect) and Gucokia njara (reciprocity). With a paradox lens, we explain these principles’ common underlying traits, unique principles, and how they develop our understanding of contradiction, persistence, and interdependence in this context. We find that in this cultural context, there is acceptance and embracing of paradoxes due to an understanding of the persistent nature of paradox, which leads to an expectation of recurrence over time. This expectation is reinforced by the experience of time as circular, yet entangled in the moment with the past, present, and future. Simultaneously, understanding of the interdependence of paradoxical elements and response to these elements is shaped by relationships and kinship ties, which leads to a more holistic response over time. Hence, the Bantu paradox perspective offers a different way to view the nature of paradox based on how persistence and interdependence are understood. More broadly, by examining how underexplored Bantu communities engage with paradoxes based on their philosophical traditions, this paper contributes to how scholars might extend paradoxes theory based on how paradoxes are understood beyond widely studied organizational contexts.

Session Type: **Paper Session**
Program Session: **1726** | Submission: **20355** | Sponsor(s): **(SAP)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Strategizing: Emotions, Attention, and Cognition

Session Moderator: **Kathrin Sele**, *Aalto U. School of Business*

SAP: **Creating Order Where There is None: The Reconciliation of Fragmented Attention Structures**

Author: **Christoph Brielmaier**, *Otto-Friedrich U. Bamberg*

In this paper, we advance the the attention-based-view of the firm by challenging a key assumption of attention structures. The very concept of attention structure implies that actors' attention is coherently channelized towards the realization of organizational objectives and indeed, (most) ABV-based studies have treated attention structures as 'homogenous force'. Based on extant literature, we argue that this understanding is too simplistic, and attention structures may also be fragmented, pulling actors' attention in different directions. Drawing on a framing perspective, we explore the concept of fragmented attention structures and its implications for organizational actors. We show that attention structures may indeed be fragmented. Further, we reveal that organizational actors apply certain framing practices to overcome the fragmentation of attention structures and accomplish attention to a particular decision. We define this as attention crafting. Our analysis suggests that attention crafting is based on two categories of framing practices; individual-oriented framing practices shaping the value of a decision for the individual, and organizational-oriented framing practices, shaping the legitimacy of a decision within the organization. It is through these framing practices that actors actively compensate for the lack of guidance by attention structures. We describe the broader theoretical implications of these arguments for the ABV.

SAP: **An Entrepreneurship-as-Practice Perspective on Family Business Successors**

Author: **Bingbing Ge**, *Lancaster U. Management School*
Author: **Ellie Hamilton**, *Lancaster U.*
Author: **Kajsa Haag**, *Jonkoping International Business School*

Following recent calls to develop the Entrepreneurship-as-Practice perspective, we adopt a practice-based approach to family business to understand processes of next-generation engagement involving multiple individuals over long periods in the family life. Drawing on a culinary family business's published cookbooks theorized as 'discursive artefacts', we examine how next generations become successors through enactment of family business practices. This study contributes to family business research on intragenerational interaction and offers new insights into practice theory-building on the emergent Entrepreneurship-as-Practice perspective. Our findings suggest that family business practices – for example, cooking as an everyday practice embedded in family lives - have three dimensions – socializing, bridging, and leading – that contribute to understanding the development of the next generation as successors.

SAP: **Effect Scenario Use on the Detection of Weak Signals of Shifts in Organizational Environments**

Author: **Shardul Phadnis**, *Asia School of Business*

Scenario planning is widely used as a strategy process to help organizations prepare for unpredictable shifts in their environments. The process, arguably, influences managerial perception and interpretation of environmental changes. However, objective evidence of such influence is limited. Using a behavioral experiment, this study finds support for scenario planning's effectiveness in detecting weak signals of important changes in the organizational environment. Countervailing this positive detection benefit, the study also suggests that the strategy process may not be as effective for the negative dismissal benefit or ruling out irrelevant developments.

SAP: **Fear and Fearing in Strategy Work—Financial Industry Strategists Faced with Digital Disruption**

Author: **Pasi Sajasalo**, *U. of Jyväskylä*
Author: **Dinesh Poudel**, *U. of Jyväskylä*
Author: **Tommi Auvinen**, *senior lecturer*

Fear is a ubiquitous emotion that motivates strategy work and has implications for practice, yet we know little about this important emotion because strategy literature has rarely studied it. To understand how fear emerges in strategy work and how it affects strategists and other organizational members in the process of strategizing, we studied a large financial organization facing the threat of digital disruption. We analyzed seven years of annual reports and media content to track the evolution of the threat landscape the organization faced, and to identify which issues the organization's top management conceived as anxiety-evoking and fearful. We also interviewed members of the organization at all levels over three years to identify how the subjective process of fearing in strategy work, internal to the organization, unfolded in the discursive organizational reality. We found that fear is a highly contagious emotion that infects organizational members and influences their decision-making—much more than the strategy literature would suggest. We also found that organizational narration fueled by emotional expressions is the mechanism through which fearing narration manifested and spread rapidly through the entire organization to affect strategizing. We argue that the negative emotion of fear has far-broader implications for industry and practice than previously acknowledged because fear/fearing can be an important driver for strategy-related decision-making. The current emphasis on "positive" emotions in strategy literature may restrict the contribution this literature can make, and by broadening the range of emotions studied in strategy work, researchers' understanding of strategy-related decision-making will more closely reflect practice.

Session Type: **Paper Session**
Program Session: **1727** | Submission: **20944** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Comparative Corruption

Session Moderator: **Mahdi Forghani Bajestani**, *Alabama State U.*

SIM: **Digitalization of Economies and Corruption**

Author: **Mahdi Forghani Bajestani**, *Alabama State U.*
Author: **Shaomin Li**, *Old Dominion U.*
Author: **Run Tian**, *Old Dominion U.*

Digital technologies are often perceived to be uniformly positive tools for anti-corruption purposes creating more transparency and making governments more accountable. However, the evidence is scarce and inconsistent. This study offers new insights based on a more nuanced, context-dependent perspective to solve the puzzle. We distinguish between rule-based and non-rule-based countries as different governance environments and suggest that the context determines how digitalization plays out. While digital tools contribute to the fight against bribery in rule-based economies, they facilitate corruptive practices in non-rule-based countries. A panel data analysis on 72 countries over a 9-year period from 2012 to 2020 supports our arguments and confirms the context-specific nature of digital transformation and its discrepant implications for different societies.

SIM: **Hanging Together: The Persistence of Misconduct Groups in the Chicago Police Department**

Author: **Sarah Gordon**, *U. of Michigan, Ann Arbor*

This paper investigates the effect of social cohesion and structural inequality on the persistence of misconduct groups. Building from nascent work that considers misconduct as a coordinated phenomenon among multiple actors, I theorize that misconduct groups attempt to maximize internal cooperation and evade interference from outsiders while carrying out their misconduct activities. I examine how social cohesion and structural inequality influence these conflicting goals and hypothesize that they each have inverted curvilinear effects on group survival in that they initially support group coordination – thus supporting survival – but eventually exacerbate internal and external risks – thus undermining survival. First, I expect that social cohesion promotes strong internal unity but eventually risks outsider interference. Similarly, I expect that structural inequality establishes clear hierarchical efficiency but eventually risks internal member disengagement. I test my hypotheses using longitudinal data from 1991 to 2015 in the Chicago Police Department and locate 2,695 unique misconduct communities. I find that structural inequality does indeed exert a curvilinear effect on group survival. However, contrary to my expectations, I find that social cohesion bolsters group survival, thus suggesting that the coordination and loyalty benefits yielded from social cohesiveness may outweigh any risks of outsider detection. Together, my findings reveal a "sweet spot" of misconduct group structure and suggest important nuances regarding the persistence of organized misconduct over time.

SIM: **Political Culture, Resources, and Corruption: Why Louisiana Is Not New Hampshire**

Author: **Marc S Mentzer**, *U. of Saskatchewan*

The connection between political culture and public sector corruption was explored, using the typology developed by the political scientist Daniel Elazar. Similarly, the "resource curse" concept was examined to assess its linkage to public sector corruption. Among the 50 states of the United States, support was found for the association between political culture and public sector corruption. On the other hand, the effort to demonstrate empirical support for the resource curse among the states was not successful.

SIM: **Residual Corruption in the Chinese Civil Service: Towards an Ecosystem Theory**

Author: **Adina Dudau**, *Adam Smith Business School, U. of Glasgow*
Author: **Stelios C. Zyglidopoulos**, *Sprott School of Business, Carleton U.*
Author: **Wei Yang**, *U. of Glasgow*
Author: **Yanduo Li**, *School of Public Policy and management Tsinghua U.*

Our understanding of corrupt behavior and of corruption perpetuation at organizational and societal levels is fairly stable and consensual, largely due to normative approaches taken around it in both research and practice. Arguably, knowledge has reached a critical point where we ought to consider more nuanced facets of corruption , to enable future fecundity in this area. One way forward is examining rich contextual data to extract strikingly different perspectives on corruption. Our focus is the Chinese civil service: a highly guarded context with a distinct cultural and political identity. Specific concepts such as Guanxi, Confucianism and political capitalism can afford us an insight into China's unique political arena (Li-Chia 2021), revealing new perspectives on corruption. Our interview data from 31 high-level Chinese civil servants suggests that individual corruption with which individuals engage to fit in, rather than move ahead, of their collective is seen to contribute to a type of corruption we call 'residual corruption' which confers some equilibrium in a corruption ecosystem where there are drivers for corruption, but also breaks, checks and balances. These findings challenge our current understanding of corruption normalization which suggests uncontrollable growth in the absence of external control.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1728** | Submission: **20972** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Gender, Empowerment, and Moral Capacity

Session Moderator: **Wenpei You**, *Indiana U.- Lilly Family School of Philanthropy*

SIM: **Mechanisms of Women's Empowerment: A Perspective of Power Relations**

Author: **Wenpei You**, *Indiana U.- Lilly Family School of Philanthropy*

The core question of women's empowerment is fundamentally about changing power relations. Too often, empowerment has been seen as a technical question to achieve economic advancement, instead of a systemic process of removing habituated unequal power relations. Drawing upon qualitative data from Grameen Bank China (GBC), this paper identify three mechanisms through which traditional gendered hierarchical power relations are shifted to an equal and shared one: relational justice, self-governance, and repetitive praxis. Relational justice is constructed both inside and outside of herself. It plays a critical role in transforming the original hierarchical power relations into an equal one, which is achieved by changing women's interaction model with others and the way they see themselves. Self- governance requires women to govern the 5-member group by themselves, through which women not only improve their power to achieve goals that they have a reason to value, but also begin to realize that there can be power without dominance, instead, they share the power with each other. The third mechanism of praxis matters a lot for women because regular practice and experience work to reinforce the newly-built sense of power by forming a habit of thinking independently and working collaboratively.

SIM: **Entrepreneurship as Emancipation? The Body Work and Journeys of the Hijra Entrepreneurs**

Author: **Enrico Fontana**, *Cranfield School of Management*
Author: **Sanne Frandsen**, *Lund U., Shool of Economics and Management*
Author: **Mette Morsing**, *professor*

In this article we investigate transgender entrepreneurs' body work - e.g., the fashioning of the flesh and aesthetic appearance to overcome challenges and advance in professional settings - and how it could possibly enable or constrain their emancipation. We mobilize multiple sources of qualitative data collected between 2019 and 2022 from hijra entrepreneurs, e.g., 'third gender' persons of South Asian origin who are stigmatized due to their nonconforming gender identity. The evidence indicates that the hijra entrepreneurs understand emancipation as feeling respected by their customers as well as becoming transgender, an identity to which they attribute distinct meanings. We outline that the hijra entrepreneurs embark on four different journeys where they shape and use their body in successful and unsuccessful ways to accomplish emancipation. Our study contributes to conversations in the entrepreneurship literature on emancipation and to organization studies, shedding light on the relevance of body work for transgender entrepreneurs who face discrimination and exclusion.

SIM: **Organizing Precarity: Hustling in Ghana's Informal Waste Management Sector**

Author: **Samuel Bonsu**, *GIMPA*
Author: **Diego Alfonso Vazquez**, *Portsmouth Business School*
Author: **Natalia Yakovleva**, *Kedge Business School*

The precarity of labour has drawn significant interest in the sociology of work literature over the past decade or so. Many of the studies bemoan the trend towards unstable and uncertain work, while overlooking the fact that the majority of people around the world have never experienced the stability of labour that has facilitated this movement towards precarity. In fact, many in the Global South have known nothing but the conditions defined as precarious in contemporary Western society. Drawing on experiences of informal waste pickers in Ghana, this paper places precarity within the concept of hustle to demonstrate how precarity is operationalized by marginalized women and young migrants from Ghana's north to its capital, Accra. We call for a rethinking of the current approach to reading precarity to consider that it may actually be a conscious means to overcome organized labour.

SIM: **Eu Meto a Colher Sim! Rethinking Organization's Response to Gender Violence in the Workplace**

Author: **Luciana Lucena De Lima**, *U. Ramon Llull, ESADE Business School*
Author: **Maria Jose Parada**, *U. Ramon Llull, ESADE Business School*
Author: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*

Business leaders are increasingly asked to act morally to help to ameliorate persistent global inequalities and injustices. However, this is not an easy task especially if moral dilemmas such as gender-based violence emerge in the workplace. In this study, we review a real-life case of a family owner, from a multibillion family business in Brazil, who faced a difficult moral challenge in the workplace when an employee was killed by her intimate partner. Based on the moral conation theory, this study shows how a business leader can think and act morally to respond to societal challenges such as violence against women and girls. We examine how moral conation (i.e., moral ownership, efficacy, and courage) enhance a business leader's moral cognition to process a moral challenge from recognition to action. We expand a theoretical framework by showing that component moral capacities of business leaders can generate responsibility and will to take moral action, particularly in family firms whose fundamental business orientations include strong moral and ethical values developed and maintained through generations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1729** | Submission: **20980** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

Ethical or Unethical Pro-Organizational Behavior

Session Moderator: **Silvia Velmer**, *IESE Business School*

SIM: **Leveraging Ethical Claims for Nonethical Purposes**

Author: **Silvia Velmer**, *IESE Business School*
Author: **Tommaso Ramus**, *ESSEC Business School*
Author: **Antonino Vaccaro**, *IESE Business School*

International standards set voluntary shared rules of the game in order to strike harmonization among market players and to ensure product reliability. As to say, international standards are a guarantee for consumers relatively to the safety of a given good and represent a “soft” system of regulation among competitors. However, empirical data has shown that standards can manifest certain drawbacks due to their “loose” nature. This research has the objective of showing how players leverage strategically on institutional voids of voluntary standards in order to influence market and competitive dynamics. This work relies on an in-depth qualitative investigation of a major voluntary standard-related product reliability case affecting the sunscreen industry. The research sheds light on how grey areas generate novel competitive dynamics which simultaneously affect and are affected by multiple stakeholders (e.g., businesses, medical doctors, academic institutions and European regulatory bodies). The present work shows how players leverage on standards’ “grey areas” and develop ad hoc ethical claims in order to pursue unethical objectives both on the level of competition (e.g., undermining competitors’ reputation) and regulation (e.g., the creation of market niches through the ban of specific substances). Thus, players use ethical claims to actively influence the competitive and, more broadly speaking, the market environment.

SIM: **Unethical Pro-Organizational Behavior: A Multilevel Study of Employees’ Unethical Learning Behavior**

Author: **Saleem Azhar**, *Xi'an Jiaotong U.*
Author: **Zhe Zhang**, *Xi'an Jiaotong U.*
Author: **Aditya Simha**, *U. of Wisconsin, Whitewater*

This study examines the relationships between unethical pro-organizational behavior (UPB), employee unethical learning behavior, and team unethical climate. We draw on a principle learning perspective of social learning theory and reciprocal determinism concept of social cognitive theory. Our multilevel mediation model proposes that the indirect relationship between leader UPB and team level unethical climate is sequentially transmitted through the employees’ moral disengagement and employees’ self-interested unethical behavior. We used a multilevel structural equation model to empirically support this model on dyadic data obtained from 165 leaders and 330 subordinate employees. Results suggest that employees process and learn unethical behavioral principles from leader UPB and engage in self-interested unethical behavior such that it develops team level unethical climate ultimately. We discuss theoretical and practical implications of these findings.

SIM: **Institutionalization of Unethical Pro-Organizational Behavior – A Process Model**

Author: **Vivek Mishra**, *Indian Institute of Management, Lucknow*
Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*

We propose a conceptual model to showcase how, after the initial occurrence of unethical pro-organizational behavior (UPB), the responses of different organizational actors will lead to the informal acceptance and institutionalization of UPB. Organizational actors would support or oppose UPB act as per their preference between loyalty and honesty. The proposed model illustrates that loyalty-inclined individuals would support UPB. Using the notion of social projection, we argue that supporters would have a perception of being in the majority owing to false consensus and consequently actively voice their support. On the contrary, honesty-inclined individuals would oppose UPB. Individuals opposing UPB would feel like being in the minority due to Uniqueness bias and prefer to keep silent. As a result, the dominating presence of support for UPB in the organizational discourse arena would suggest a collective acceptance of UPB. This first episode of collective acceptance of UPB serves as the guiding reference for the upcoming UPB instances. The absence of negative consequences for perpetrators would become shared knowledge in the organizational memory and organizational actors would perceive UPB as acceptable behavior. Therefore, leading to the institutionalization of the UPB at the organizational level. The proposed work positions itself in the dearth of scholarly investigation in post-UPB literature. It offers a process model showcasing how the organizational actors’ individual preferences affect their responses to UPB, which becomes instrumental in collectively establishing the normativeness of UPB.

SIM: **The Curvilinear Relationship between Moral Identity and Unethical Pro-Organizational Behavior**

Author: **Vivek Mishra**, *Indian Institute of Management, Lucknow*
Author: **Varun Sharma**, *Indian Institute of Management Indore*

We propose that the relationship between the employee’s moral identity (MI) and unethical behavior might sometimes differ from linearly negative, given certain contextual variations such as unethical pro-organizational behavior (UPB). The pro-organizational motivation of UPB would appeal to individuals’ morality to perform unethical behavior for their organization. Herein, we hypothesize a curvilinear relationship between MI and UPB. Further, using the social identity perspective, we investigate a moderation effect of organizational identification (OI). Data were collected from 316 executives in Study 1 and 185 executives in Study 2. Our results affirmed an inverted U-shaped association of MI and UPB with an OI moderation such that an increase in OI augmented the UPB tendency for low MI individuals while inhibiting the UPB tendency for high MI individuals. Theoretical and practical implications of the study are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1730** | Submission: **20996** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

Risk and Corporate Social (Ir)Responsibility

Session Moderator: **Rong Zeng**, *U. of Manitoba*

SIM: **Buffering or Backfiring? A Meta-analysis of the Effects of CS(i)R on Firm Risk**

Author: **Rong Zeng**, *U. of Manitoba*
Author: **Won Yong Oh**, *U. of Nevada Las Vegas*

This study examines how a firm's engagement in corporate social responsibility (CSR) and irresponsibility (CSIR) influence its risk by meta-analyzing 144 empirical studies. We test how CSR and CSIR affect firm risk differently, given that firms often engage in CSR and CSIR simultaneously. Our findings indicate that CSR decreases firm risk (risk-mitigation effect), whereas CSIR increases firm risk (risk-generation effect). Furthermore, we found that there is a nuanced asymmetrical effect of CSR and CSIR on firm risk. CSR's risk-mitigating effects are greater when there is a high level of CSIR, but CSIR's risk-generating effect does not vary significantly depending on the level of CSR. Our results also show that these relationships differ according to the dimension of CSR and CSIR (i.e., environmental, social, and governance) as well as the type of firm risk (i.e., market, financial, and operational). Our study sheds additional light on the literature by responding to a longstanding call for better understanding the effects of CSR and CSIR on various firm-level risks.

SIM: **Risk Perceptions in the Semiconductor Industry**

Author: **LouAnn Conner**, *Kedge Business School*
Author: **Ralf Barkemeyer**, *Kedge Business School*

Facing an increasingly complex and volatile business environment, companies may find it difficult to effectively monitor and manage risk given the institutional contexts they are embedded in. Corporate boards provide critical guidance on the main risks a company is exposed to and, hence, should correct for this distortion. Like the company itself, however, corporate directors are embedded in networks that shape their perceptions and behaviors. Isomorphic pressures arising from these institutions may distort risk perceptions of corporate boards and shift their focus from the most pertinent risks to more generally accepted risks. In this study, we extend the national business systems (NBS) perspective to the level of risk perceptions of corporate board directors, in order to explore how risk evaluations of board directors are shaped by the institutional contexts in which their companies are embedded in. We find that even though a number of risk types are found to be almost uniformly prioritized across the semiconductor company samples, a significant share of risk evaluations emerges as context-specific. Divergent risk identification and prioritization can be mapped along geographic and cultural boundaries, most notably with environmental risk, societal risk and operational risk. Our findings highlight isomorphism in risk evaluations as a hitherto undetected risk on its own. It follows that when it comes to board composition, geographical diversity can be a means to improve risk identification and, ultimately, increase the effectiveness of corporate risk governance.

SIM: **The Effectiveness of CSR Committees' Characteristics and CSR Contracting**

Author: **Etienne Develay**, *Nottingham Business School, Nottingham Trent U.*
Author: **Yan Wang**, *Nottingham Business School, NTU*
Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*

We rely on the stakeholder-agency theory to examine whether the effectiveness of CSR committees influences the initiative of CSR contracting, which consists of tying ESG performance measures to executive compensation contracts. Using a sample of 1,641 observations from 575 U.S. companies over 2015 to 2019, we measure the effectiveness of CSR committees in function of their structural characteristics. We find that an effective independence of CSR committees, proxied by a larger proportion of independent directors and an independent chairperson enhances the likelihood of CSR contracting. Furthermore, we report that an effective structure for CSR committees, captured through a composite score including size, directors' independence, chairperson's independence, and meeting frequency, is positively associated with CSR contracting. Overall, our results show that an effective CSR committee improves the controllability of CSR contracting through better monitoring and consideration of all stakeholders' interests. This study has important implications for practitioners to build more effective CSR committees based on their structural characteristics and for regulators to provide better guidance on their structures and practices.

SIM: **Corporations As Arenas Of Responsibility And Wrongdoing: A Multi-Level View**

Author: **Gregory Jackson**, *Freie U. Berlin*
Author: **Julia Bartosch**, *Radboud U. Nijmegen*
Author: **Jana Costas**, *European Uni Viadrina, Frankfurt (Oder)*

We examine the relationship of corporate irresponsibility and responsibility across multiple levels of analysis. While corporate responsibility and irresponsibility were often considered to be opposites or separate phenomenon, recent literature has problematized the dynamic relationship between them. Corporate responsibility may be both a response to past irresponsibility, but may also enable new forms of irresponsibility. In this paper, we explore these dynamic tensions from a Polanyian perspective of embedding and disembedded capitalism. We examine corporate wrongdoing in relation to corporate responsibility movements at different levels of analysis and showing its interdependence and limitations in addressing core sources of corporate irresponsibility. With this, we contribute a perspective to better understand the ambivalences related to corporate responsibility

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1731** | Submission: **20989** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Stakeholders and Social Issues in Acquisitions, Alliances, and Joint Ventures

Session Moderator: **Qing Dai**, *Nottingham U. Business School China*

SIM: **The Effect of Corporate Social Responsibility on Joint Venture Termination**

Author: **Qing Dai**, *Nottingham U. Business School China*
Author: **Liang Wang**, *U. of New Brunswick*

Premature termination of a JV is one of the most dramatic events in its life cycle. Building on the institutional theory, this study argues that corporate social responsibility of a partner can mitigate the risk that a JV terminates by helping it acquire legitimacy. The legitimization effect of partner CSR is likely to be more pronounced for a JV that is young or operates in a related industry with the partner. Furthermore, if the partner is state-owned or controls less ownership in the JV, its CSR would be less effective in legitimacy acquisition to the JV and in mitigating the termination hazards. Empirical evidence based on 256 JVs supports all the hypothesized relationships. These findings give rise to a notion that being responsible leads to being stable, thereby bridging the research stream on CSR and that on JV termination.

SIM: **Reimagining M&A Strategies to Prevent Deal Abandonment: Toward Incorporating Stakeholder Salience**

Author: **Rajesh Jain**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Ashutosh Kumar Sinha**, *Indian Institute of Management, Lucknow*
Author: **Priyatam Anurag**, *IIM Lucknow*

The abandonment of a significant proportion of publicly announced M&A deals entails significant negative consequences for managers of acquiring firms, implying that they need to shift their focus from a shareholder value-maximizing perspective to a broader stakeholder salience perspective. Drawing from the literature, we develop a conceptual framework and argue that managerial cognitive failure to incorporate stakeholder salience, i.e., also incorporating diverse stakeholder interests, may lead to the abandonment of a large number of M&A deals. We also posit that two factors may lead to low stakeholder salience: influence overconfidence (due to generalizing past successful M&A experience, the acquirer firm's influencing power, and managerial hubris) and high impact asymmetry (managerial failure to recognize that M&As may impact diverse stakeholders asymmetrically). We further contend that the impact of influence overconfidence is accentuated if managers underestimate the power of regulatory stakeholders in countries with institutional voids. Since M&As have broader economic, social, and political consequences for multiple stakeholders, rethinking M&A strategies by including a stakeholder perspective is a promising research area with implications for managers, researchers, and policymakers. Performing empirical analyses based on the proposed conceptual framework should be interesting and meaningful to advance M&A scholarship.

SIM: **Alliance as Interorganizational Governance: R&D Alliance and CSP in Biopharmaceutical Industry**

Author: **Yahan Hu**, *Fudan U. School of Management*
Author: **Qinqin Zheng**, *Fudan U.*

This study explores the effect of alliance partnership as a form of interorganizational governance that contributes to the improvement of CSR performance in the focal firms. While prior CSR literature mainly focuses on institutional governance and firm-level governance, recent studies begin to explore how meso-level inter-firm relationships shape focal firms' CSR practices. Taking biopharmaceutical firms as typical examples, we propose that the interorganizational governance effect relies on high interdependence and frequent interactions between firms and explore the influence of R&D alliance partnership. Specifically, we suggest a positive association between the number of R&D alliance partners and focal firms' technical CSP. The effect is contingent on focal firms' established intraorganitional governance and their needs to gain resource support and to reduce risk perception of partners. Using a sample of global biopharmaceutical firms from 2002 to 2020, we find solid support for our hypotheses. Our study contributes to the CSR literature by enriching the meso-level mechanisms of interorganizational governance generated by alliance partnership, which are especially prevailing and vital in biopharmaceutical industry.

SIM: **CSR Engagement and Acquisition Performance: Exploring the Impact of Target Attributes**

Author: **Sammy G. Muriithi**, *U. of Central Oklahoma*
Author: **Bruce Walters**, *Louisiana Tech U.*
Author: **Son Anh Le**, *Louisiana Tech U.*
Author: **Mark Kroll**, *U. of Texas Rio Grande Valley*

We extend the research on the relationship between acquirers' corporate social responsibility (CSR) and acquisition performance by focusing on both the acquirer and target. Utilizing a moderated mediation model, we argue that target quality mediates the relationship between acquirer CSR and acquisition performance and that this relationship is further moderated by target CSR. We propose that socially responsible firms can evaluate and close deals with high-quality targets by leveraging their superior stakeholder management capabilities and social evaluations. Contrary to expectations, we find a negative relationship between acquirer CSR and acquisition performance; and target quality does not appear to mediate the acquirer CSR-acquisition performance link. The findings supported our contention that target CSR positively moderates the relationship between acquirer CSR and acquisition outcomes. Thus, target firm CSR appears to be a key driver of acquisition performance.

Session Type: **Symposium**
Program Session: **1732** | Submission: **13561** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Leveraging Compassion to Address Inequality at Work

Organizer: **Premilla D'Cruz**, *Indian Institute of Management, Ahmedabad*
Organizer: **Jason Kanov**, *Western Washington U.*
Panelist: **Ace Volkmann Simpson**, *Brunel Business School*
Panelist: **Ernesto Noronha**, *Indian Institute of Management, Ahmedabad*
Panelist: **Samantha Dodson**, *Sauder School of Business, U. of British Columbia*
Panelist: **Angela Pei Ju Chen**, *U. of Melbourne*
Panelist: **Reut Livne-Tarandach**, *Manhattan College*

Workplace compassion, an empathic behavioral response to suffering, is a means by which workplaces operate as caregiving systems and sources of social support, healing and health. Workplace inequalities, indicative of differences in status, power, resources and opportunities among people, arising due to social identities such as gender, race/ethnicity, age, class, religion, caste, sexual orientation, disability/chronic illness and so on and their intersectionalities as well as around workplace hierarchies, gives rise to forms of mistreatment ranging from incivility, discrimination, bullying and violence which can cause significant suffering. The juxtaposition of compassion and inequality opens avenues for better understanding and resolving challenges that trigger, define and emerge from workplace inequalities, cohering with and contributing to the contemporary quest for social responsibility, inclusion and ethics at work, thereby enabling employee dignity, well-being and thriving as well as organizational performance, success and flourishing. Compassion holds the promise of catalysing change and generating and sustaining workplace renewal, particularly in matters pertaining to workplace inequality which are associated as 'worlds of pain' (Rubin in DiTomaso & Parks-Yancy, 2014: 450). Recognizing that compassion at work undergirds a nurturing relational environment, strengthens interpersonal sensitivity and ties, and facilitates co-operation and collaboration among colleagues, this panel symposium examines the interface between workplace inequalities and workplace compassion. Panelists will draw on their own research and/or applied work to speak to the possibilities - and perhaps pitfalls - that a consideration of compassion affords in the attempt to address inequality and establish socially sustainable workplaces.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1733** | Submission: **13120** | Sponsor(s): **(SIM, OMT)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Does Employer Prosociality Reduce or Augment Wage Inequality?

Coordinator: **William Reuben Hurst**, *U. of Michigan, Ross School of Business*
Coordinator: **Mariana Oseguera**, *U. of Toronto, Rotman School of Management*
Participant: **Vanessa Burbano**, *Columbia Business School*
Participant: **Joel Adam Cobb**, *U. of Texas at Austin*
Participant: **Ray Fang**, *Boise State U.*
Participant: **Nathan Wilmers**, *Massachusetts Institute of Technology*

A growing body of research demonstrates that some workers are willing to accept lower wages from employers that engage in prosocial activity. This symposium brings together a range of scholars who are examining how variation across workers in this propensity to trade wages for prosociality may exacerbate or ameliorate wage inequality. On one hand, some work suggests that higher-earning workers (including those that are more educated and more productive) are more willing to give up wages for prosociality. From this perspective, employers will more successfully substitute prosociality for wages when recruiting relatively higher-earning workers and thus reduce income inequality. On the other hand, other work suggests that groups that already tend to earn less (including women and workers from lower social classes) may be more inclined to trade prosociality for wages. From this contrasting perspective, employers will more successfully trade prosociality for wages when recruiting relatively lower-earning workers and thus augment wage inequality. A fundamental question underpinning these emergent perspectives is whether and to what extent employers recognize and respond to variation in preferences for prosociality in terms of the wages they offer. This symposium will provide a venue for scholars at the forefront of these questions to share their research with the AOM community, benefit from audience and discussant comments, and chart avenues for future research.

Prosocial Claims and the College Wage Gap

Author: **Nathan Wilmers**, *Massachusetts Institute of Technology*

Gender Differences in Preferences for Meaning at Work

Author: **Vanessa Burbano**, *Columbia Business School*

Values and Inequality Revisited: How Prosocial Claims Augment the Gender Wage Gap

Author: **Mariana Oseguera**, *U. of Toronto, Rotman School of Management*

Prosocial Occupations, Work Autonomy, and the Origins of the Social Class Pay Gap

Author: **Ray Fang**, *Boise State U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1734** | Submission: **20782** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Strategic Leadership

Session Moderator: **Carolin Krieweth**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

STR: **TMT Heterogeneity and Strategic Learning: the Moderating Role of Receptiveness to Opposing Views**

Author: **Carolin Krieweth**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*
Author: **Malte Brettel**, *RWTH Aachen U.*

Despite the well-recognized impact of a firms' strategic learning capability to enhance beneficial firm outcomes, studies on drivers and contexts that enable firms to develop such a capability remain scare. This study proposes that a ventures top management team (TMT) heterogeneity is positively associated with a firms' strategic learning capability. Results from 188 founders of new ventures indicate that the heterogenous perspectives, backgrounds and experiences of TMT members enhance a firms' strategic learning capability. This result contributes to and connects two distinct research streams, namely strategic learning and entrepreneurship literature by stressing the importance of team composition to enhance strategic learning in new ventures. Furthermore, this study demonstrates that the effect of TMT heterogeneity on strategic learning capability is moderated by the founders' receptiveness to opposing views (RTOV). This moderating effect suggests that the founders' openness towards opposing views, which are mirrored in the heterogenous perspectives of the TMT, strengthens the association between TMT heterogeneity and strategic learning capability. Since RTOV can be learned, practical and theoretical implications are drawn.

STR: **An Ecosystem View of Supplier Upgrading in Global Value Chains: Evidence from Taiwanese Suppliers**

Author: **Tsung-Yu Tsai**, *U. of Cambridge*
Author: **Florian Urmetzer**, *U. of Cambridge Department of Engineering*

This paper examines supplier upgrading strategies in global value chains (GVCs) by combining the business ecosystem and dynamic capabilities' perspectives. We draw upon seven Taiwanese subcontracting 'survivors' and examine the dynamic capabilities that enabled them to upgrade their business models under power asymmetries – and subsequently to sustain their competitive advantage. To this end, we identified nine ecosystem-associated dynamic capabilities from in-depth interviews with key management personnel. We also introduced a novel notion, managerial field-of-view, to illustrate how a firm's perceived opportunities could alter as its ecosystem roles change, resulting from business model upgrades. This paper contains rich insights for the GVC literature on supplier upgrading and latecomer survival strategies, as well as implications for business ecosystem studies.

STR: **Platform TMTs : A Communication Shift in New Organisational Forms**

Author: **Urszula Ayache**, *ESCP Business School*
Author: **Regis Coeurderoy**, *ESCP Business School*

We study the shifting grounds of Top Management Team communication between the traditional and the new organizational forms in the context of radical innovation. Academic research has shown the emergence of platform models in high-tech sectors. Platforms are particularly characterized by their emphasis on extensive interactions and much less on asset ownership than in traditional (pipeline) forms of organizing. Explaining the radical innovativeness of platforms can be well understood by studying their executives' communication. In this research, we show that platform leaders face a tension in the language style they use. On one hand, the platform model, organizationally based on interactions within ecosystems, allows leaders to develop a more inclusive and confident language style (clout) towards investors when communicating on innovation. On the other hand, the same platform model, whose boundaries remain elusive, leads executives to employ a less authentic style towards the same investors. These findings are based empirically on the analysis of 5869 NASDAQ executives' hearings with investors over the period 2015-2020, using natural language processing followed by a three-level regression model.

STR: **Leadership that is all in the Family Should Include all of the Family Business**

Author: **PJ Dillon**, *Duquesne U.*
Author: **Leslie Blake-Davis**, *UMass Amherst*
Author: **Eugene See**, *Coastal Carolina U.*
Author: **Mengjie Xu**, *U. of Massachusetts, Amherst*
Author: **Charles C. Manz**, *U. of Massachusetts, Amherst*

Family businesses typically incorporate hierarchical leadership reflecting the family power structure, posing challenges for successful innovation by limiting resource and knowledge sharing between familial and non-familial members. Shared leadership, supported by both empowering and self-leadership practices, helps overcome this challenge, leveraging familiness present in family businesses. Exploring the impact of shared leadership on innovation, familiness and social capital are proposed to improve innovation in the family business. Shared leadership is proposed as a key to unlocking the potential of familiness, enhancing bridging ties, contributing to resource and knowledge sharing between familial and non-familial members. Theoretical implication, future research directions and implications for managerial practice are presented.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1735** | Submission: **20684** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Imitating or Being Distinctive?

Session Moderator: **Qiang Li**, *Peking U. HSBC Business School*

STR: **Shifting Motives to Imitate Prevalent Behavior**

Author: **Qiang Li**, *Peking U. HSBC Business School*
Author: **Bryan Kaiser Stroube**, *London Business School*
Author: **Bo Zhao**, *U. of Hong Kong*

Prevalent behavior is imitated. The predominant explanations for this phenomenon are that actors face performance imperatives and thus imitate others in hopes of making better choices, and that actors face social imperatives and thus imitate others to be like them. These explanations are traditionally addressed separately; in this paper, we suggest the possibility of within-setting shifts between them. We present evidence from two experiments (field and vignette), where providing information about both the prevalence of a behavior and its possible outcomes—versus information about prevalence only—led to different amounts and types of imitation. Results suggest that imitation results from actors inferring outcomes from prevalence information when outcome information was unavailable and from inferring legitimacy from the same prevalence when outcome information was provided.

STR: **The Role of Peers in Venture Investments - An Imitation Perspective on CVC Activities**

Author: **Frederik Fänder**, *Heinrich-Heine U. of Dusseldorf*
Author: **Verena Rieger**, *Heinrich-Heine U. of Dusseldorf*

This study examines whether corporates follow their peers' decision to invest corporate venture capital (CVC). We draw upon information-based herding theory to explain why CVC activities might be subject to herding and argue further that herding is fortified when corporates face substantial levels of market, technological or investment uncertainty. To empirically test our hypotheses, we construct a multi-source, multi-industry dataset of large U.S. corporates between 1993 and 2018. We measure herding by using a novel identification approach that grounds in social network theories and builds on the idea of partially overlapping peers. Our findings indicate that peer investments indeed influence a focal corporate's decision to invest CVC. Precisely, if average peer investments in our baseline models increase by 10%, a corporate's likelihood to invest CVC increases by 0.2% up to 4.4%. Against our expectation, we don't find a significant moderation effect for market uncertainty. In contrast, we argue and demonstrate that technological uncertainty positively moderates the baseline relationship. We find such positive effect also for investment uncertainty, for which our marginal effects analysis and plots show that with increasing CVC investment experience, herding becomes marginal and even disappears.

STR: **Processing Global Fads and Fashions: The Puzzle of Semi-Peripheral Upgrading**

Author: **Alexander Hoppe**, *Max Planck Institute for the Study of Societies*

The outsourcing of cultural or expressive work is believed to be extremely difficult. Still, a half dozen studies from Korea, India, Bangladesh, and Turkey have documented the outsourcing of apparel design. To understand how this is possible in terms of mechanisms and processes, I present ethnographic data primarily from two export-oriented, first-tier suppliers in India. Together these firms engage in design work for over 100 U.S. and European brands. Export-oriented designers collaborate with brands during buyer presentations to establish a mutual focus of attention and to create a shared mood. Suppliers respond to trend forecasts, anticipate buyer tastes, and share competitor information—all months ahead of impact—that facilitates global trend diffusion. There is a key role for emotions like boredom and excitement.

STR: **When Do Firms Provide Early Access? Evidence from Expanded Access in Oncology 1990-2020**

Author: **Sukhun Kang**, *U. of California Santa Barbara*
Author: **Sungyong Chang**, *London Business School*

While a growing number of firms provide early access to their innovative products before commercialization (i.e., before developing a full-blown product), we have a limited understanding of providing early access. We take an early step to explore when and why some firms are more likely to provide early access than others. On the one hand, early access could allow potential customers to learn about products before commercialization, speeding up the entry timing. On the other hand, products that are under the R&D process have more technological uncertainties than fully-developed products. We investigate three factors that can affect the balance between benefits from early entry and costs from greater uncertainties in the context of the oncology drug market 1990-2020. First, we argue that firms will be less likely to provide early access to a first-mover product than a latecomer product because a first-mover product tends to bear more uncertainties than a latecomer product. Second, we argue that firms will be more likely to provide early access to products if they receive a regulatory certification because receiving such certification eases uncertainties perceived by consumers. Lastly, we argue that entrepreneurial firms will be less likely to provide early access because they are more likely to lack the required resources for deploying early access. Our empirical analysis provides supporting evidence for our key arguments.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1736** | Submission: **20692** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Corporate Political Activism

Session Moderator: **Angie Otteson Fairchild**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

STR: **Gender Inequality, Social Movement, and Company Actions: How Do Wall Street and Main Street React?**

Author: **Angie Otteson Fairchild**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Author: **Ruth V. Aguilera**, *Northeastern U.*
Author: **Anatoli Colicev**, *U. of Liverpool Management School*
Author: **Yakov Bart**, *Northeastern U.*

Companies face pressure from different stakeholders to address various environmental, social and governance issues. In their efforts to engage with these issues, they might pursue symbolic or substantive actions, either pre-emptively (proactive) or in response to specific targeted threats (reactive). Yet we know relatively little about how different stakeholders react to this repertoire of corporate actions. We ask this question in the context of gender inequality, an issue that has become increasingly salient for companies due to heightened societal attention culminating in the #MeToo movement. We analyze reactions to corporate actions among two stakeholder groups: "Wall Street" (investors) and "Main Street" (the general public). Our sample includes 886,000 company-day observations covering 442 companies between 2015 and 2020. We record 607 gender-related corporate actions across this sample. We find that while Wall Street does not react to any type of gender-related actions, Main Street punishes symbolic and reactive actions with reduced consumer perceptions of brand equity and declining social media valence. Their negative reaction is not evident before the #MeToo movement but is strong in its aftermath; moreover, the reduced consumer perception is moderated by negative social media. Our study shows that not all firm actions are created equal, and not all audiences value them equally, and highlights that it is important to delineate the different groups of stakeholders and their responses to different types of firm actions when making strategic decisions about how to act.

STR: **Corporate Social-Political Activism in Non-Western Context**

Author: **Kaixian Mao**, *Renmin U. of China*
Author: **Jiexin Zheng**, *HKUST Business School*
Author: **Lori Qingyuan Yue**, *Columbia Business School*

This paper extends the research of corporate social-political activism (SPA) from domestic controversies in the Western context to international controversies in an authoritarian context. We argue that endorsing the domestic government's policy standing in an international controversy is a way for firms in the authoritarian context to engage into corporate SPA. Doing so is both a political strategy for firms to build and main relationships with the government, and a market strategy to court domestic consumers. However, it also brings risks for firms that rely highly on overseas markets. But the upside of obtaining direct support from domestic shareholders and stakeholders can outweigh the downside of alienating foreign stakeholders, and consequently corporate SPA in international controversies can generate positive stock market returns. We exploit a natural experiment, the Chinese public firms' public endorsement of the Xinjiang cotton in March 2021, and find that Chinese firms with a higher percentage of private shares, receiving more government subsidies, and having domestic consumer brands are more likely to support Xinjiang cotton. But those with a higher percentage of overseas income are less likely to do so. Publicly endorsing Xinjiang cotton is associated with about 5% positive stock abnormal returns, and the positive effect lasts over 50 days.

STR: **Policing the World? Effect of U.S. Anti-Corruption Enforcement Actions on Non-Targeted Firms**

Author: **Si Cheng**, *ESSEC Business School*
Author: **Srividya Jandhyala**, *ESSEC Business School*

Firms regularly encounter pressure to engage in corrupt practices in their operations around the world. To deter such behavior, some countries adopted international anti-bribery conventions that monitor and penalize actions of home country firms in foreign markets. Focusing on the U.S. Foreign Corrupt Practices Act, we examine how U.S. enforcement actions against multinational firms operating in a given developing country influences how non-targeted (domestic) firms in that country assess their own bribing behavior. We contend non-targeted firms face negative spillover effects. To buffer against potential adverse consequences, they present more socially desirable responses following the enforcement action. We compare non-targeted firms' assessment of bribe prevalence shortly before versus after a U.S. anti-bribery enforcement action to obtain quasi-random variation in the extent to which non-targeted firms were exposed to the enforcement action. Our analysis of up to 9262 firms across 20 countries indicate non-targeted firms' responses are shaped by U.S. enforcement actions even when domestic firms are outside the jurisdiction of the regulation.

STR: **To Speak or Not To Speak? Corporate America and George Floyd**

Author: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Author: **Stephanie Mahin**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Corporations and CEOs are increasingly expected to speak up and speak out on socially contentious issues. We examine investor and public reactions to corporate statements made in the aftermath of George Floyd's death. We conduct content analysis of these statements and assess which Fortune 500 companies issued the statements, how long it took to publish them and through which channel, what sentiment the statements contained, and ultimately, how investors and the public reacted to them. Results show significant variation in how companies responded to George Floyd's death and in how stakeholders reacted. Almost half of Fortune 500 issued statements and 99 made a pledge. Yet investors, on average, reacted negatively to these statements; and even more negatively if companies made a pledge. Surprisingly, they reacted more positively to statements with more positive and negative emotion. The public reaction on Twitter, on the other hand, resulted in more negative emotion and anger in response to tweets of companies with more conservative CEOs. The longer it took to issue the statement, the fewer replies and words in these replies the public used. Domestic firms generated more negative emotion and swearing in replies to their tweet. Other elements of tweets generated other public reactions. Our study sheds light on the trade-offs involved in organizational decision-making regarding social issues and the subsequent evaluations by different stakeholders.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1737** | Submission: **20699** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Responding to Societal Grand Challenges

Session Moderator: **Dovev Lavie**, *Bocconi U.*

STR: **The Cooperative Economy: A Prosocial Alternative to Capitalism**

Author: **Dovev Lavie**, *Bocconi U.*

The caveats of contemporary capitalism are well acknowledged, but remedies fall short of reverting the concentration of wealth and economic inequality. This paper identifies the root cause in the design of capitalistic systems, which prioritize self-interested pursuit of profit and utility over societal values. A framework is introduced to explain how opportunistic behavior can be countervailed by prosocial behavior in a cooperative economy that follows a distinct institutional logic. This logic includes shifting focus to communities; instituting price subsidies, consumption limits, and earning caps; reinforcing quality and sustainability, fair competition, and respectful employment; rebalancing ownership; and fostering transparency. Using these principles, conditionally prosocial participants can enhance the welfare of others at a cost to themselves, which pays off emotionally and enhances psychological well-being. The transformation of economic exchange entails the social responsibility of all stakeholders in a community, including vendors, consumers, and employees, that would benefit from value redistribution.

STR: **Devising and Scaling Social Innovations—Exploring the Interplay of Strategy and Mission**

Author: **Esther Leibel**, *Boston U.*

Social and environmental challenges in our society offer opportunities for innovation. Having a sense of purpose may enhance both opportunity recognition and strategic alignment. However, aligning strategy and mission may be challenging when an organization's mission is pursued in pluralistic ways. How can mission-driven organizations manage pluralistic efforts while cohering to their mission? Using an inductive field study, I trace how Slow Money, an organization fostering sustainable local food systems by connecting food entrepreneurs with local investors, translated its mission into different local actions. I find that multiple local actions were recombined to create novel strategies curated and diffused by the central leadership. Rather than derail an organization's mission, I show how pluralistic local action fosters formation of strategies for social innovation.

STR: **Trade-offs and Complementarities in Multidimensional Company Purposes**

Author: **Jorge Tarzijan**, *Pontificia U. Católica de Chile*
Author: **Bryan W. Husted**, *Tecnologico de Monterrey*

The growing need to incorporate stakeholder groups in the company purpose has been discussed in the business and society, strategic management and corporate governance literatures for a long time. Highly influential organizations like the Business Roundtable and the Davos Manifesto of the World Economic Forum have conferred additional prominence to this concept by arguing in favor of including objectives beyond economic performance in the company purpose. In this article, we seek to add greater precision to the concept of a multidimensional corporate purpose by conceptualizing it with the use of iso-performance curves and production possibility frontiers. Our analysis facilitates the understanding of the complementarities and trade-offs that exist in multidimensional purposes and their impact on differentiation, imitation and industry structure. The article focuses on the need of managers to make clear-headed decisions coherent with the firm´s purpose and lays the groundwork for further theory development and empirical testing.

STR: **Greening the Future: Foresight, Imagination, Attention and Corporate Climate Change Strategies**

Author: **Stavros Vourloumis**, *Athens U. of Economics and Business*
Author: **Ioannis Thanos**, *Athens U. of Economics and Business*

Foresight is a widely known and discussed concept in the context of strategy-making, and more broadly in organizational and managerial affairs. Yet, it is rather underexplored – theoretically and empirically – in the strategy and management studies. Aspiring to better grasp how foresight aids firms in adopting choices that depart significantly from existing strategi repertoires, we examine how foresight affect the development of green (i.e., environmentally responsible) innovations, as a type of corporate response to climate change and to pressures for adaptation and mitigation. We leverage insights from cognitive and dynamic capabilities perspectives to propose that foresight is an important managerial capability that shifts the managerial attention towards future-looking – but possibly ambiguous at present – opportunities, which in turn prompts decision-makers to make strategic choices for embracing and developing green innovations. We also suggest that these effects are further strengthened by another crucial – and yet underexplored – collective managerial capability: the imagination of executives. Our empirical findings, from analyzing a unique panel dataset, provide support to our arguments and hypotheses, which we aspire that will pave the way for more systematic research on foresight and related concepts in strategy-making contexts. We also contribute empirically through developing two novel, language-based measures for foresight and imagination, aiming at making the two constructs more "visible" and usable for research purposes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1738** | Submission: **20709** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Complementors and Strategy

Session Moderator: **Shiva Agarwal**, *U. of Texas at Austin*

STR: **A Platform for Change? The Impact of Platform Core Component Innovations on Complementors' Actions**

Author: **Shiva Agarwal**, *U. of Texas at Austin*
Author: **Ram Ranganathan**, *U. of Texas at Austin*

We examine the consequences of ongoing innovations to a platform firm's core components, on the subsequent choices of its complementors. Our central thesis is that core innovations are a double-edged sword in ecosystems. While they boost value creation by enhancing recombination opportunities to generate novel complementarities, they also erode existing complementors' positions by enabling new entrants and imposing adaptation costs. Importantly, such tensions can trigger complementors to join competing platforms, thus blunting the platform's competitive differentiation. We demonstrate support for these mechanisms in the smartphone ecosystems, using a difference-in-differences design and novel iOS release notes data that reveal core component innovation information. Our findings provide a fresh evolutionary perspective on platforms and underscore the path-dependent pressures to co-innovation even in highly modular interorganizational contexts.

STR: **How Friends Become Foes: The Origins of Market Entry of Complementors in New Technology Generations**

Author: **Chang Liu**, *Bocconi U.*
Author: **Roberto Fontana**, *U. of Pavia & Bocconi U.*
Author: **Franco Malerba**, *Bocconi U.*

While previous management studies suggest that product complementarity may provide an important mechanism in firms' market entry behaviors, we still do not know whether this relationship may hold in industries characterized by discontinuous technological generations. In this study, we suggest that changes in technological generations are a critical source of misalignment among complementary firms by focusing on the entry decisions of complementary firms. Using a unique dataset drawn from the computer printer industry, we found that firms in a specific product complementary market, vis-à-vis a generic market, have a higher likelihood of market entry into the focal industry characterized by multiple discontinuous technological generations. More importantly, the empirical analyses suggest that acquiring recombinant capabilities facilitates market entry by allowing the firm to utilize the relevant knowledge associated with complementarity. In addition, we show evidence that entrepreneurial start-ups are quicker than diversifiers in new market entry, suggesting the importance of entrant types in market entry.

STR: **How Platform Integration Affects Knowledge Sharing among Incumbent Complementors**

Author: **Chengdi Fa**, *Amsterdam Business School, U. of Amsterdam*
Author: **Mohammad Taghi Ramezan Zadeh**, *Amsterdam Business School, U. of Amsterdam*
Author: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*

Research is burgeoning on how the platform's strategies influence the complementors' behavior. In this research, we provide a typology of platform integration and explicate how integrating two platforms—rather than integrating platform firms or integrating complementors—alters the complementors' knowledge-sharing. Building on resource dependence theory, we hypothesize about how complementors' incumbency attributions, i.e., position in vertical, homing strategy, and their incumbency time on the platform affects their knowledge sharing in the platform's online community after integration. We test our hypotheses using a rich data set on the integration of two Alibaba platforms: the largest Chinese wholesale platform, 1688.com, before and after integration with Taobao Deal, a fast-growing Chinese value-for-money consumer-to-manufacturer digital retail market. The empirical results support the hypotheses. Platform integration decreases knowledge sharing to a smaller extent among incumbent manufacturer complementors. However, platform integration decreases knowledge sharing to a larger extent among incumbent multihoming complementors. We also find that store age negatively moderates the relationship between platform integration and knowledge sharing. Through this research, we contribute to the literature on platform governance by clarifying platform integration, and how its impact on platform boundaries affects the dynamics of resource dependence and complementors' coopetitive behaviors.

STR: **Tradeoffs on Infrastructural-MSPs: How Coopetition Influences Innovation Efforts for Complementors?**

Author: **Huiyang Dai**, *School of Economics and Management Tsinghua U.*
Author: **Elton Li-Yi**, *U. of Wisconsin, Madison*

The improvement of platform functionalities has brought conversions to the traditional theory of coopetition. A framework of infrastructural multi-sided platforms (IMSP) is proposed to analyze the coopetition between complementors and the focal platform. For complementors on infrastructural multi-sided platforms, three cooperative benefits — connectivity, conformity and computation, and two competitive risks —single-homing and knowledge leaking come into being sequentially and motivate their innovation efforts on the infrastructural multi-sided platform. The results indicate that the cooperative benefits of connectivity, conformity, and computation on IMSP boost complementors' innovation efforts. Both connectivity and conformity are conducive to an increase in product refinements and expansions, while computation only promotes product refinements. Additionally, when complementors single home on the focal platform, the enhancement of innovation is weakened due to the competitive risk of opportunistic behavior by the focal platform. The findings provide implications for the literature on platform, coopetition, and innovation strategy based on infrastructure multi-sided platforms.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1739** | Submission: **20711** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Organizational Culture and Change

Session Moderator: **Kramer Quist**, *Massachusetts Institute of Technology*

STR: **How Much Do CEOs Matter to Corporate Cultural Change? Evidence from Variance Decomposition (WITHDRAWN)**

Author: **Xina Li**, *INSEAD*

This study explores to what extent CEOs matter to corporate cultural change. We collect employee reviews to measure corporate culture and conduct a variance decomposition analysis to estimate how much CEOs explain the variance in cultural change compared to firms, industries, or years. The results suggest that CEOs matter to corporate cultural change, having a similar magnitude to industry effects but weaker than firm effects. Supplementing our analysis with an earnings calls-based measure of cultural change, we find that CEOs have a greater influence on cultural change among executives than at the broader employee level. Moreover, the influence of a CEO on corporate cultural change is stronger when the CEO is an outsider, when the predecessor CEO does not remain as board chair, and when the CEO serves as board chair. Our study contributes to the literatures on strategic leadership and corporate culture.

STR: **Complementing Diversity with Design: Cognitive Diversity, Organizational Structure, and Exploration**

Author: **Kramer Quist**, *Massachusetts Institute of Technology*

Cognitive diversity has long been thought to help organizations explore because employees with differing perspectives can collectively recognize more promising new ideas. However, cognitive diversity can also prevent an organization from reaching consensus about the quality of new ideas, leaving the organization stuck in gridlock. In this paper, I develop a mathematical model to analyze the effect of greater cognitive diversity on the organization's propensity to pursue exploratory ideas. I find that greater cognitive diversity leads hierarchical organizations to pursue exploratory ideas less often, and it leads flat organizations to pursue exploratory ideas more often. My results speak to how organizational structure can play a role in helping organizations harness cognitive diversity to become more exploratory. To empirically validate my model's primary predictions, I measure how exploratory a firm is using a dataset of 81 consumer- packaged-goods companies introducing over 5,600 products between 2010 and 2016; I measure (a form of) cognitive diversity using a dataset of 176,000 employee-generated, online reviews. The empirical results are largely consistent with those predicted by my model.

STR: **Caught in Culture? Patterns of Organizational Culture Change**

Author: **Patricia Wolf**, *U. of Southern Denmark, Odense, Denmark*
Author: **Pierre-Yves Kocher**, *Hochschule Luzern - Wirtschaft*
Author: **Kristina Vaarst Andersen**, *Technical U. of Denmark (DTU)*
Author: **Jessica Annalena Steppe**, *U. of Southern Denmark*

For organizations to stay competitive, organizational culture must constantly adapt to fit changes in the environment and organizational knowledge. Extant literature has analyzed how sudden events such as environmental jolts, threats or strategic cultural molding may change organizational culture, but the literature has neglected gradual, longitudinal changes to organizational culture. This paper presents an analysis of organizational culture change as a longitudinal organizational learning process. We use unique longitudinal interview data with 38 firms collected in 2006 and 2018 to analyze how the initial organizational culture and organizational learning change organization culture. Our findings show that organizations with different organizational cultures at the start of the studied period went through different organizational culture changes, while organizations with similar organizational cultures displayed similar organizational culture changes. This indicates that an organization's initial culture functions as a pattern for both learning and changes in organizational culture. Even when exposed to similar environmental development, organizations are so to speak caught in culture. Our findings contribute to the literature on both organizational learning and organizational culture with a much-needed integration of these to related perspectives on organizational knowledge.

STR: **The Influence of Middle Managers' Personality and Cultural Traits during Organizational Change**

Author: **Francisco Brahm**, *London Business School*
Author: **Shi Tang**, *City U. of Hong Kong*

Extant research has studied middle managers as a homogeneous group and focused on how external factors shape their influence on strategic change. We complement this work by highlighting the heterogeneity among middle managers and the internal locus of causation of their impact. We examine how two important sets of traits—personality traits and cultural traits—of middle managers matter in a context of organizational change. We exploit the reorganization of the salesforce of a large Chilean beverage company, where two decentralized, divisional salesforces with differing cultures—one "entrepreneurial" emphasizing autonomy and risk taking, the other "conservative" emphasizing tradition and control—were centralized into a single functional salesforce. This reorganization meant that new salespersons' teams were formed and thus, sales managers had new teams to supervise. The organizational change was challenging and relied importantly on middle managers for success. We show that i) the "openness to experience" of sales managers generates a positive impact on the salespersons' performance during the reorganization but only if accompanied by a "conscientiousness" personality-trait, ii) a sales manager that carries a "conservative" cultural trait into the new team—adopted in the "conservative" division before to the change—enhances the performance of salespersons but only if the newly formed team comes mostly from the "entrepreneurial" division, and iii) while the impact of personality traits remains constant over time, the impact of the manager's carried cultural trait fades away within a year.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1740** | Submission: **20785** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Courts and Patent Litigation

Session Moderator: **Zhi Cao**, *U. of Arizona*

STR: **The Role of Judges' Political Ideology in Facilitating Patent Litigation Settlement**

Author: **Zhi Cao**, *U. of Arizona*
Author: **Andy El-Zayaty**, *Leavey School of Business, Santa Clara U.*

Patent litigation initiated by non-practicing entities (NPEs) is a threat to corporate innovation. One mechanism through which NPEs harm practicing firms is by pursuing settlement agreements in their litigation. Existing literature has focused on direct interactions between NPEs and practicing firms in settling patent litigation. However, it has often overlooked the role of judges, who are critical to settlement decisions and have their own set of interests and biases. This study examines the effects of judges' political ideology on litigation settlement. We hypothesize and find that, because liberal ideology puts less weight on being "pro-business" (e.g., protecting property rights) and more weight on ideas such as compromise, Democratic judges are more likely to promote settlement in NPE initiated cases than Republican judges.

STR: **Location Choice in Global Patent Litigation: Does the Landscape Matter?**

Author: **Shixiang Wang**, *Shanghai U. of Finance and Economics*
Author: **Byung Uk (Charlie) An**, *Washington U. in St. Louis, Olin Business School*
Author: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

Firms asserting their patents globally face a dilemma: a legal verdict is binding only in the country of litigation, and yet litigating country by country is prohibitively expensive. Thus, firms have to be strategic in deciding where to sue. In this paper, we argue that litigation is not only to win a case, but to send a signal to global competitors. Whereas country characteristics affect signal strength, how far the signal can travel depends on the landscape: i.e., the relationships across countries. Our analyses on litigation cases in 50 countries over 13 years show that firms tend to concentrate litigation in few countries when the relevant markets historically share similar litigation outcomes, so signals from one country can potentially deter competition in others.

STR: **How Does Court Expertise Affect Court Targeting in Patent Litigation?**

Author: **Byung Uk (Charlie) An**, *Washington U. in St. Louis, Olin Business School*

A natural challenge that firms face when enforcing intellectual property rights at courts is the knowledge gap with the judiciary trained in law but not in cutting-edge technologies. Judges accumulate technological expertise mostly by reviewing actual cases. Unlike the immediate intuition, I argue that accessing the accumulated expertise of courts is not without costs. Firms need to deal with a) information revelation risk as discovery processes by experienced judges can further induce unwanted information disclosure and b) extensive research process since experienced courts tend to have a larger volume of precedents that can potentially affect litigation outcomes. By exploring patent litigation location choices during 2006~2016 in the US, I show that IT industry litigants are more reluctant to bring high stake patent cases to experienced courts and both IT and chemical/pharmaceutical litigants have to pay for substantial research costs. I provide further evidence by leveraging a plausibly exogenous policy shock that shifts the distribution of litigation cases.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1741** | Submission: **20771** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Governance and Corporate Strategy

Session Moderator: **Siddharth Natarajan**, *Nanyang Business School, NTU Singapore*

STR: **When do Firms Care to Share? An Examination of Resource Sharing Beyond Firm Boundaries**

Author: **Siddharth Natarajan**, *Nanyang Business School, NTU Singapore*
Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

This paper uncovers the inducements for a firm to share a resource from its existing business with outsiders. Drawing on ideas about resource-based growth, we theorize that a firm's scale in a business influences its decision to share resources from that business. We predict that higher scale in a business will increase a firm's likelihood of sharing resources from that business with outsiders, and that scale has stronger effects on resource sharing when a firm's scope of business is higher and when it faces an exogenous increase in competitive difficulty in the business. While sharing beyond firm boundaries has been primarily viewed as a means to overcome resource deficiencies, the theoretical novelty of these arguments is that sharing can also be driven by a firm's resource abundance. We test our arguments by examining the decision of mobile network operators (MNOs) to share their networks with mobile virtual network operators (MVNOs), using a longitudinal sample of 448 mobile operators in 85 countries in a twenty-one year period from 2000–2020. The study extends theory about the origins of resource sharing beyond firm boundaries.

STR: **Plural Governance as a Safeguard: How Historical Choices Determine Transactional Risks (WITHDRAWN)**

Author: **Norbert Bach**, *Ilmenau U. of Technology*
Author: **Peter Galvin**, *Edith Cowan U.*

This paper analyzes plural governance, namely concurrent sourcing (upstream) and dual distribution (downstream), as safeguard mechanisms against opportunistic behavior. We show that depending on their initial or historical governance mode choice firms bear inherently different risks of opportunistic behavior by different actors. Based on the analysis of these different transaction environments in upstream and downstream transactions we suggest a two-stage model of governance mode choice based on traditional transaction cost economics concepts. Our conceptual model suggests that plural governance reduces information asymmetry for initial pure mode choices both make and buy, and thereby mitigates the risks of cheating suppliers (concurrent sourcing) and shirking employees (dual distribution). By surfacing fundamental differences in upstream vs. downstream transaction environments and explaining the safeguarding function of the respective plural governance modes our model also helps to resolve some supposedly contradictory empirical findings in the plural governance forms literature.

STR: **Implications of Capability Spillovers in Vertical Linkages for Heterogeneity in Firm Capabilities**

Author: **Gaurav G B**, *Doctoral Student at Indian Institute of Management Bangalore*
Author: **Prateek Raj**, *Indian Institute of Management, Bangalore*
Author: **Sai Krishna Yayavaram**, *Indian Institute of Management, Bangalore*

Classical microeconomic theory suggests that heterogeneity in capabilities between firms should decrease over time due to the exit of less capable firms. However, emerging economies are characterized by the presence of many less capable firms along with a select few high-capability firms. We argue that one source of this persistence in heterogeneity is the variation in capability spillovers received by firms through their vertical linkages. Using firm-level data of Indian firms for the period 1989-2019, we estimate firm capabilities and identify vertical linkages at the industry level using Input-Output tables. We find that all firms receive capability spillovers from highly capable upstream firms. Further, this upstream capability spillover is significant for standalone domestic firms and firms in less competitive industries. We also find that the capability spillovers from vertical linkages are higher for highly capable firms, especially when they are standalone domestic firms or operate in less competitive industries. Only highly capable firms receive spillovers from capable downstream firms. Overall, these findings demonstrate that capability spillovers from vertical linkages are significant and heterogeneous, providing a rationale for the presence of firm-level heterogeneity in capabilities.

STR: **Extending RDT and TCE to Address the Unique Resource-dependence Relationships in B2G Contexts**

Author: **Sanghyun Park**, *Korea Institute for Defense Analyses*
Author: **Paul L. Drnevich**, *U. of Alabama*
Author: **Jeffrey A. Martin**, *U. of Alabama, Tuscaloosa*
Author: **David R. King**, *Florida State U.*

Business-to-Government (B2G) contexts, such as defense procurement, offer a unique context in which to extend resource dependence theory (RDT) and transaction cost economics (TCE) theory. Among the B2G transactions, defense procurement by governments from defense firms creates somewhat unique propositions that are largely unaccounted for within existing theoretical approaches such as RDT and TCE employed in B2B and B2C research. In this context, government procurement faces diverse problems, such as cost and schedule overruns and both delivery quantity and product quality issues. Despite extensive practitioner research and government policies attempting to address such problems, they persist. To attempt to address these gaps, we review and extend resource RDT and TCE, following basic informed research, to develop propositions to better explain the unique resource dependence relationships between business and government. We conclude this study with a discussion of suggested theoretical and practical implications and a framework of considerations for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1742** | Submission: **20784** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Digital and Sustainable Strategies

Session Moderator: **Qadeer Abdul**, *Xi'an Jiaotong U. School of Management*

STR: **Is State Participation a Blessing or a Curse for Green Innovation?**

Author: **Qadeer Abdul**, *Xi'an Jiaotong U. School of Management*
Author: **Xu Jiang**, *Xi'an Jiaotong U.*
Author: **Ramiz Ur Rehman**, *Faculty of Business, Sohar U., Oman*
Author: **Adnan Ali**, *Doctoral Student at Xi'an Jiaotong U., Xi'an, Shaanxi, China*

The study develops a framework to examine how and under what conditions state participation affects firms' green innovation. Results from publicly listed firms in China show an inverted U-shaped relationship between state participation and green innovation, so that state participation in the form of minority ownership is most effective for firms seeking to conduct green innovation. This curvilinear relationship is negatively moderated by firm age and firm size, such that the inverted U-shape flattens when a firm is older and larger. The relationship is positively moderated by subnational institutional development such that the inverted U-shape steepens when institutional development is higher. These findings provide useful implications for resource dependence theory in explaining whether state participation serves as a facilitator of or a burden on firms' green innovation.

STR: **Industry 4.0 Strategy: State-of-the-art and Future Research Directions**

Author: **Giulio Ferrigno**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*
Author: **Andrea Piccaluga**, *Scuola Superiore Sant'Anna*

The adoption of Industry 4.0 has become a "new holy grail" in many industries. Correspondingly, management research on this topic has increased over recent years. Nonetheless, the extraordinary proliferation of studies on Industry 4.0 has also led to a fragmentation of ideas, results, and managerial suggestions. This circumstance calls for summarizing the state of the art in this stream of studies. By leveraging the extant literature, we build a conceptual framework of the literature linking the antecedents, management, and consequences of the Industry 4.0 strategy. We also consider the role of context - at micro, meso, and macro levels – in shaping the Industry 4.0 strategy. In light of our conceptual framework, we identify some critical research holes in previous literature and discern the main implications for business practices.

STR: **Environmental Aims and Resource Allocation Strategy for a More Sustainable Fashion Industry**

Author: **Ester Martinez-Ros**, *U. Carlos III de Madrid*
Author: **Ramon Rico**, *U. Carlos III de Madrid*

The textile sector is the second most polluting industry due to excessive CO2 emissions and water use (European Commission, 2019). Our research analyzes whether the inclusion of environmental goals in the formulation of strategies enhances the relationship between the allocation of innovative resources and innovation performance (i.e., new products launched) in the textile sector. We tested our model in a sample of Spanish textile companies, and found that allocating skilled Human Resources, physical assets and marketing actions increases firms' innovation performance. These relationships are positively moderated by firms' inclusion of environmental aims in their strategy, such as raw materials or energy reductions, lowering environmental impact or environmental standards compliance. Firms neglecting such environmental aims in their strategy report lower innovation performance levels.

STR: **Employee Protection and Innovation in SMEs: The Moderating Effect of Regional Digitalization**

Author: **Qian Xu**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Wanming Chen**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Beilei Dang**, *Nanjing Vocational College of Information Technology*
Author: **Yuling Shi**, *Nanjing U. of Aeronautics and Astronautics*

Prior research suggests the increasingly important role of employees in identifying and generating innovative opportunities in the digital economy, yet our understanding of the effect of employee protection on innovation of small and medium-sized enterprises (SMEs) remains limited. We integrate the resource-based view and institutional perspective to examine how employee protection affects SMEs innovation in emerging economies. The analysis of a national survey of Chinese private firms shows that employee protection has an inverted U-shaped effect on SMEs innovation. Furthermore, this curvilinear relationship is positively moderated by regional digitalization such that the inverted U-shaped relationship is intensified when firms are in regions with higher level of digitalization. Overall, this study contributes to the literature on SMEs innovation by examining how SMEs innovation is shaped by employee protection in the digital age. We also contribute to the employee protection literature by investigating its complicated effect on SMEs innovation in emerging economies.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1743** | Submission: **20677** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

Digital Business Models and Strategies

Session Moderator: **Ke Rong**, *Tsinghua U.*

STR: **Performance Feedback and Firms' Business Model Digitalization: The Role of Board Experience**

Author: **Yao Chen**, *U. of Science and Technology of China*
Author: **Meng Chen**, *U. of Science and Technology of China*
Author: **Hefu Liu**, *U. of Science and Technology of China*
Author: **Xinlin Tang**, *Florida State U.*

Business model (BM) digitalization is instrumental in shaping firms' competitive positions. However, many firms are hesitant to conduct BM digitalization because of the efforts needed and the high risks associated with such digitalization. Thus, there is a dire need to identify factors that motivate firms for BM digitalization. Drawing on the behavioral theory of the firms, we investigate how (in)consistency between historical and social performance feedback affects BM digitalization. Furthermore, boards experience with BM digitalization (BBMD) from other firms where they hold positions (i.e., interlock firms) serves as an indispensable conduit for BM digitalization practices, playing an increasingly important role in decision-making on BM digitalization. Thus, we examine the contingency role of BBMD in the relationship between (in)consistent performance feedback and BM digitalization. Empirical analyses of 2,373 Chinese-listed firms from 2008 to 2019 show that firms decrease (increase) BM digitalization as a response to consistently positive (negative) performance feedback. Firms decrease (increase) BM digitalization for responding to inconsistent performance feedback where performance is further above (below) historical aspiration but below (above) social aspiration. BBMD amplifies the negative effects of positive social performance feedback combined with both negative and positive historical performance feedback.

STR: **The Digital-Enabled Sharing Economy:The Role of Matching Technology**

Author: **Ke Rong**, *Tsinghua U.*
Author: **Huiyi Litan**, *Tsinghua U.*
Author: **Di Zhou**, *School of Economics & Management, Tongji U.*

Much of the success in the sharing economy surrounds digital platforms and other large-scale mediating technologies, especially matching technology. Our study analyzes how renters' sensitivity affects the sharing platforms' matching strategy in both B2C and C2C scenarios and investigates how this affects other parties, such as producers, consumers, and social welfare. We construct game-theoretic models and show that in the C2C scenario when the matching level is exogenous and renters' sensitivity is low, the platform profit and social welfare have an inverted U-shape relationship with the matching level. Notably, the platform-optimal matching level is less than the social-optimal level. And when renters' sensitivity is high, improving matching can achieve a Pareto improvement for the platform, the producer, the consumers, and the whole society due to the spillover effect. However, when the matching level is endogenous, the encouraging effect of renters' sensitivity on encouraging the platform to improve matching begins to emerge. And we show that renters' sensitivity can achieve a "win-win-win" situation for consumers, ?rms, and the social planner when it is too low or too high. Similarly, in the B2C scenario, the platform profit and social welfare have an inverted U-shape relationship with the matching level. However, we show a counter-intuitive result that the rental price increases as marginal product cost decreases, due to the renter effect. We believe that the renter effect is widely applied in sharing situations where the platform charge higher for lower-cost products, such as sharing power bank. Our study provides practical implications for sharing business operations and governments.

STR: **Disentangling the Digital Strategy Landscape: An Integrative Literature Review on Digital Business Models**

Author: **Marco Balzano**, *Ca' Foscari U. of Venice*
Author: **Andrea Ciacci**, *U. of Genoa*
Author: **Giacomo Marzi**, *IMT School for Advanced Studies Lucca*
Author: **Marin Jovanovic**, *Copenhagen Business School*
Author: **Bozidar Vlacic**, *Católica Porto Business School and CEGE, U. Católica Portuguesa*
Author: **Marina Dabic**, *U. of Zagreb*

Digital business models (DBMs) have emerged as a critical area of inquiry in response to the rapidly evolving business environment driven by digital technologies. To provide a detailed understanding of DBMs from a strategy perspective, this study conducts an integrative literature review, analyzing 147 articles published in top-tier management journals. Utilizing a theoretical lens grounded in strategic agility (emergent vs. problem-solving) and strategic orientation to the ecosystem (responding vs. shaping), we develop a 2x2 matrix that delineates four distinct strategic archetypes: Seekers, Game-Changers, Endurers, and Challengers. Seekers represent firms that proactively search for novel digital solutions and adopt a problem-solving approach to respond to ecosystem pressures. Game- Changers, on the other hand, strive to shape ecosystem dynamics through innovative DBMs grounded in problem-solving postures. Endurers demonstrate resilience by adopting an emergent approach to digital reconfiguration in response to ecosystem forces, while Challengers seek to enhance their competitive positioning by leveraging emergent paradigms in the digital realm. By synthesizing the existing literature and offering an archetype-based framework, this study elucidates the underlying strategic configurations of DBMs, thus contributing to a more nuanced understanding of digital strategies. Furthermore, we identify research gaps and propose future research directions that explore shifting boundary conditions, value reconfiguration, and strategically driven initiatives for competitive advantage in the context of digital business models.

STR: **Platform Leapfrogging in Turbulent Environments**

Author: **Angel Sevil**, *U. del Desarrollo*
Author: **M. Florencia Gabrielli**, -
Author: **Manuel Willington**, -
Author: **Maria Jose Murcia**, *CESIS Austral & IAE Business School*

This research explores how turbulent environments affect industry evolution and competitive dynamics in platform markets, breaking through the high entry barriers in place and allowing competitors with a superior price-performance proposition to improve their market performance and even leapfrog the market leader. In doing so, it extends traditional perspectives on platform competition that emphasize challenges associated with complementors, ecosystem governance, technology performance, and innovation, including an often forgotten but omnipresent and relevant factor: the environment surrounding firms and industries. Our study informs platform literature and management practice in turbulent environments and is supported by empirical research on the smartphone operating system industry.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1744** | Submission: **15344** | Sponsor(s): **(STR, ENT, MOC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Entrepreneurial Learning: Exploring the Complementary Roles of Thinking and Doing

Organizer: **Jacob David Valentine**, *U. of Maryland*
Organizer: **Rajshree Agarwal**, *U. of Maryland*
Presenter: **Alfonso Gambardella**, *Bocconi U.*
Presenter: **Douglas Hannah**, *Boston U.*
Presenter: **Mu-Jeung Yang**, *U. of Oklahoma*
Participant: **Steve Sonka**, *U. of Illinois at Urbana-Champaign*
Participant: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Andrea Coali**, *Bocconi U.*
Participant: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **Timothy Ott**, *U. of North Carolina, Chapel Hill*
Participant: **Nathan Seegert**, *U. of Utah*
Participant: **Anna Temu**, *Sokoine U. of Agriculture*
Participant: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*
Participant: **Maclean Gaulin**, *U. of Utah, David Eccles School of Business*

Over the last two decades, there has been a growing academic and practitioner interest in the approaches entrepreneurs take to identify, evaluate, and pursue novel business opportunities. A focal tenet of this research is how entrepreneurs learn (e.g., by doing, by thinking, or by some combination of both) and what the effects of different approaches to learning are on entrepreneurial outcomes. For this symposium, we seek to continue a deep examination of entrepreneurial learning and decision making by bringing together four working papers that examine the use of learning by doing and thinking in empirical contexts and/or develop theoretical frameworks to understand the strengths, weaknesses, and trade-offs among different approaches to entrepreneurial action and learning. The papers in this presenter symposium use field experiments in developed or developing economy contexts, large scale case study analysis, or synthesis across recent theoretical advances in entrepreneurial learning.

Evidence-Based versus Theory-And-Evidence-Based Approaches to Entrepreneurship: Evidence from a RCT with Tanzanian Entrepreneurs

Author: **Rajshree Agarwal**, *U. of Maryland*
Author: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Andrea Coali**, *Bocconi U.*
Author: **Alfonso Gambardella**, *Bocconi U.*
Author: **Steve Sonka**, *U. of Illinois at Urbana-Champaign*
Author: **Anna Temu**, *Sokoine U. of Agriculture*
Author: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Not All Those Who Wander Are Lost: The Dynamics of Novelty and Inertia in Theory-Driven Online Experimentation

Author: **Douglas Hannah**, *Boston U.*
Author: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*
Author: **Timothy Ott**, *U. of North Carolina, Chapel Hill*

Why is Entrepreneurial Overconfidence (So) Persistent? Evidence from a Large-Scale Field Experiment

Author: **Mu-Jeung Yang**, *U. of Oklahoma*
Author: **Maclean Gaulin**, *U. of Utah, David Eccles School of Business*
Author: **Nathan Seegert**, *U. of Utah*

From Horse-Races to Tool-Kits: A Contingency-Based Approach to Theories of Entrepreneurial Action

Author: **Rajshree Agarwal**, *U. of Maryland*
Author: **Alfonso Gambardella**, *Bocconi U.*
Author: **Steve Sonka**, *U. of Illinois at Urbana-Champaign*
Author: **Jacob David Valentine**, *U. of Maryland*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1745** | Submission: **10822** | Sponsor(s): **(STR, HR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Unpacking the Relationship(s) Between Experience and Performance

Moderator: **Megan Lynn Lawrence**, *Vanderbilt U.*
Moderator: **Florence E M Honore**, *U. of Wisconsin, Madison*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Gina Dokko**, *U. of California, Davis*
Panelist: **M. Diane Burton**, *Cornell U.*
Panelist: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Panelist: **Giada Di Stefano**, *Bocconi U.*

Experience is a pervasive concept used in a variety of fields as well as laymen’s conversations. In the management field, the meaning has not only relied on individuals’ work experience but also grown beyond individuals to produce constructs such as teams’ shared experience and organizational-level experience. The richness in the use of experience has led to a variety of meanings, values, and applications for a concept that many scholars and readers might take for granted. Because experience work has spanned research traditions and levels of analysis, scholarly studies can simultaneously build upon one another, exist beside each other, or contradict each other. Therefore, the purpose of this panel symposium is to engage accomplished scholars who have significantly advanced the fields’ view of individual, shared, and/or organizational experience through their research to reflect on their use of experience in research as well as on the assumptions that underlie their research at the individual and/or organizational levels. This reflection and the subsequent moderated discussion aim to uncover the variation in measurement, value, and implications of experience in individuals, teams, and organizations and to better our collective understanding of both the diversity of experience research and its value overall for management scholars. Finally, the panelists will suggest avenues for future research and engage with the audience about promising areas for their work.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1746** | Submission: **11275** | Sponsor(s): **(STR, SAP, MC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Organizational Foresight: An Emerging and Diversified Topic in Search for Synthesis

Organizer: **Alex Fergnani**, *Rabat Business School*
Presenter: **Britt Smulders**, *Eindhoven U. of Technology*
Presenter: **Adam Vigdor Gordon**, *AU*
Presenter: **Daniel Wilde**, *The Wharton School, U. of Pennsylvania*
Presenter: **Matthew Spaniol**, *Roskilde U.*
Presenter: **Theresa Schropp**, *Bavarian Foresight-Institute*

Few would disagree with the fact that the way organizations collectively anticipate, build, evaluate, and are affected by the future(s) should be at the front and center of management and strategy scholars' agenda. However, as a recently emerged topic in management and strategy scholarship despite its rich tradition in the field of futures studies, organizational foresight is currently conceptualized in various ways in our field, and if some of these conceptualizations are complementary to each other's, others may seem mutually antithetical. It is in view of this current state of organizational foresight scholarship in management that this symposium will feature papers from authors at the forefront of the various theoretical conceptualizations of organizational foresight to enable dialogue, encourage synthesis, and incentivize new theories on this important yet underinvestigated topic in management and strategy research.

Decoding the black box of the art and science of organizational foresight

Author: **Alex Fergnani**, *Rabat Business School*

Playing with temporal, social, and contextual boundaries

Author: **Britt Smulders**, *Eindhoven U. of Technology*

The evolution of corporate foresight and its value for decision-making in view of COVID-19

Author: **Jan Oliver Schwarz**, *Bavarian Foresight-Institute*

Organizational foresight: The changing role of the board

Author: **Adam Vigdor Gordon**, *AU*

Antecedents to longer-term industry foresight

Author: **Daniel Wilde**, *The Wharton School, U. of Pennsylvania*

Customizing roadmaps: Lessons from the cutting room floor

Author: **Matthew Spaniol**, *Roskilde U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1747** | Submission: **11888** | Sponsor(s): **(STR, SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Corporate Purpose and Strategy: A Microfoundational Perspective

Discussant: **Libby Leann Weber**, *U. of California, Irvine*
Discussant: **Sarah Kaplan**, *U. of Toronto*

This symposium aims to showcase novel insights of the growing body of research that examines corporate purpose through a microfoundational, stakeholder-driven lens. We selected papers that explore the role of a shared corporate purpose that goes beyond short-term profit generation on stakeholder resource provision. The first paper outlines the theoretical foundations of the relationship between a corporate purpose, stakeholder outcomes and firm performance, and the rest of the papers provide empirical examinations of how employee resource provision is impacted by what employees know about the purpose of their organization.

The Value of Organizational Purpose

Author: **Witold Jerzy Henisz**, *U. of Pennsylvania*

Corporate Social Responsiveness and Employee Outcomes: The "All-Or-Nothing" Conundrum

Author: **Anna Szerb**, *INSEAD*

Social Responsibility Orientation and Employer Advantages Across the Employee Lifecycle

Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Author: **Matthew Lee**, *Harvard Kennedy School*

Theory and Experimental Evidence of Stakeholder Responses to CEO Political Activism

Author: **Tommaso Bondi**, *Cornell SC Johnson College of Business*
Author: **Vanessa Burbano**, *Columbia Business School*
Author: **Fabrizio Dell'Acqua**, *Harvard Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1748** | Submission: **14719** | Sponsor(s): **(STR, SIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Cooperatives and Collective Action

Organizer: **Hyoju Jeong**, *U. of Minnesota*
Organizer: **Camille DOCHE**, *HEC Paris*
Discussant: **Jiao Luo**, *U. of Minnesota*
Discussant: **Stefano Brusoni**, *ETH Zürich*
Presenter: **Farzam Boroomand**, *U. of Minnesota*
Presenter: **Marc Legrand**, *HEC Paris*
Presenter: **Octavio Barros**, *Insper Institute of Education and Research*
Presenter: **Camille DOCHE**, *HEC Paris*

This symposium is built on four complementary papers that explore collective action and cooperatives, both theoretically and empirically with a heterogeneity in terms of methodologies. Two papers innovatively use simulations to theoretically analyze collective action as a mechanism per se and successful collective action situations, while the two other papers use cutting-edge empirical approaches in diverse contexts (the banking industry and the agricultural sector) to examine differences between cooperatives – as an exemplar of collective action – and their competitors. Altogether, the four studies contribute to deepen our knowledge on collective action, its characteristics for successful collaborations, and on cooperatives, as a paragon of collective action and an organizational form which can be an effective organizational structure under certain conditions. Last, the papers of this symposium are of the utmost relevance for strategy practitioners as they provide implementable strategies and policies to sustain collective action.

A Simulation-based Approach to Study the Structure Of Collective Action

Author: **Farzam Boroomand**, *U. of Minnesota*

Enforcing Collective Action to Manage the Commons: Community Design of Endogenous Institutions

Author: **Marc Legrand**, *HEC Paris*

Ownership Forms and the Effects Over Entry and Exit Decisions: a Comparative Analysis

Author: **Octavio Barros**, *Insper Institute of Education and Research*

The Negative Effect of Common-Pool Resources on the Use of Shared Resources

Author: **Camille DOCHE**, *HEC Paris*

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1749** | Submission: **21098** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 3:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration and Exhibitor/Press Registration

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1750** | Submission: **21104** | Sponsor(s): **(SVC)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Connecticut**

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1751** | Submission: **20287** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Technology, Policy and Society Track: The University-Startup-Innovation Landscape

Session Moderator: **Malin Fiedler**, *Technische U. München*

TIM: **The Impact of Institutional and Individual Determinants on Academic Patenting**

Author: **Malin Fiedler**, *Technische U. München*
Author: **Isabell Melanie Welpe**, *Technical U. of Munich*
Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*

Patenting, although a common and effective vehicle for knowledge diffusion, varies substantially between academic institutions. The present study investigates determinants and interactions of institutional- and individual-inventor-level variables that lead to varying patenting activity and success at academic institutions. On an individual level, an inventor's degree centrality (i.e., the number of connections) and betweenness centrality (i.e., influence of a person in the network) are known to influence innovative activity (e.g., patenting). Drawing from research on organizational creativity which has shown that both, institutional- and individual-level factors interact with each other and should not be viewed in isolation, we predict that an institution's reputation and resources strengthen the relation between degree and betweenness centrality of inventors and patenting success. Based on a sample of 148 academic institutions with 58,061 individual inventors, applying single- and multi-level analyses, and testing for cross-level interactions, we derive three main insights: First, a higher budget of an institution and a higher number of connections (degree centrality) of inventors help increase patenting activity. Second, a higher betweenness centrality of an institution's inventors in the network increases patenting success. Third, higher institution reputation and budget strengthen the relation between betweenness centrality and patenting success.

TIM: **The Role of Institutional Relationships for Academic Spin-offs**

Author: **Francesco Fasano**, *U. of Calabria*
Author: **Maurizio La Rocca**, *U. of Calabria*
Author: **Mariacarmela Passarelli**, *Management Department*
Author: **Alfio Cariola**, *U. of Calabria*

This paper studies an important driver of academic spin-offs' success, i.e., the institutional banking context in which they operate. We find that the development of the banking institutions does not affect academic spin-offs' performance at the time of incubation, when the main source of funding comes from public contributions. Conversely, there is a significant positive and growing influence of banking institutions when academic spin-offs enter the market and become independent of public resources. The findings suggest that governments and banking institutions should develop new financial instruments to support academic spin-offs, especially during the early stages of their life cycle. Academic spin-offs should consider bank debt as a complementary source of funding that allows them to encounter the vital growth opportunities emerging during the incubation phase.

TIM: **Do Universities Lead the Patenting Race for AI-based Inventions Tackling Grand Challenges?**

Author: **Quentin Plantec**, *TBS Education*
Author: **Clément Sternberger**, *World Intellectual Property Organization (WIPO)*
Author: **Mei Yun Lai**, *U. of Bremen, Institute of Project Management and Innovation*
Author: **Michael Rennings**, *Ruhr U. Bochum*

University patenting plays a crucial role in technology development. Trajtenberg, Henderson and Jaffe (1997)'s seminal work on a US-based dataset showed that university patents imply significantly more spillovers than industry patents due to a greater reliance on science and, as shown by other literature, a significantly greater knowledge disclosure. Surprisingly, only few studies dig into the differences between university and corporate patenting. In this paper, we therefore focus on the role of University patenting in the case of emerging technologies using the example of green-AI technologies – inventions that include artificial intelligence to solve some of the Grand Challenges of the 21st century. It is an interesting case as universities are encouraged to contribute more to such technologies and companies have invested heavily in fundamental AI research. Based on an analysis of 11,502 patent families, we show that overall, Trajtenberg et al. (1997)'s findings hold in the case of this emerging field. However, we demonstrate that for these initial results to hold, the technology field needs to reach sufficient maturity and university contributions are much less in the actual state of technology emergence (i.e., within the first 15 years). We also show that the role of universities is contingent on geographical factors: it only holds for Chinese university patenting activities. Our results have substantial implications for theory and practices, notably regarding the conditions for policymakers to encourage universities to patent in an emerging phase of technology development as well as for the specific case of green-AI technologies that contribute to tackling Grand Challenges.

TIM: **University Research, Technological Commercialization, and Location**

Author: **Daniel Fehder**, *USC Marshall School of Business*
Author: **Naomi Hausman**, -
Author: **Yael Hochberg**, *Rice U.*
Author: **Daniel Lee**, *U. of Delaware*

While universities are key sites for the development of new and innovative ideas, translating basic research into commercial products and companies is not so straightforward. The frequency and extent of commercialization of basic research findings varies significantly across universities. In this paper, we examine how commercialization of university-based research depends on the region in which the university sits. We merge data from the Association of University Technology Managers on licensing, spinoffs, and revenues with features local to the university, such as industry mix and availability of entrepreneurial finance. We find that being in a city significantly increases university commercialization outcomes, even after accounting for a robust slate of controls.

TIM: **Gender Diversity in Academic Entrepreneurship: Social Impact Motives and the NSF I-Corps Program**

Author: **April Burrage**, *U. of Massachusetts Amherst*
Author: **Nilajana Dasgupta**, *U. of Massachusetts, Amherst*
Author: **Ina Ganguli**, *U. of Massachusetts, Amherst*

We draw on the National Science Foundation's Innovation Corps (NSF I-Corps) program, which provides experiential entrepreneurship training to academic researchers, to understand whether there are gender differences in the social impact and commercial motives for entrepreneurship. We first use survey data from one I-Corps university site to show that women researchers had significantly higher social entrepreneurial intentions compared to commercial entrepreneurial intentions, and these social entrepreneurial intentions were higher than men's. We then extend and generalize this finding using national I-Corps data by analyzing publicly available project summaries of 1,267 NSF grants funded by the I-Corps program from 2012-2019. We find that women PIs proposed I-Corps projects that were more likely to be framed in terms of social impact compared to men, while projects for all PIs were more commercially-framed. We next estimate the causal impact of social impact vs. commercial motives by experimentally manipulating the recruitment messages inviting researchers to participate in the I-Corps training program. We find that women researchers were more likely to show interest in a social impact version of a message rather than a commercial version, while men were equally likely to show interest in both types of messages. Taken together, our results show that women are more interested in pursuing commercialization and entrepreneurship activities when they are framed as tackling important societal problems. Low-cost interventions that emphasize the social impact value of entrepreneurial opportunities appear to be a promising avenue to bolster gender diversity in participation in these activities.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1752** | Submission: **20320** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

Learning and Innovation Track: Organizational Learning & Strategic Renewal

Session Moderator: **Jose-Mauricio Galli Geleilate**, *UMass Lowell*

TIM: **The Nouveau Incumbents: Commercial Success and its Impact on Exploration**

Author: **Kaushik Bagchi**, *U. Ramon Llull, ESADE Business School*
Author: **Ivanka Visnjic**, *ESADE Business School*

While much attention has been devoted to how established organizations and entrepreneurial organizations explore, less attention has been devoted to how organizational exploration evolves for organizations that enjoy commercial success and are, therefore, able to manage the transition toward becoming established organizations – what we term the nouveau incumbents. Given the leading role that nouveau incumbents play in multiple industries, how and whether they continue to explore is of obvious practical importance. Does their exploration suffer as they manage the growing pains of building complementary assets? Do they become more risk averse and eschew novel exploration? We argue, instead, that nouveau incumbents enjoy the best of both worlds where they can leverage their entrepreneurial research capabilities and combine them with their new market orientation to engage in more novel exploration than previously. Our arguments suggest that this novel exploration is underpinned by a newfound appetite for untapped markets. Utilizing 30 years of drug discovery data, we conduct an event study of 38 biotech companies and examine how their exploration patterns evolve after they first enjoy commercial success. We find qualified support for our arguments.

TIM: **Innovation Drift: An Experiential Learning Perspective**

Author: **Jose-Mauricio Galli Geleilate**, *UMass Lowell*
Author: **Denise R. Dunlap**, *UMass Lowell*

Innovation drift occurs when organizations lack the ability to terminate failing innovation projects effectively. On the other hand, firms may accelerate termination decision-making when able to learn from their own experience and build new capabilities. While we have evidence supporting this phenomenon from qualitative investigations, there is no systematic quantitative evidence combining these assumptions. Drawing from a longitudinal sample of 6,018 innovation projects, we test hypotheses on the role of experiential learning from failures and successes on termination timing. Our results indicate that learning from failures can accelerate termination, but only when these failures are interpreted as non-threatening to the organization. When failures occur at high rates, the organizational reactions are conducive to innovation drift. In the case of experiences with success, we corroborate the literature showing that overconfidence emerges when organizations have success, leading to innovation drift. However, firms able to sustain high levels of innovation success will also build organizational capabilities that enhance efficiency in termination decisions.

TIM: **How and Why Firms Differ in Their Technological Paths: Evidence from the IC Foundry**

Author: **Shih-Chang Hung**, *National Tsing Hua U.*
Author: **PoYang Cheng**, *National Tsing Hua U., Hsinchu, Taiwan*
Author: **Jiun-Yan Lai**, *Shanghai U.*

Through a comparative case study of two semiconductor foundry firms, UMC and TSMC, we aim to examine how and why firms differ in their technological paths. The technological path can be described as an evolutionary, organization-level process of innovation, which is characterized by both the path-dependent and path-creating natures that build on each other. We draw on a topic modeling approach to distinguish between path dependence and path creation, and to discern into their different effects on the structuring of technological path inside a firm. Two different strategies were identified in the two firms – technology blending (in UMC) and technology deepening (in TSMC), serving as generative mechanisms for spawning a diversity in sources of technological advance that characterize distinctive technological paths, accounting for path difference across the two focal firms. Overall, our central contribution is a strategic structuring view of technological paths, whereby actions create structures.

TIM: **Creating Complementary Capabilities for Strategic Renewal**

Author: **Kathrin Borner**, *Vrije U. Amsterdam*
Author: **Hans Berends**, *Vrije U. Amsterdam*
Author: **Fleur Deken**, *Vrije U. Amsterdam*
Author: **Frans Feldberg**, *KIN Research, VU Amsterdam*

Incumbents set up corporate ventures to create new capabilities needed for strategic renewal. While corporate venturing studies largely focus on creating core capabilities, such as knowledge about a new technology, we shift attention to the creation of complementary capabilities, such as finance, logistics and customer service, which are required to benefit from core capabilities. These complementary capabilities may be perceived as stable and taken for granted, yet, need to be changed when aiming for strategic renewal. Based on a four-year ethnographic study following the three internal corporate ventures within a large home appliance manufacturer we identify a process model to create complementary capabilities for strategic renewal. Our findings show how corporate ventures and incumbents jointly create complementary capabilities and contribute to the literature on corporate venturing and capability creation.

TIM: **Technological Strategic Renewal: Transforming Knowledge on the Learning Journey**

Author: **Valerie Sy**, *Thunderbird School of Global Management at ASU*

Sustaining long-term viability requires that firms undergo many changes throughout their lifecycles. When a firm recognizes that its current strategy is unsatisfactory, it may engage in strategic renewal—a process of redirecting the firm's strategic intent and capabilities. But what exactly is being renewed and how does a firm go about this? In this study, I argue that strategic renewal involves renewing organizational knowledge through the mechanisms of technological innovation as firms alter their path dependence. Specifically, I investigate how organizational learning precedes strategic renewal as firms explore new knowledge while balancing internal exploitation of current knowledge and the external adoption of its current technologies utilizing patent data from 163 public U.S. communications equipment manufacturing firms between the years 1975 and 2020.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1753** | Submission: **20269** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Ecosystems and Platforms Track: Co-creating Value in Ecosystems

Session Moderator: **Jing-Ming Shiu**, *National Cheng Kung U.*

TIM: **The Generational Transition and Sequential Ambidexterity in the Android Ecosystem**

Author: **Jing-Ming Shiu**, *National Cheng Kung U.*
Author: **Mark P. Dallas**, *Union College*
Author: **Zih-Rong Wang**, *National Cheng Kung U., Taiwan*
Author: **Pin-Yu Lin**, *National Cheng Kung U., Taiwan*

Simultaneous ambidexterity is valid for the punctuated equilibrium model, in which firms apply this organizational learning strategy to prepare for the occurrence of technology discontinuity. However, this study proposes that technology may change continuously and periodically in stable and incremental stages within the same technology regime, which we term a 'periodic punctuated model.' A periodic punctuated model reflects technologies that undergo rapid but not radical and incessant change organized within clearly defined periods of time. This study considers situations in which the periodic punctuated model is initiated by an external technology provider (Google Android), which triggers firms to conduct sequential ambidexterity to adapt to external technological change to achieve a higher new product introduction performance. Specifically, we examine how smartphone OEMs conduct sequential ambidexterity on the generational transition of Android OS and observe how it impacts Android OEMs' new product introductions. Our results show that when Android OEMs conduct exploitative learning on the maintenance version of old generation Android OS and exploratory learning on the developer version of next-generation Android OS, Android OEMs can achieve a higher new product introduction performance. This study provides empirical evidence that firms' sequential ambidexterity can help to manage generational technological changes within the same technological regime. Moreover, this study's empirical evidence also shows the premise of complementary effects from sequential ambidexterity is based on the contingent factors linked to environmental changes.

TIM: **Co-Creating Value Propositions in Ecosystems: How the Service-dominant Logic Complements Strategy**

Author: **Fabian Grimm**, *Institute for Technology and Innovation Management at RWTH Aachen*
Author: **Christina Dienhart**, *Institute for Technology and Innovation Management at RWTH Aachen*
Author: **Torsten-Oliver Salge**, *Institute for Technology and Innovation Management at RWTH Aachen*

Ecosystems promise their members to co-create values that cannot be achieved alone. Thus, this ecosystem value proposition (EVP) is widely regarded as the foundation of any ecosystem. Moreover, a sound understanding of the EVP and its interdependencies is essential for ecosystem development and orchestration. Unfortunately, strategy research on EVP emergence remains scarce. Therefore, this paper examines the contribution of aspects of the service-dominant logic to strategy. Three concepts – value, value proposition, and service ecosystem - are defined and compared with the structural ecosystem perspective of strategy. The value of these concepts is determined through a detailed longitudinal case study of a nascent digital health ecosystem. As a result, the EVP was constructed based on the experiences the ecosystem actors seek to create. Furthermore, a four-phase design process of how an EVP was cocreated through the actions of the ecosystem orchestrator and actors was assessed. This study contributes to a deeper understanding of ecosystem value proposition emergence by differentiating and integrating knowledge from marketing and strategy research.

TIM: **The Limits of Innovation Ecosystem Strategy: A Demand-side View**

Author: **Brice A. Dattee**, *EMLYON Business School*
Author: **Llewellyn D W Thomas**, *IESE Business School*
Author: **Erkko Autio**, *Imperial College Business School*

Increasing product variety enables a firm to better address the heterogeneous preferences of customers in a market, but a firm's ability to economically develop and manage coherent variety on its own is limited. An ecosystem strategy addresses this duality by distributing to ecosystem participants the generation of an increased variety of complements integrated by customers, who are axiomatically considered as highly heterogeneous. We discuss assumptions about demand heterogeneity and identify demand-side mechanisms which may affect customers' selection and integration ability, hence the realization of an ecosystem value proposition. We clarify the boundary conditions and delimit the domain of viability of an innovation ecosystem strategy based on a firm's innovation, orchestration, and integration capabilities, on customers' ability to integrate, and on varying degrees of demand heterogeneity.

TIM: **Enhancing Citizenship Behavior in Emerging Innovation Ecosystems**

Author: **Christina Dienhart**, *Institute for Technology and Innovation Management at RWTH Aachen*
Author: **Torsten-Oliver Salge**, *Institute for Technology and Innovation Management at RWTH Aachen*

This study adds to the literature on ecosystem emergence and ecosystem orchestration by exploring the concept and determinants of ecosystem citizenship behavior, defined as the willingness of eco-system actors to contribute more resources than contractually required. We propose that endoge-nous and exogenous uncertainty reduction measures, as reflected in role clarity and partner knowledge, respectively, will increase ECB, with the strength of this effect varying across distinct ecosystem orchestration modes. We test our hypotheses on a unique dataset of 218 ecosystem ac-tors in 20 ecosystems. Our findings show that lower endogenous and exogenous uncertainty con-tribute to an environment where ECB can flourish. These effects vary across ecosystem orchestra-tion modes (keystone-led orchestration, shared orchestration between keystone and members, or member-led orchestration).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1754** | Submission: **14455** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

How Intelligent Technologies Affect People and Practices

Organizer: **Pok Man Tang**, *U. of Georgia*
Organizer: **Joel Koopman**, *Texas A&M U.*
Discussant: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Participant: **Haoyue Zhang**, *Nanyang Business School, NTU Singapore*
Participant: **Philipp Reynders**, *Cardiff U.*
Participant: **Chin Tung Stewart Ng**, *Institute of Human Resource Management, National Sun Yat-sen U.*
Participant: **I-Heng Chen**, *National Sun Yat-Sen U.*
Presenter: **Ji Woon Ryu**, *Portland State U.*
Participant: **Roshni Raveendhran**, *U. of Virginia Darden School of Business*
Participant: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Presenter: **Emily D. Campion**, *U. of Iowa*
Participant: **Michael A Campion**, *Purdue U.*
Participant: **James Johnson**, *United States Air Force Academy*
Participant: **Thomas Carretta**, *United States Air Force*
Participant: **Sophie Romay**, *United States Air Force*
Participant: **Bobbie Dirr**, *U.S. Air Force*
Participant: **Andrew Deregla**, *United States Air Force*
Participant: **Amanda Mouton**, *United States Air Force*
Presenter: **Jodie Koh**, *Northwestern Kellogg School of Management*
Participant: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Presenter: **Arthur S. Jago**, *U. of Washington, Tacoma*

The Fourth Industrial Revolution has already arrived and is revolutionizing the landscape of organizational research (e.g., Brynjolfsson & McAfee, 2014; 2017; Brynjolfsson & Mitchell, 2017). In particular, as organizations worldwide are navigating through this new wave of industrial revolution (in which intelligent machines are increasingly becoming part of modern workplace), our conventional wisdom about work practices, interpersonal relationships, and the management of organizations needs to be refined. Each of the papers provides a new avenue to the implications of intelligent technologies on people and practices in organizations by emphasizing how the incorporation of such technologies may specifically affect individuals, managers, as well as other organizational stakeholders. Towards this end, the papers in this symposium take on the challenge to understanding more broadly on how intelligent technologies may affect people and practices across different levels of theorization and analysis. Overall, this symposium seeks to continue the societal conversation inspired by the uprise of intelligent technologies and provide answers to outstanding questions (raised by both organizational scholars and managers), while also setting a research agenda for the future.

Interacting with Artificial Intelligence and Its Implications on Employee Work and Non-work Behavior

Author: **Pok Man Tang**, *U. of Georgia*
Author: **Joel Koopman**, *Texas A&M U.*
Author: **Haoyue Zhang**, *Nanyang Business School, NTU Singapore*
Author: **Philipp Reynders**, *Cardiff U.*
Author: **Chin Tung Stewart Ng**, *Institute of Human Resource Management, National Sun Yat-sen U.*
Author: **I-Heng Chen**, *National Sun Yat-Sen U.*

Feedback from Artificial Intelligence: Reactions of the Stigmatized to Algorithm-driven Feedback

Author: **Ji Woon Ryu**, *Portland State U.*
Author: **Roshni Raveendhran**, *U. of Virginia Darden School of Business*
Author: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*

Using Advanced Text Analysis to Increase Prediction and Reduce Subgroup Differences in Selection

Author: **Emily D. Campion**, *U. of Iowa*
Author: **Michael A Campion**, *Purdue U.*
Author: **James Johnson**, *United States Air Force Academy*
Author: **Thomas Carretta**, *United States Air Force*
Author: **Sophie Romay**, *United States Air Force*
Author: **Bobbie Dirr**, *U.S. Air Force*
Author: **Andrew Deregla**, *United States Air Force*
Author: **Amanda Mouton**, *United States Air Force*

Hungry for Data: Examining How Developing AI Technology Reconfigures Organizations

Author: **Jodie Koh**, *Northwestern Kellogg School of Management*
Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

Moral Spillover from Creators to Autonomous Technological Agents

Author: **Arthur S. Jago**, *U. of Washington, Tacoma*

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1755** | Submission: **12749** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

Complementary Assets and the Evolution of Industries

Organizer: **Charlotte Jacobs**, *Louisiana State U.*
Organizer: **Mara Guerra**, *Bayes Business School*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Rajshree Agarwal**, *U. of Maryland*
Panelist: **Brian Wu**, *U. of Michigan*
Panelist: **J.P. Eggers**, *New York U.*

The purpose of this panel symposium is to stimulate the debate on the role of complementary assets in the emergence and evolution of industries. Distinguished scholars who have studied complementary assets, and technology and industry evolution from different perspectives will provide their insights on the importance of complementary assets in the process of industry creation and development, while also highlighting consequences for the performance of firms. The discussion will also highlight avenues for future theoretical and empirical research that will take our understanding of the relationship between complementary assets, industry evolution, and firm performance a step further.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1756** | Submission: **20263** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

AI and Emerging Technologies Track: AI Adoption and Management

Session Moderator: **Peter Micah Madsen**, *Brigham Young U.*

TIM: **An Acquired Taste? How Past Employee Experience and Work Characteristics Influence Algorithm Use**

Author: **Peter Micah Madsen**, *Brigham Young U.*
Author: **Robin Dillon-Merrill**, *Georgetown U.*
Author: **Konstantinos Triantis**, *Virginia Tech*
Author: **Bart Roets**, *INFRABEL*

Many firms are currently implementing algorithmic solutions with the goals of increasing productivity and efficiency. Extant research suggests that employees may display algorithm aversion by underutilizing the algorithms available to them at work. One factor that may ameliorate employee algorithm aversion and increase algorithm use is employee experience using an algorithm, as familiarity with an algorithm may decrease algorithm aversion. But employee experience with an algorithm has also been hypothesized to decrease algorithm use because more experience gives employees more opportunities to observe an algorithm's limitations. Here, we integrate these two perspectives to hypothesize a curvilinear (inverted-u-shaped) relationship between past employee experience with an algorithm and current algorithm use. We also suggest that current work conditions (work volume and work complexity) may modify this relationship. We test these hypotheses using a unique data set of use of a rail traffic control algorithm by employees in a large European rail firm from 2018 to 2020, finding strong support for our theory and hypotheses.

TIM: **Introducing AI: The Search for Structure in Managing a General Purpose Technology**

Author: **David Michael Huber**, *Technical U. of Munich*

Organizations looking to employ a General Purpose Technology such as Artificial Intelligence face the challenge of managing the process of search for suitable internal structures. This search is complicated by uncertainty surrounding the new technology, which sparks power struggles and requires the organization to balance broad exploration for applications, the ramp-up of expertise, and employee engagement against transparency and control. This paper presents a qualitative analysis, with observations from three case organizations moving through their AI journey, resulting in a 4-stage model of GPT introduction. The key finding is that, even though emerging from diverse starting points, all organizations pass through similar movements of centralization and decentralization, eventually working towards broad diffusion within the organizations. This contributes to the discussion around the management of GPTs, where a previous focus was on central control, and integrates previous research on innovative search and AI management.

TIM: **The Disruptive Potential of AI System Solutions: Evidence from AI Translators**

Author: **Matthias Qian**, *U. of Oxford*

AI translators — business professionals with AI expertise — reduce the coordination costs that arise with the difficulties in the communication of hyperspecialized workers who engage in the division of labor to build and maintain disruptive AI systems. The intensity of a firm's AI translator use indicates the organizational changes associated with AI system solutions, which involve the redesign of decision making within an organization. The organizational inertia and imprints of incumbents slow their transition to AI system solutions, which is reflected in a lower share of their AI translator use. This yields a competitive advantage for startups that build and scale AI system solutions within new organizations. These young firms raise more funding, are more likely to go public, and have a lower failure probability. The exposure of incumbent firms to startups building disruptive AI system solutions contributes to knowledge spillovers and prompts incumbents to start similar initiatives. I identify 14 million AI translator jobs using NLP of task descriptors extracted from the full vacancy text of the near universe of the past decades' US online job ads. Merging the measure of AI translators to a dataset of 11,810 venture-capital-funded US startups and 6,382 incumbent firms, I find empirical evidence in support of the growing importance of AI translators who build transformative AI system solutions.

TIM: **What Drives Individuals to Participate in Co-creation of Artificial Intelligence for Sustainability?**

Author: **Philipp Laut**, *U. of Bamberg, Germany*
Author: **Alexander Fliaster**, *U. of Bamberg*
Author: **Elena Fabienne See**, *U. of Bamberg*

Digital technologies, in particular artificial intelligence (AI), are becoming an integral part of the solution to tackle sustainability challenges, such as green and social issues. From the organizational and innovation management perspective, co-creation is a suitable way to collect data and involve individuals in the further development of AI. However, co-creation and AI have been previously studied separately. Hence, no insights have been gained on the factors that influence individuals to participate in co-creation for sustainable AI projects. This study takes a configurational perspective to examine which combinations of personality factors (openness to ideas, susceptibility to social influence, autonomous motivation, and values) and AI technology-related factors (importance of privacy, trust in AI) affect individuals' participation in green and social AI co-creation projects. We conducted factorial survey experiments, using vignettes to collect data from 196 individuals with 784 vignettes, and analyzed data with fsQCA. We identify different solutions for green and social co-creation AI projects and reveal the interacting mechanisms of our conditions. In particular, we find that altruistic and biospheric value orientation have different effects, trust in AI has a large influence on participation, and susceptibility to social contagion and openness to ideas act as substitutes for various solutions. Furthermore, we reveal that people with autonomous motivation, trust in AI, and altruistic or biospheric value orientation, as well as little concerns regarding data protection participate in co-creation irrespective of the type of project.

Session Type: **Paper Session**
Program Session: **1757** | Submission: **20267** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

AI and Emerging Technologies Track: Innovating with Big Data

Session Moderator: **Chiara Acciarini**, *Luiss U.*

TIM: **Big Data and Innovation: A Systematic Literature Review and Research Agenda**

Author: **Francesco Cappa**, *Luiss Guido Carli U.*
Author: **Chiara Acciarini**, *Luiss U.*
Author: **Raffaele Oriani**, *Luiss Guido Carli U.*
Author: **Paolo Boccardelli**, *Luiss Guido Carli U.*

The attention towards big data is increasing due to the many benefits it can bring to organizations. However, big data can also entail a number of drawbacks for firms, which have been often overlooked so far. Considering the turbulent context in which we live and the many new technologies that are now becoming commonplace, big data is growingly leveraged for innovation, while a clear understanding of its overall impact on firm innovation has not been fully acquired yet. To this end we have carried out a systematic literature review to address the following research question: How can big data be leveraged for innovation? With this aim in mind, we mapped out the state of the art of studies on big data for innovation by focusing on different aspects: i) theories used to analyze big data; ii) the effects of big data, i.e. positive, negative or both; iii) whether big data has been conceptualized as binary or composed of multiple dimensions; iv) the types of firms that have been shown to leverage big data for innovation, i.e. private companies or not; v) the types of innovation that have been considered in association with big data; and vi) research methodologies used and publication outlets. The outcomes of this study present an integrated view of cumulative knowledge on big data and innovation in order to advance understanding in this direction, to provide clear advice to managers and policymakers on how to leverage innovation through big data, and to reveal possible future research directions.

TIM: **Dual Role of Data in Corporate Research on Machine Learning and Artificial Intelligence**

Author: **Seokbeom Kwon**, *Sungkyunkwan U.*
Author: **Alan Porter**, *Georgia Institute of Technology*

Recent advances in Machine Learning and Artificial Intelligence (ML/AI) have led to new policy challenges regarding the potential anticompetitive effects of firms' exclusive data access for the application of ML/AI. In this context, this study contends that policy intervention limiting firms' exclusive use of private data needs careful coordination between competition and innovation policymakers as it may impede corporate science on ML/AI that exhibits significant research impact. Our analysis is based on unique data on arXiv-archived preprints of ML/AI research papers and the performance of their proposed algorithms. Our data provide multifaceted evidence that corporate ML/AI research has been notably significant in advancing the field of ML/AI. Importantly, we show that the significance of corporate research is more pronounced when it originates from the capitalization of private data. Based on the dual role of data in ML/AI research—data as the key complementary assets that incentivize corporate research on ML/AI and as the critical input for enabling novel ML/AI research—we argue that firms' exclusive data accessibility is instrumental in not only incentivizing, but also advancing corporate research on ML/AI.

TIM: **What are the Drivers and Barriers to the Adoption of Big Data and Data Analytics in Small Firms?**

Author: **Théo JUSTY**, *Institut Montpellier Management*
Author: **Estelle PELLEGRIN-BOUCHER**, *Institut Montpellier Management*
Author: **Denis Lescop**, *Montpellier Business School*
Author: **Julien GRANATA**, *Montpellier Business School*

Big Data is a major issue for small and medium-sized enterprises (SMEs). Literature shows that data analytics can improve the performance of SMEs. However, SMEs face many barriers in adopting this technology. Unfortunately, the literature on data analytics adoption in SMEs is limited. Our goal is to identify the drivers and barriers to data analytics adoption in SMEs. With 35 semi-structured interviews with SMEs in the manufacturing and agricultural industries, we establish two typologies of drivers and barriers. Our results show that exogenous drivers such as market, competition and the Covid-19 crisis have a stronger influence on data analytics adoption in SMEs than endogenous drivers. Endogenous barriers like lack of strategy, skills and organizational culture have a more negative influence on data analytics adoption in SMEs than exogenous barriers. This article contributes to better understanding of the adoption process of data analytics in SMEs and to guiding managers in successfully implementing this technology. Our research could help SMEs build stronger alignment between business strategy and information systems, which facilitates value creation.

TIM: **Leveraging Social Media for Innovation: A Conditional Mediation Model**

Author: **Elena Ji**, *Macquarie Business School, Macquarie U.*
Author: **Syed Rahman**, *Macquarie Business School, Macquarie U.*
Author: **Ralf Wilden**, -
Author: **Nidthida Lin**, *Macquarie Business School, Macquarie U.*
Author: **Norma Harrison**, *MGSM, & School of Management, Faculty of Business & Economics*

Previous research has highlighted the benefits of organizations leveraging external sources of knowledge to drive innovation, called open innovation. Social media is one mechanism to source such knowledge from customers; however, little empirical research has investigated how customer knowledge gained through social media may increase innovation performance. Further, while previous research has discussed the role of absorptive capacity, little research has investigated its link with social media and innovation performance, especially accounting for the firm-internal social context. Therefore, in this study we develop and empirically test a mediated moderation model of the effects of customer knowledge gained from social media on innovation performance contingent on internal information sharing and decision-making participation. Our results from a sample of Chinese SMEs show that information sharing enhances the effect of absorptive capacity on innovation performance, while decision-making participation does not have a significant moderation effect.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1758** | Submission: **20292** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Technology, Policy and Society Track: Knowledge Network & Spillovers

Session Moderator: **Ecem Bilge DELICIK**, *CRG Ecole Polytechnique*

TIM: **The Emergence of Higher-Order Structure in Scientific and Technological Knowledge Networks**

Author: **Thomas Gebhart**, *U. of Minnesota Carlson School of Management*
Author: **Russell James Funk**, *U. of Minnesota*

The growth of science and technology is a recombinative process, wherein new discoveries and inventions are built from prior knowledge. Yet relatively little is known about the manner in which scientific and technological knowledge develop and coalesce into larger structures that enable or constrain future breakthroughs. Network science has recently emerged as a framework for measuring the structure and dynamics of knowledge. While helpful, existing approaches struggle to capture the global properties of the underlying networks, leading to conflicting observations about the nature of scientific and technological progress. We bridge this methodological gap using tools from algebraic topology to characterize the higher-order structure of knowledge networks in science and technology across scale. We observe rapid growth in the higher-order structure of knowledge in many scientific and technological fields. This growth is not observable using traditional network measures. We further demonstrate that the emergence of higher-order structure coincides with decline in lower-order structure, and has historically far outpaced the corresponding emergence of higher-order structure in scientific and technological collaboration networks. Up to a point, increases in higher-order structure are associated with better outcomes, as measured by the novelty and impact of papers and patents. However, the nature of science and technology produced under higher-order regimes also appears to be qualitatively different from that produced under lower-order ones, with the former exhibiting greater linguistic abstractness and greater tendencies for building upon prior streams of knowledge.

TIM: **Does Scientific Knowledge Flow Inspire Exploratory Innovation? Evidence from the US Biomedical Firms**

Author: **Xiangpeng Lian**, *Tsinghua U.*
Author: **Yi Zhang**, *U. of Technology, Sydney*
Author: **Mengjia Wu**, *U. of Technology, Sydney*
Author: **Ying Guo**, *China U. of Political Science and Law*

Exploratory innovation depends on the introduction of external knowledge which may promoting the exploratory knowledge recombination. Scientific knowledge flow (SKF) formed by searching knowledge in scientific research provides the necessary external knowledge elements for firm's exploratory innovation, while few studies explore the role of characteristics of SKF derived from the contained knowledge elements in such relationship. This study tests the impact of intensity, breadth, and novelty of SKF on corporate exploratory innovation, and further examines the moderating role of diversity of internal knowledge base on these relationships in the biomedical and life sciences. Results indicate that intensive SKF with novel knowledge elements can generate more exploratory innovation, while broad SKF will negatively influence firm's exploratory innovation. The diversity of internal knowledge base has negative moderating effects on the relationships between characteristics of SKF and exploratory innovation.

TIM: **Collaboration Networks and Inventor's Creativity: The Interplay Between Knowledge and Brokerage**

Author: **Ecem Bilge DELICIK**, *CRG Ecole Polytechnique*
Author: **Ludovic Dibiaggio**, *SKEMA Business School*
Author: **Zakaria Babutsidze**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*

This chapter investigates how access to heterogeneous knowledge affects the relationship between brokerage and novelty of inventor's output. I distinguish between structural advantages brought by brokerage and those brought by diversity of knowledge coming from the collaboration network and scrutinize their effects on the level of novelty embedded in inventor's output. I use panel data of French inventors and examine the within-subject variation over time. Results suggest that the influence of being a broker on the novelty of an inventor's output is moderated by the level of knowledge heterogeneity accessed through disconnected collaborators. Results highlight that on the one hand, being exposed to heterogeneous knowledge compensates the costs of brokerage. On the other hand, being a broker significantly complements exposure to heterogeneous knowledge. At the same time, I observe that higher levels of brokerage create a negative effect on the novelty of an inventor's output despite its strategic advantages. Negative effects might be there also for low levels of brokerage, but those outweigh the advantages only for the high levels of brokerage. On the contrary, being a broker becomes more advantageous within non-redundant content collaboration networks. The study contributes to the social network literature and develops a deeper understanding of the brokerage's influence on inventors' creativity.

TIM: **Information Accessibility and Knowledge Creation**

Author: **Katrin Hussinger**, *U. of Luxembourg*
Author: **Lorenzo Palladini**, *U. of Luxembourg*

How important is Google for scientific research? This paper exploits the exogenous shock represented by the sudden Google's withdrawal of its services from mainland China to assess the importance of access to information for the knowledge production function of scientific scholars. For a sample of economists, a type of scholar with a simple knowledge production function, results from difference-in-difference analyses, which compare their scientific output to scholars in the neighboring regions, show that the scientific productivity declines by 28% in volume and 29% in terms of citations per publication. These results are consistent with the view that information accessibility is an important driver of scientific progress. Google's sudden exit from China, hence, bears the risk that Chinese researchers lose touch with the research frontier and persistently lag behind their foreign peers.

TIM: **Does Corporate Science Matter? Sources of Strategic Responses to Knowledge Spillovers**

Author: **Michael Blomfield**, *U. of Massachusetts, Amherst*

This paper delineates inventive- and scientific-focused R&D capabilities and shows how these lead to different strategic responses to changes in the external knowledge environment. Corporate R&D capabilities that focus primarily on invention lead firms to substitute internal R&D investment with knowledge from spillovers. Conversely, scientific-focused R&D capabilities provide firms greater ability to situate external knowledge in the scientific landscape and understand its potential more fully. This creates complementarities between internal R&D and knowledge spillovers by enabling firms to identify new opportunities for developing ideas. I use changes in corporate and R&D tax credit rates to generate exogenous variation in knowledge spillovers. I use this to identify systematic variation in the causal effects of spillovers on investment in R&D based on firms' ex ante inventive and scientific R&D capabilities. Greater inventive capabilities are associated with lower R&D investment, but not lower inventive outputs, in response to exogenous increases in the pool of knowledge spillovers (suggesting a substitution of internal R&D by spillovers). On the other hand, greater scientific capabilities are associated with increases in R&D investment as the pool of knowledge spillovers increases (suggesting complementarity between spillovers and internal research).

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1759** | Submission: **20321** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

Digitization Track: Digitization, Organizations, and Markets

Session Moderator: **Sven M. Laudien**, *media Akademie - Hochschule Stuttgart (mAHS)*

TIM: **The Impact of Danmaku Information Quality on Consumers' Impulsive Consumption Behavior**

Author: **Mingyue Fan**, *School of Management, Jiangsu U., China*
Author: **Dragana Ostic**, *Jiangsu U.,Zhenjiang China*
Author: **Keyu Han**, *U. of Illinois at Urbana-Champaign*
Author: **Sanaullah Shar**, *U. of Tasmania*

The present study investigates: (a) the mediated mechanism underlying the sense of presence in the relationship between danmaku information quality and consumers' impulsive consumption behavior; and (b) the moderated mechanism of consumers' attitudinal ambivalence in the direct and indirect relationships between danmaku information quality and consumers' impulsive consumption behavior. Valid questionnaire data from 466 Chinese participants (49% male) was used in the study. Participants filled out questionnaires regarding danmaku information quality, sense of presence, consumers' attitudinal ambivalence, and consumers' impulsive consumption behavior. Research findings reflect that danmaku information quality is significantly associated with consumers' impulsive consumption behavior and that consumers' sense of presence partially mediates this relationship. The mediation role of consumers' sense of presence is weaker in predicting consumers' impulsive consumption behavior for consumers with high attitudinal ambivalence but has a stronger influence for consumers with low attitudinal ambivalence. The present study further explores how the direct and indirect relationships between danmaku information quality and consumers' impulsive consumption behavior are moderated by consumers' attitudinal ambivalence through moderated mediation analysis.

TIM: **Digitalization-based Business Model Innovation: Insights from a Multiple-case Study**

Author: **Sven M. Laudien**, *media Akademie - Hochschule Stuttgart (mAHS)*

Digitalization has become the buzzword of the 21st century. Although the development of new information and communication technologies provides opportunities for establishing innovative ways to create, deliver, and capture value, insights into detailed digitalization influences are limited. Establishing digitalization-based solutions is not an easy challenge for firms as they need to overcome a business logic that is based on an analog way of thinking and to establish a new strategic perspective that is reflected in a redefined business model. Against the background of an inductive multiple-case study approach that includes data from 16 case firms, this study develops a classification scheme and uncovers basic types of digitalization-based business models of manufacturing firms. The findings considerably enhance business model (innovation) literature and contribute to a deeper understanding of digitalization consequences on firm level.

TIM: **Building on the Generative Potential of Digital Technologies in Organisations with a Public Remit**

Author: **Beatrice D'Ippolito**, *U. of York*
Author: **Marcela Miozzo**, *King's College London*

Digital technologies have transformed innovation and competition, leading to important questions on organisations' technological choices, the nature of inter-organisational relationships, and their strategies. This paper explores how incumbent organisations that pursue value creation and value capture for the public interest harness the generative potential of digital technologies. Drawing on primary and secondary data collected in 2015-2022, this paper explores the response of the BBC to the disruption of digital technologies and related changes in the competitive arena. The generativity of digital technologies demands large audiences to deal with unprompted change; experimentation takes place in many forms with often unexpected outcomes, however, organisations with a public remit cannot pursue all opportunities on a large scale. Despite the BBC having a platform-like response aligned with the response of other incumbents who have been exposed to similar stimuli, the mandate of delivering societal impact steers how the organisation develops its technological infrastructure, experimental activities, and inter-organisational relationships. Ultimately, we show how the public remit can "steer" how organisations can harness the generativity of digital technologies shedding light on possible new sources of value and innovation.

TIM: **Integrated Management and the Construction of Large Digitally Enabled Systems** ☯

Author: **Robert C. Wood**, *San Jose State U.*
Author: **Joel West**, *Keck Graduate Institute*

Recent research on large, digitally enabled systems has emphasized decentralized evolution with many firms, interacting through the market, supplying modules for large complex systems. Yet some highly successful firms have built large systems that are more centrally directed, and despite their importance they have received relatively little research attention. We explore integrated management of large systems by examining development of cancer radiation therapy, where centralized management took control over previously decentralized processes and produced dramatically improved patient outcomes and extraordinary financial returns for the system leader. We use this to suggest why pursuit of more centralized approaches may represent an important opportunity for firms and industries seeking to create and benefit from long-term, complex, systemic innovation.

 Digitalization, Traceability, Trust and Commitment of Buyers: Smart Factory Applications in Korea

Author: **Chuljin Park**, *U. of New South Wales*
Author: **Ihsan Ullah Jan**, *Hanbat National U.*
Author: **Chygwan Park**, *Hanbat National U.*

This study aims to highlight the impact of digitalization of manufacturing process for small and medium enterprises (SMEs) in how they form their relationships with the buyers. We argue that digitalization for SMEs enhance the traceability in their manufacturing process, leading to improvement in the trust and commitment of buyers in the business transactions. We test our hypotheses using 103 supplier-buyer dyads, in the context of Smart Factory scheme set forth in South Korea in the past decade. Our results show that digitalization indeed enhances traceability of manufacturing processes for SMEs, and it leads to better trust and commitment from larger buyers. However, the results also indicate that traceability may not be the only mechanism for building better relationship between the suppliers and buyers. This paper provides theory and evidence of how digitalization can function to improve external relationships, as well offering practical implications for policy makers and managers on the need for digitalization.

Session Type: **Paper Session**
Program Session: **1760** | Submission: **20283** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation Processes Track: Selecting & Evaluating Ideas

Session Moderator: **Jacqueline Lane**, *Harvard U.*

TIM: **Architectural Knowledge and Evaluations: When Does Feasibility Drive Technological Innovation?**

Author: **Jacqueline Lane**, *Harvard U.*
Author: **Zoe Szajnfarber**, *George Washington U.*
Author: **Jason Crusan**, *George Washington U.*
Author: **Michael Menietti**, *Harvard Business School*
Author: **Karim R. Lakhani**, *Harvard U.*

The creation of technological innovations draws on knowledge of both the components that comprise the system and architectural knowledge of how the components are interconnected into a holistic system. Often, this knowledge integrates multiple domains of expertise. During evaluations of technological innovations, an evaluator's degree of domain overlap with the problem area is likely to shape their perceptions of the design toward either a componential or systems view. Yet we know relatively little about how expertise range—or the degree of knowledge overlap between an evaluator's domain(s) of expertise and the knowledge domains embodied in the problem area—shapes an evaluator's perceptions of the design and the effects of their perceptions on preferences for more novel versus more feasible solutions. To examine these relationships, we partnered with NASA and Freelancer.com to design an evaluation challenge, recruiting 374 evaluators from inside and outside the domains of aerospace and robotics design, to rate 101 unique solutions for a total of 3,850 evaluator-solution pairs. Our results show that univalent evaluators—with expertise in a single domain of the problem area—are more likely to prefer more feasible and less novel solutions, demonstrating a feasibility preference. This feasibility preference is attenuated when evaluators have multivalent expertise spanning both domains of the problem area. Topic modeling of the evaluators' open-text comments suggests that expertise range shapes how a design is perceived: whereas univalent expertise is associated with detailed assessments of a design's components, allowing for greater uncovering of a design's limitations, we find that multivalent expertise is associated with more holistic assessments of the design's overall functionality, resulting from evaluators' architectural knowledge of the system. Our findings suggest that selecting evaluators with varied expertise range in the problem area can lead to decisions to allocate resources to more novel, risky ideas that favor less familiar, untested technologies.

TIM: **When Evaluators Become Creators: Spillovers from Idea Evaluation**

Author: **Johanna Schnier**, *Kuehne Logistics U.*
Author: **Christina Raasch**, *Kühne Logistics U.*
Author: **Tim Schweisfurth**, *Hamburg U. of Technology*

Idea creation and idea evaluation are central to organizational performance. While extant research has studied how individuals' idea creation affects their evaluation performance, the reverse effect has received no attention: Does idea evaluation help or hurt individuals' creation performance? On the one hand, idea evaluation might take away attention from idea creation, dampening individuals' creation performance. On the other hand, the attention that individuals allocate to idea evaluation might spill over to idea creation, boosting their creation performance. Using large-scale firm data on employees' idea creation and evaluation activity over 14 years, we find substantial spillovers from idea evaluation. Event study designs suggest that employees are 2.60, 1.39, 1.28, and 1.20 times more likely to submit ideas on the same day of and one, two, and three days after idea evaluation relative to the day prior to idea evaluation. These spillovers persist for two weeks before employees' submission activity is back to pre-evaluation levels. We demonstrate that the spillovers from idea evaluation can best be explained with individuals shifting their attention to and being inspired by the issues raised in the ideas that they evaluate.

TIM: **Facial Expressions Predict Idea Evaluation – AI Can Tell From Your Face if You Like an Idea**

Author: **Jonathan Rupp**, *U. of Innsbruck*
Author: **Johann Fueller**, *U. of Innsbruck*
Author: **Katja Hutter**, *U. of Innsbruck School of Management*

This research investigates how one can predict idea evaluations and investment intentions by individuals' affective reactions to idea pitches. The generation and selection of ideas are fundamental for successful innovation, but companies tend to neglect emotions in the idea evaluation process. Affective Computing, a subfield of computer science that deals with recognizing affective states and emotions, makes it possible to study the affective reaction of subjects to product pitches or prototypes in an economical, low-threshold way. In this study, 60 German and Austrian participants watched 6 product pitches with ideas on how a major German electronics chain can better position itself in the well-being sector. Participants' facial expressions were analyzed to collect affective data on valence and arousal dimensions. Subsequently, participants rated the ideas, indicated their likelihood to invest, and reported their attitude toward the ideas presented. The results show that while valence and arousal alone could not predict idea evaluation, investment intention, or attitude, their interaction could. Furthermore, we demonstrated that idea evaluation and investment intention mediate the effect of affect on attitude. Finally, we showed that emotional expressivity and mood are essential in idea evaluation and investment intentions. This study contributes to a better understanding of how affect influences idea evaluations and attitudes and how Affective Computing may aid in idea selection.

TIM: **Using Imagination to Measure Innovation: Effect of Role Play on Idea Evaluation and Selection**

Author: **Arabella Pollack**, *Erasmus U.*
Author: **Dirk Deichmann**, *Erasmus U. Rotterdam*

Prior research and practice on idea generation, evaluation and selection has demonstrated that roles (being a customer, manager or a creator) matter for innovation outcomes. We ask what happens if it is not the individual in a particular role evaluating and selecting new ideas, but rather someone imagining themselves in that same role. This connects to design thinking where creators imagine themselves as the customer to improve idea generation. It also builds on research showing role play to be effective in other fields such as education and psychology. In an empirical study participants played the role of customers, creators or managers and subsequently evaluated and selected ideas. Our findings show role play affects evaluation and selection of innovation ideas in three ways. First, those playing the customer or creator role evaluated ideas higher on all attributes. Second, those playing the creator role prioritized novelty when selecting ideas. Third, we find that an individual difference in environmental sensitivity acts as a moderator for idea selection effects: the effects of a product's usefulness on selection were stronger for those that scored higher on sensitivity, no matter the role played. These findings have implications for both literature and practitioners.

TIM: **Impacts of Cognitive Traits in the Innovation Journey: A Configurational Perspective**

Author: **Erwin Hofman**, *U. of Twente*
Author: **Remco Siebelink**, *U. of Twente*
Author: **Tim Schweisfurth**, *Hamburg U. of Technology*
Author: **Matthias De Visser**, *U. of Twente*

The generation of high-quality ideas and the accurate evaluation and selection of ideas in a subsequent phase are critical activities for the ongoing survival and prosperity of firms. Previous research has suggested that these two activities are distinct and that excellence in them might require different cognitive capabilities in the individuals involved. This paper intends to increase insights into this area. Using data from two innovation tournaments, it employs a configurational view to explore whether consistent recipes can be identified of three cognitive traits – analytic skill, strategic intelligence, and creativity – for the ability to generate high-quality ideas and the ability to accurately evaluate such ideas. Ideas are operationalized as high quality when they have a high value and/or a high degree of novelty. Notably, the results show that specific combinations of cognitive traits exist that outperformed the other combinations in both idea generation and evaluation, whilst some overlap exist between the configuration found in the two phases. For practice, these findings suggest that employing individuals with particular traits in idea generation and idea evaluation tasks could boost the innovation performance of firms.

Session Type: **Symposium**
Program Session: **1761** | Submission: **12750** | Sponsor(s): **(TIM, STR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 9:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Geography and Historically Marginalized Groups: Innovation and Entrepreneurship

Organizer: **Pyung Nahm**, *U. of Minnesota*
Organizer: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*
Discussant: **Juan Alcacer**, *Harvard U.*
Discussant: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Mercedes Delgado**, *Copenhagen Business School and MIT*
Presenter: **Fiona Murray**, *Massachusetts Institute of Technology*
Presenter: **Aleksandra Joanna Kacperczyk**, *London Business School*
Presenter: **Francesco Castellaneta**, *SKEMA Business School*
Presenter: **Raffaele Conti**, *ESSEC Business School*
Presenter: **Arturs T. Kalnins**, *U. of Iowa*
Presenter: **Michele Williams**, *U. of Iowa*

The topic of diversity, equity, and inclusion of historically marginalized groups has recently garnered great scholarly interest in management. In this symposium, we build on this recent interest and examine the role of geography in promoting innovation and entrepreneurship of individuals from historically marginalized groups. Geography provides a platform for organizing regional innovation and entrepreneurial activity. Yet, relatively little empirical research examines how elements of the geographic environment influence the innovation and entrepreneurship of individuals from historically marginalized groups. The papers in this symposium specifically examine how geographic variations in regulations, industry agglomerations, research infrastructures, and concentration of businesses of marginalized groups affect the innovation and entrepreneurship of historically marginalized groups. Each study addresses the unique role geography plays, with potential implications for broader social issues on diversity, equity, and inclusion.

Universities as Catalysts for Gender Inclusion in Innovation

Author: **Mercedes Delgado**, *Copenhagen Business School and MIT*
Author: **Fiona Murray**, *Massachusetts Institute of Technology*

Geographic Agglomeration of Industry and the Gender Gap in Entrepreneurship

Author: **Pyung Nahm**, *U. of Minnesota*

Geographic Opportunities for Startup Employment and Labor Market Flexibility

Author: **Aleksandra Joanna Kacperczyk**, *London Business School*
Author: **Francesco Castellaneta**, *SKEMA Business School*
Author: **Raffaele Conti**, *ESSEC Business School*

Expressing a Business-Owner Identity Versus Underrepresented Demographic Identities

Author: **Arturs T. Kalnins**, *U. of Iowa*
Author: **Michele Williams**, *U. of Iowa*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1762** | Submission: **14149** | Sponsor(s): **(SIM, OB)**
Scheduled: **Tuesday, Aug 8 2023 9:45AM - 11:15AM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Navigating Stigmatized Identities in the Workplace

Organizer: **Chloe Kovacheff**, *U. of Toronto*
Discussant: **David J. G. Dwertmann**, *Rutgers U.*
Presenter: **Julia A. Langdon**, *London Business School*
Presenter: **Mason Ameri**, *Rutgers Business School*
Presenter: **Chris Zhang**, *Wilfrid Laurier U.*
Presenter: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Participant: **Oriane Georgeac**, *Boston U. Questrom School of Business*
Participant: **Aneeta Rattan**, *London Business School*
Participant: **Terri R Kurtzberg**, *Rutgers Business School*
Participant: **You-Ta Chuang**, *York U.*
Participant: **Robin Church**, *Ryerson U.*
Participant: **Jing Wang**, *York U.*
Participant: **Robert Keating**, *Northern Illinois U.*
Participant: **Jesus Martinez**, *Northern Illinois U.*
Participant: **Lisa M Finkelstein**, *Northern Illinois U.*
Participant: **Larissa K. Barber**, *San Diego State U.*
Participant: **Deborah Elizabeth Rupp**, *George Mason U.*

A large portion of the workforce carries an invisible stigmatized identity with them in the workplace. Despite this pervasiveness, employees with these stigmatized identities continue to experience bias and inequity. This presents difficulties not only for these employees, but also for the organizations that employ them, making it essential to better understand how employees with stigmatized identities can effectively navigate the workplace. To advance our understanding of stigmatized identities in the workplace, this symposium explores this question across multiple levels in organizations. By examining the impact of organizational contexts, interpersonal processes, and intrapersonal management strategies, five papers provide insights into circumstances which can mitigate negative outcomes and improve equity for prospective and incumbent employees with stigmatized identities.

Moral Duties vs. Moral Values: Disabled Prospective Employee Responses to Organizational Messaging

Author: **Julia A. Langdon**, *London Business School*
Author: **Oriane Georgeac**, *Boston U. Questrom School of Business*
Author: **Aneeta Rattan**, *London Business School*

Small Empires: How Equipped are Small Business Owners in Hiring People with Disabilities?

Author: **Mason Ameri**, *Rutgers Business School*
Author: **Terri R Kurtzberg**, *Rutgers Business School*

(Un)common Ground: Misperceived Similarity Shapes Support for Employees with Invisible Disabilities

Author: **Chloe Kovacheff**, *U. of Toronto*

Acting as a Change Agent: The Factors that Facilitate Lesbian and Gay Employees' Proactivity

Author: **Chris Zhang**, *Wilfrid Laurier U.*
Author: **You-Ta Chuang**, *York U.*
Author: **Robin Church**, *Ryerson U.*
Author: **Jing Wang**, *York U.*

Effortful Identity Management Among Workers with Hearing Loss

Author: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Author: **Robert Keating**, *Northern Illinois U.*
Author: **Jesus Martinez**, *Northern Illinois U.*
Author: **Lisa M Finkelstein**, *Northern Illinois U.*
Author: **Larissa K. Barber**, *San Diego State U.*
Author: **Deborah Elizabeth Rupp**, *George Mason U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1763** | Submission: **12651** | Sponsor(s): **(SIM, OB)**
Scheduled: **Tuesday, Aug 8 2023 9:45AM - 11:15AM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Psychedelic Assisted Therapy: Refreshing Assumptions of What's Possible Through and In Organizations

Organizer: **Adelaide Wilcox King**, *U. of Virginia*
Participant: **Allison Elias**, *U. of Virginia Darden School*
Participant: **Yu Tse Heng**, *U. of Virginia - McIntire School of Commerce*
Participant: **Kisha Lashley**, *U. of Virginia*

This symposium is designed to initiate an informed and generative foundational conversation about the emergence of the psychedelic assisted therapy (PAT) ecosystem as viewed through an organizational lens. The panel aims to embrace the prospects and responsibilities for management scholars to study and inform the construction of an 'above ground' industry ecosystem, and how this experience, and the learning that emerges, may be integrated to enlighten our understanding of organizations more broadly. As organization scholars, we have a distinctive opportunity to engage with this burgeoning industry in ways that help guide business practices, theoretical approaches, and analytical methods that may enable unique opportunities to unleash value and address damaging patterns of rigidity and diminishment at the individual, organizational, and systems levels.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1764** | Submission: **20246** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

Gender and Career Challenges

Session Moderator: **Isabella Scheibmayr**, *U. of Salzburg*

CAR: **Female Doctors' Navigating Constellation of Logics to Leadership Careers**

Author: **Isabella Scheibmayr**, *U. of Salzburg*
Author: **Astrid Reichel**, *U. of Salzburg*

Working part-time is often considered a personal decision highly relevant for career progression, especially leadership positions, even though many context factors are shaping work-time regimes in organizations. One such context are institutional logics that provide identification to career actors and shape career paths considered legitimate in a field. Institutional logics thereby link individual career choices and organizational structure. In a career, multiple institutional logics interact in a 'constellation of logics' (Goodrick & Reay, 2011). Results from a mixed-methods study conducted with the Doctor's Association Salzburg indicate that these constellations as well as the underlying institutional logics are gendered with consequences for how part-time in leadership positions is discussed. Interviewing ten doctors in Salzburg hospitals we found part-time work in leadership positions both framed as possible and impossible at the same time. This part-time leadership paradox was resolved through the assumed reasons for part-time work framed around gender stereotypes. Two different constellations of logics were applied to (assumed) reasons for part-time, explaining how part-time in leadership positions is impossible under a family logic but possible under the professional/corporate/scientific logic dominant in doctors' careers. This multiple gendering of constellations of logics provides an explanation for the persistent barriers to women physicians in hospital leadership positions and contribute to our understanding of organizational HRM practices institutionalizing gender.

CAR: **The Dual Impact of Gender Homophily in Project-Based Networks on Female Employee Pay**

Author: **Asya Karabayeva**, *IE U. - IE Business School Madrid, Spain*
Author: **Monika D. Hamori**, *IE U. - IE Business School Madrid, Spain*
Author: **Marco Caserta**, *IE U.*

Project-based organizing has come to replace traditional bureaucratic hierarchies. However, little is known about how projectification of work impacts career outcomes of people working in these dynamic environments Using data from technology consulting company, we examine the gendered aspects of project-based work. We find, consistent with network literature, that females gravitate to other females, resulting in gender homophily in project-based networks. Further, we look at how this homophily impacts pay outcomes for female juniors. We base our prediction through integrating literature on relational demography, pay formalization and social capital theory of career success. The results show a dual impact: higher homophily in superior networks are instrumental to bonus pay (low formalization component of pay), whereas higher homophily in peer networks is detrimental to salary increase (high formalization component of pay).

CAR: **Hit or Sunk? Female Entrepreneurship and COVID-19 in Europe**

Author: **Raquel Justo**, *U. of the Balearic Islands*
Author: **Adrian Luis Merida**, *U. Carlos III de Madrid*
Author: **Antonio Golpe**, *U. OF HUELVA*

The outbreak of the COVID-19 pandemic and the measures that governments have implemented to combat it have disrupted the global economy in an unprecedented manner. Consequently, a rapidly growing body of literature assessing the impacts of this crisis on the labour market has emerged. While various studies suggest that women have been disproportionately affected by the pandemic, little is known as to its impact on female entrepreneurship. This article provides a comparative analysis of the probability of becoming unemployed of female entrepreneurs compared to male entrepreneurs and to men and women in other occupations. Our findings confirm that women in entrepreneurship have been hit the hardest of all groups by the pandemic. Further tests point to significant moderating effects of education and industry exposure to COVID-19 measures. Specifically, female entrepreneurs with tertiary education and those in industries with high levels of exposure appear to have been particularly harmed.

CAR: **Potential and the Gender Promotion Gap**

Author: **Alan M. Benson**, *U. of Minnesota*
Author: **Danielle Li**, *MIT*
Author: **Kelly Shue**, *Yale Business School*

We show that widely-used subjective assessments of employee ``potential'' contribute to gender gaps in promotion and pay. Using data on 29,809 management-track employees from a large North American retail chain, we find that women receive substantially lower potential ratings despite receiving higher job performance ratings. Differences in potential ratings account for approximately half of the gender promotion gap. Women's lower potential ratings do not appear to be based on accurate forecasts of future performance or attrition: women subsequently outperform male colleagues with the same potential ratings, both on average and on the margin of promotion, and women are less likely to exit the firm. Despite this, women's subsequent potential ratings remain low, suggesting that firms persistently underestimate the potential of their female employees.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1765** | Submission: **20239** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Academic Careers

Session Moderator: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

CAR: **Network Gains from Co-Affiliation with Multiple Organizations: Insights from Academic Careers**

Author: **Olga Igorevna Ryazanova**, *Maynooth U.*
Author: **Paola Zappa**, *U. College London*

Co-affiliation with multiple institutions has become a widespread phenomenon in global academic careers. Placed in the middle between full-time employment by one institution and a "boundaryless career" with no stable employment, long-term involvement with multiple institutions has been claimed beneficial to individual and organizational performance outcomes. Yet, empirical evidence is still limited and fragmented. We advance knowledge about the influence of co-affiliation with multiple institutions on salient career-related outcomes by investigating the relationship between co-affiliation and the forging of intra-organizational networks of scientific collaboration – specifically, co-authorship ties with colleagues at the secondary institution. We use a dataset of 266 research active academics who have published in the 164 top journals in Business and Management categories of the Clarivate Journal Citation Reports in 2016-2018. Drawing on a wealth of secondary sources, we collect data on their career histories and co-authorship relationships to test our research hypotheses. We discuss the implications of co-affiliations for both academics and institutions.

CAR: **University Presidents' Road to the Top: An Accidental Meritocratic Career Trajectory**

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Author: **Huong Nguyen**, *La Trobe U.*
Author: **Sebastien Point**, *EM Strasbourg Business School*
Author: **Lisa Thomas**, *Kedge Business School*

Making it to the top of an organization is a career target for many, including for those in academia. The size and importance of the higher education sector is globally increasing, however, the literature on university president careers remains scarce. We interviewed 48 university presidents in the UK, France, and Vietnam, to identify the 'why' and 'how' of their career trajectories. While the academic career model resembles the nature of 'new careers' our findings support and expand several career theories. We identified a multi-stage career trajectory, where progress to the next stage is contingent on certain requirements being met as the career progresses. It is only from having achieved prior levels that the move to an executive leadership role becomes a consideration. Progress is largely informal, partly 'accidental' and sponsored by existing leadership or other colleagues. Critical drivers for this trajectory included intrinsic drivers such as "benevolence" and "the will to have an impact". Furthermore, we observed similarities and differences between selected enablers and barriers across national systems. Finally, we reveal the almost non-existence of HRM involvement in the process, providing implications for those in charge of people management in universities.

CAR: **Diversity and the Academic Career**

Author: **Damla Köroglu**, *Istanbul U.*
Author: **Elisabeth Mueller**, *U. of the Bundeswehr Munich*
Author: **Joachim Schnurbus**, *U. of Passau*

Building on diversity research and social identity theory, we investigate whether and how diversity characteristics influence the decisions of PhD graduates to pursue an academic career. Using panel data from a cohort of PhD students who graduated in the 2014 academic year in Germany, we find that, in general, surface-level diversity characteristics, such as gender, only influence the academic career choice when deep-level diversity characteristics, such as personality, preferences, values, and social class, remain unconsidered. Among surface-level characteristics, we only find consistent evidence for foreign-born PhD graduates to be more likely to stay in academia than the native-born. Among deep-level characteristics, the life goals and values of PhD graduates play a crucial role in their decisions. Those seeking to generate new ideas and work independently aspire to academic careers more than those whose intentions are spread around materiality, freedom, and sociality. In addition, individuals who have gained diverse experiences through research visits and research collaborations and those from a higher social class have a higher probability of pursuing an academic career. These findings emphasize the complexity of the academic career choice and the need to pay more attention to the effects of deep-level diversity characteristics in academia.

CAR: **An Exploration of Career Script Awareness Within the Academic Career**

Author: **Adam Keeley**, *Maynooth U., Ireland*
Author: **Peter McNamara**, *Maynooth U.*

As individuals seek to make career decisions, they rely on career scripts to guide them towards successful and prosperous careers. However, career scripts can only guide individuals successfully when they are complete and/or accurate. Individuals may face career-related challenges when making decisions with limited awareness of the appropriate script. From the perspective of an academic career, individuals are presented with incomplete career scripts at various stages of their academic career. This study takes two approaches to assess how individuals are made aware of the teaching component of an academic career script. Conducting content analysis on promotion documents of 183 higher education institutions from Ireland, the UK, the US, Australia, Canada, and New Zealand, we identify how important teaching is for promotion. From here, we conduct a systematic literature review to determine how teaching requirements are approached at the education and recruitment stages of the career. Our study found that while teaching plays an important role in the awarding of promotion, individuals starting out, are presented with limited to no awareness of the importance of teaching to their careers. Additionally, they are presented with limited exposure during the early stages of their first faculty appointments.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1766** | Submission: **16144** | Sponsor(s): **(CAR, DEI, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Working Fathers: Overworked and Under-Familied?

Organizer: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Organizer: **Jegoo Lee**, *U. of Rhode Island*
Discussant: **Beth Kroner Humberd**, *UMass Lowell Manning School of Business*
Participant: **Brad Harrington**, *Boston College*
Participant: **Hannah Riley Bowles**, *Harvard U.*
Participant: **Marc Grau-Grau**, *U. Internacional de Catalunya*
Participant: **Elizabeth Baily Wolf**, *INSEAD*
Participant: **Peter Glick**, *Lawrence U.*
Presenter: **Elizabeth Johnson**, *Harvard Business School*
Presenter: **Sabrina Tanquerel**, *Ecole de Management de Normandie*
Presenter: **Sarah Thebaud**, *U. of California, Santa Barbara*
Participant: **Madison Avila**, *U. of California, Santa Barbara*

This symposium seeks to understand the experience of working fathers – from opportunities and constraints to support and stereotypes. The default for many working fathers is to fulfill the "ideal worker"—fully devoted to and available for the job, with no personal responsibilities or interests that interfere with this commitment to work – in their organizations and a "bread winner" – the sole or primary financial provider in their families. However, many working men also want to be engaged fathers. Given the competing pulls between roles at home and in organizations, many men are left feeling, as Erin Reid (2015) wrote: "over-worked and under-familied." Diving into the research on working fathers at this point in time is an opportune moment for scholars to support working fathers fulfilling their professional and caregiving ambitions, which can benefit them, their organizations and their families.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1767** | Submission: **10420** | Sponsor(s): **(CAR, OMT, STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Toward a More Granular Understanding of Antecedents and Consequences of Employee Mobility

Organizer: **Seyeon Kim**, *Stanford Graduate School of Business*
Participant: **Ken Moon**, *The Wharton School, U. of Pennsylvania*
Participant: **Arianna Marchetti**, *London Business School*
Participant: **Viktorie Sevcenko**, *INSEAD*
Participant: **Federica De Stefano**, *HEC Paris*
Participant: **Julien Clement**, *Stanford U.*
Participant: **Roxana Barbulescu**, *HEC Paris*
Participant: **Shinjinee Chattopadhyay**, *U. of Illinois*
Participant: **Sukti Ghosh**, *INSEAD*
Participant: **Harshvardhan Ketkar**, *Bocconi U.*

Employee mobility has garnered substantial attention across academics and practitioners for its increasing relevance in the modern workplace and its significant impacts on outcomes that drive firm competitive advantage. Despite rich literature on the organizational impacts of employee mobility within and across organizations, it remains unclear when and how organizations are able to reap benefits from employee mobility given that mobility also disrupts shared knowledge, coordination, and relational ties. The proposed symposium serves to develop a deeper understanding of the antecedents and consequences of employee mobility by testing important factors that have been overlooked such as cultural strength and training investments and by making use of granular, big data to identify pathways by which harmful effects of worker mobility are produced and alleviated.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1768** | Submission: **21064** | Sponsor(s): **(CM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Trust and Relationship Building

Session Moderator: **Mingyu Li**, *HKUST Business School*

CM: **How Perceived Lack of Benevolence Harms Trust of Algorithmic Management**

Author: **Mingyu Li**, *HKUST Business School*
Author: **Thomas Bradford Bitterly**, *HKUST Business School*

Across four pre-registered experiments, we demonstrate that benevolence is an important, but previously neglected, predictor of trust in algorithmic management. We demonstrate that perceived benevolence of algorithmic managers is significantly lower than that of human managers, which harms trust in algorithmic management, and that these effects are robust when we control for perceived ability and integrity. Although individuals frequently attribute abusive working conditions to algorithmic management, we disentangle the effects of abusive management and algorithmic management. We find that algorithmic and human managers are equally distrusted in abusive work environments, but in supportive work environments, algorithmic managers are seen as lower in benevolence and trusted less than human managers. Combined, these findings deepen our understanding of trust and provide practical advice on the adoption of algorithmic management.

CM: **Consumer Trust Repair in Live Streaming Commerce**

Author: **Qiushi Wang**, *School of Management, Xi'an Jiaotong U.*
Author: **Ping Han**, *Xi'an Jiaotong U. School of Management*
Author: **Shuwei Hao**, *School of Management, Xi'an Jiaotong U.*

Consumer trust plays a fundamental role in facilitating transactions of live streaming commerce, yet the lack of mature norms makes consumer trust easily undermined. This raises the pertinent question of how consumer trust can be repaired after being damaged, which has been overlooked by the emerging literature on live streaming commerce. Drawing upon trust repair research, we theorize how broadcasters' combination strategies of different levels of responsibility-taking contribute to trust repair by influencing consumer forgiveness, and we investigate the moderating role of consumers' perceived parasocial interaction with broadcasters in such trust repair process. Through a scenario-based experiment, our results reveal that a high-level responsibility-taking strategy (i.e., a combination of acknowledging backward-looking responsibility and undertaking forward-looking responsibility) and a moderate-level responsibility-taking strategy (i.e., a combination of displacing backward-looking responsibility and undertaking forward-looking responsibility) are equally effective in repairing consumers' damaged trust in the broadcaster, whereas a low-level responsibility-taking strategy (i.e., a combination of displacing backward-looking responsibility and shirking forward-looking responsibility) cannot significantly repair consumers' trust. Furthermore, when consumers perceive higher parasocial interaction with broadcasters, broadcaster's moderate and high levels of responsibility-taking strategies are more effective in repairing consumers' damaged trust by facilitating forgiveness. This research contributes to the advancement of trust repair theory in live streaming commerce, and also provides practical insights for broadcasters to effectively resolve trust crises.

CM: **The Effects of Cognitive over Affective Empathy on Team Conflict and Performance**

Author: **Valentina Sara Schneider**, *London Business School*
Author: **Randall S Peterson**, *London Business School*

Empathy is the ability to understand others and comes in the form of a cognitive understanding of others' perspectives, or an affective matching of what others feel. We hypothesize that greater member cognitive empathy reduces the conflict teams experience and improves team performance. Greater affective empathy, we argue, increases conflict and reduces team effectiveness. We test our hypotheses on 624 graduate business students in 145 teams from 66 countries using a multi-wave data collection strategy. Our results support the hypothesis that cognitive empathy reduces dysfunctional conflict and improves team performance. However, we found mixed results regarding our hypothesis that affective empathy increases conflict and reduces team effectiveness and performance.

CM: **Exploring the Effect of Trust on Negotiation Outcomes Between Teams and Individuals**

Author: **Jacob Rathjens**, *The Ohio State U. Fisher College of Business*

Negotiations are a key endeavor in many parts of life. Many significant negotiations are conducted by teams of negotiators, rather than two individual negotiators. Supporting the value of having teams negotiate, team-on-team negotiations are associated with higher joint gain than one-on-one negotiations. However, teams of negotiators also report lower levels of trust in the other party than do individuals. With trust being an important, established, antecedent to joint gain, in this paper I argue that their relatively lower trust helps promote different behaviors than do individuals, which accounts for their higher achieved joint gain than solos. The hypotheses are tested in an experiment which provided partial support for the hypotheses.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1769** | Submission: **13648** | Sponsor(s): **(CM, DEI)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon A**

Group Faultlines in Upper Echelons: Triggers, Challenges, and Outcomes

Session Chair: **Yunhyung Chung**, *U. of Idaho*
Organizer: **Taekjin Shin**, *San Diego State U.*
Discussant: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Discussant: **Siri Ann Terjesen**, *Florida Atlantic U.*

While there is a large body of research on team faultlines, a vast majority of diversity research in the upper echelons literature has mainly focused on diversity based on a single attribute separately (e.g., gender diversity and racial diversity) to understand how upper echelon diversity affects various firm-level outcomes. Thus, our symposium aims to contribute to the field of diversity in the upper echelons by incorporating the concept of faultlines into the research about management teams and boards of directors. In particular, presentations in the symposium aim to go beyond existing faultline research that has mainly focused on the strength of demographic faultlines. To resolve inconclusive findings on demographic faultlines, our symposium includes presentations that examine contextual factors that trigger the activation of dormant faultlines in the upper echelons, investigate various types of faultlines (e.g., ideology-based faultlines), and subgroup characteristics in the upper echelon teams to understand more precisely how subgroups formed by faultlines influence individual and social behavior. By exploring these new areas of research, presentations in this symposium advance research on faultlines in upper echelons.

What Triggers Director Departure? Power, Faultlines, and Subgroup Perspectives

Author: **Taekjin Shin**, *San Diego State U.*
Author: **Jihae You**, *U. of Memphis*
Author: **Yunhyung Chung**, *U. of Idaho*

Not Just a Woman or a Man: Board Faultlines, CEO-female Director Interface and Firm Performance

Author: **Esha Mendiratta**, *Vlerick Business School*
Author: **Sabina Nielsen**, *Copenhagen Business School*

The Elephant-Donkey Divide: Ideology-Based Fautlines and Strategic Renewal in Turnaround Situations

Author: **Dimitrios Georgakakis**, *U. of York*
Author: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Author: **Albert Cannella**, *Texas A&M U., College Station*

Start-up Team Funding

Author: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*
Author: **Chester S. Spell**, *Rutgers U., Camden*
Author: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1770** | Submission: **20447** | Sponsor(s): **(CMS)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Performances/Visual

Session Moderator: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*

CMS: **CEO Activism: Political Footprints Through Online Identity and Personal Branding**

Author: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Caio César Coelho Rodrigues**, *U. de São Paulo - USP*
Author: **Benjamin Rosenthal**, *FGV EAESP*
Author: **Bruno Leandro**, *FGV EAESP*

CEO activism is increasingly important, and the literature on the topic has been advancing quickly, however it usually studies liberal and progressive CEOs from the global north. This article explores how a Brazilian CEO activist tailors his online identity through personal branding mechanisms to increase his footprint. We conduct a critical visual analysis of the Instagram profile of a right-wing Brazilian CEO activist. This shows a unique perspective on a conservative CEO from the global south. We bridge theories of personal branding and online identity to explain how CEO activists can engage larger audiences and foster ideologies. Specifically, adding to CEO activism, we claim that through personal branding mechanisms, CEO activists will intentionally establish an online identity that goes beyond any issue, empowering themselves to participate in the public debate. Personal branding mechanisms allowed the CEO activist we analyze to establish a mutualistic relationship with the values and ideas of the Brazilian conservative right and to engage large audiences by conveying authenticity in his personal brand.

CMS: **Messing Up Visual Organizational Studies**

Author: **Kaiyu Shao**, *China U. of Political Science and Law*
Author: **Maddy Janssens**, *KU Leuven*
Author: **Michelle Greenwood**, *Monash U.*

Visual and visual methods have this inherent ‘messy potential’ as they are potentially able to better capture the unspeakable, contradictory, elusive, sensory aspects of organization. Nevertheless, there are concerns that visual organizational studies (VOS) may not live up to their messy potential. We hereby aim to understand how VOS capture the messiness of organizational life. Analyzing this domain through a three-level ‘problematizing review’, we draw on the broad readings in visual studies (level 2) and reflexivity (level 3) to guide our review of the empirical VOS (level 1) with three questions: 1) which visual realities are created? 2) where does visual meaning reside? and 3) how is the visual researcher understood? Our analysis shows primarily an orderly way of knowledge production, where VOS tend to create tidy realities, reduce the multiplicity of visual meanings, and understand the researchers as authoritative knowledge producers. Based on our findings, we further re-imagine a messier VOS and conclude by offering our methodological contributions to the problematizing review method.

CMS: **Dog as a Quasi-Consumer**

Author: **Iida Hietala**, *Aalto U.*

This article explores the position of nonhuman animals, such as companion dogs, in moments of contemporary arts consumption. Companion dogs are a part of the everyday lives of millions of consumers and accompany urban experiences in consumption spaces. Despite numerous calls for understanding the realities of the co-existence of multiple species, there is insufficient discussion of these lived moments in marketing literature. By bridging consumer research and organisational studies in an interdisciplinarily manner and utilising autoethnographic and autonethnographic methods, I challenge this silence by illuminating consumers’ everyday lives as they are lived with other species, and trace the contours of formation of subjectivities precipitated in these moments of being-together. To go beyond the contested object/subject dichotomy, I draw on Michel Serres, arguing that canines are quasi-consumers – neither reduced to objects nor given the full agency of subjects – but acting as participants in the consumption processes that bring about a dynamic (re)configuration of the relationships between the actors, materials, spaces, technologies. I contribute to research by introducing new conceptual vocabulary and considering how new concepts help reveal abstracted commercial, economic, and artistic relations.

CMS: **From the Clap to the Finger! Rhetorical Genres, Audience and Critical Care Nurses (WITHDRAWN)**

Author: **Peter Hamilton**, *Durham U.*
Author: **Oonagh Hamilton**, *U. of Northumbria*
Author: **Martyn Griffin**, *U. of Sheffield*
Author: **Robert McMurray**, *Royal College of Surgeons in Ireland*
Author: **Nicki Credland**, *U. of Hull*

The COVID-19 pandemic witnessed untypical demonstrative public celebrations for front-line workers. In the UK this took the form of Clap for Carers (CfC), a ten-week initiative that was a purposeful, celebratory initiative that sought to praise so-called keyworkers. Here we identify CfC’s applause-based sonic rhetoric as an instance of Aristotle’s praise-oriented epideictic genre and in contra distinction to the tendency of rhetorical studies to focus on the speakers and/or message we focus on one CfC audience. Based on a longitudinal qualitative study with Critical Care Nurses (CCN) working through the pandemic we undertake a genre analysis on their reception and response to CfC’s epideictic rhetoric. On the basis that the audience of rhetoric can in turn become the producers of rhetoric, findings show that CCNs responsive rhetoric to the public aligned with Aristotle’s forensic genre, while their response to government hallmarked the deliberative genre. Respectively, the former was constructed through judgements that were accusatory and evidential, the latter through a critique of inadequate allocation of resources. A significant rhetorical device was antithesis, the word scheme based on contrasts. In exploring workers’ reception and response we show the need to understand the role of audience as a listener who become a speaker that craft a rhetoric in response to rhetoric aimed at them.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1771** | Submission: **20341** | Sponsor(s): **(CMS)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Dark Side Cases

Session Moderator: **Elina Riivari**, *U. of Jyväskylä*

CMS: **Dark Side Case: Rio de Janeiro, the Wonderful City, Gets Smarter, but for Whom?**

Author: **Manuela Lorenzo**, *Brazilian School of Public and Business Administration*
Author: **Bianca Sá**, *Brazilian School of Public and Business Administration*
Author: **Ana Christina Celano**, *IBMEC, Rio de Janeiro*

This teaching case illustrates a dilemma for Gabriel, a young man working as head of Rio de Janeiro's urban planning secretary in early 2022. Gabriel built a successful career at Brazil's most prominent technology company in the private sector. Still, a new challenge that was too big to refuse changed everything – now, starting in the public sector, Gabriel is the one responsible for a massive project that had the potential to change Rio de Janeiro's downtown and make Rio a leading smart city. The project attracted significant attention from construction companies interested in the benefits they would gain from the contract. Moreover, Gabriel needed the project to be approved by the city council. He was confident about the project and that it was the change Rio's downtown needed. But change for whom? A meeting with Teresa, a councilwoman with several criticisms of the project, unveiled the reality of the city center and its population to Gabriel. Teresa was an architect and urbanist, an activist for urban struggles, who had worked previously in urbanization and popular housing projects. Teresa forced Gabriel to see the elephant in the room, the reality he (and many others) overlooks every day: before being "smart," Rio's downtown needed social housing, culture, and security, in other words, basic needs. Now, Gabriel questioned which "change" Rio needed. Could Gabriel understand Rio's needs with his private sector mindset? Or a new one, a public manager mindset? But would the stakeholders still fund the project if he embraced Teresa's perspective? What should Gabriel do?

CMS: **Dark Side Case: Decisive Moment for Uber's Chief Security Officer**

Author: **Nour Abdul Wahed**, *Lazaridis School of Business & Economics*
Author: **Prescott C. Ensign**, *Lazaridis School of Business & Economics*

In November 2016 Uber's Chief Security Officer, Joseph Sullivan, was faced with making a critical decision. He had just learned that hackers were claiming they had gained access to the data 57 million users. They were also requesting $100k for their silence and the deleting of the private information they acquired. What should Sullivan do? Uber already has a negative reputation with the media related to a list of incidents including a large data breach in 2014. Uber did not need more negative publicity. Moreover, Uber's CEO, Travis Kalanaik, and the organization's culture would probably prefer hiding the breach and paying the hackers. Sullivan has a family and was fairly new in the job so he probably did not want to make any missteps and risk loss of his job. The case also raises the issue of whether to use a (retroactive) Bug Bounty Program – one in which he could hire (reward) the hackers to reveal how the breach was done and keep quiet about the breach. All in all, Sullivan had to decide if he should: pay or not pay the hackers ransom; hire the hackers on a Bug Bounty contract; publically disclose the breach or hide it; or even simplhy just ignore the whole thing and see what happens. Whatever decision Sullivan makes will have consequences for Uber, various stakeholders and him personally.

CMS: **Dark Sde Case We are all Misky Sonqo:Teaching and Struggling Against Higher Education Marketization**

Author: **Lucia B. Oliveira**, *FGV-EBAPE*
Author: **Patricia Calderón**, *Unigranrio Afya*
Author: **Ana Christina Celano**, *IBMEC, Rio de Janeiro*
Author: **Sergio Wanderley**, *Unigranrio Afya*

The case portrays the drama of a private university professor who, after 20 years of intense work and dedication, was fired. The family-owned organization she used to work for was recently purchased by an educational conglomerate and her fate was one of the many professors who were dismissed in the aftermath of the acquisition. The case addresses the issue of capital concentration and marketization among private higher education institutions and its consequences for professors who work in the sector. It also discusses the personal costs of labor precarization. Prepared for use in undergraduate and graduate human resources management, labor relations, and public policy programs, the case is expected to help students understand the challenges workers face in the labor market in a context of capital concentration and decreased opportunities.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1772** | Submission: **18843** | Sponsor(s): **(CMS, SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Pragmatist Perspectives on Placing the Worker Front and Center for a Sustainable Society

Organizer: **David Jarrett**, *U. of Missouri, Kansas City*
Organizer: **Pierangela Morlacchi**, *U. of Sussex*
Discussant: **Philippe Lorino**, *ESSEC Business School*
Presenter: **Tracey Dodd**, *U. of Adelaide*
Presenter: **Benôit Tricard**, *NEOMA Business School*
Presenter: **Guy Huber**, *Oxford Brookes U.*
Presenter: **Kristiane Lindland**, *U.of Stavanger social sciences*
Presenter: **Alvin Panjeta**, *IRG, U. Gustave Eiffel, U. Paris-Est Créteil, F-77454 Marne-la-Vallée*

Organizational and management scholars have shown growing interest in classical pragmatism to think and act differently to address current problems and theoretical questions in a complex and uncertain world (Farjoun, Ansell & Boin, 2015; Simpson & den Hond, 2022). This interest has re-opened the work of the key classical pragmatists – John Dewey, George Herbert Mead, William James, Charles Sanders Peirce, Jane Addams and Mary Parker Follett – to novel interpretations to explore their distinctive, fruitful perspectives on organizational phenomena such as practice, routines, creativity, power, governance, and ethics (Elkjaer & Simpson, 2011; Kelemen & Rumens, 2013; Lorino, 2018; Wicks & Freeman, 1998). The distinctive features of pragmatist philosophy – such as a commitment to processual thinking that shifts the focus from stability to change; a future orientation and a disposition to act imaginatively in situations of uncertainty; and a sensitivity to ethics and democracy – all relate directly to the reconstruction of experience. This idea, at the heart of classical pragmatism, can help us in "putting the worker front and center" of collective experimentation for co-creating a sustainable society and better futures. The presentations in this symposium showcase how six scholars are translating pragmatist philosophy into theoretical perspectives to engage with current problems and theoretical questions.

Overcoming the Tragedy of the Commons - A Pragmatist Relational Stakeholder View

Author: **Tracey Dodd**, *U. of Adelaide*

Sociomateriality or Semiotic Mediation to Overcome Dualisms? Insights from Pragmatism

Author: **Philippe Lorino**, *ESSEC Business School*
Author: **Benôit Tricard**, *NEOMA Business School*

Is AI Achieving Consciousness? No, But We Should Be Worried About Its Effect on Our Own Subjectivity

Author: **Guy Huber**, *Oxford Brookes U.*
Author: **David Knights**, *Oxford Brookes U.*

Putting Our Pragmatist Imagination and Democracy to Work: Re-Imagining Digital Entrepreneurship

Author: **Pierangela Morlacchi**, *U. of Sussex*

Leadership Through Collective Work(er) Effort

Author: **Kristiane Lindland**, *U.of Stavanger social sciences*

Switching Inquiries or How the Workers Get Back to the Center: Workshops in the French Public Sector

Author: **Alvin Panjeta**, *IRG, U. Gustave Eiffel, U. Paris-Est Créteil, F-77454 Marne-la-Vallée*

Session Type: **Paper Session**
Program Session: **1773** | Submission: **20522** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Commonwealth Room**

Artificial Intelligence (AI) & Decision Making

Session Moderator: **Zhi Ming Tan**, *Cornell U.*

CTO: **"That's What the Computer Said": Understanding Models and Opacity in Decision Making**

Author: **Zhi Ming Tan**, *Cornell U.*
Author: **Diane E. Bailey**, *Cornell U.*

Models used to aid decision-making in work and organizations vary in terms of their formalism, typically interpreted as the extent to which they are expressed precisely in mathematical or logical terms. Understanding where AI models fall along the continuum from informal to highly formal models is important in shedding light on whether they might be accepted by decision makers. However, ambiguity in what is meant by formalism complicates placement of AI models on this continuum. We propose a 2x2 matrix of explicitness of computation versus specificity of relations that may prove a better conceptual device for understanding differences in formalism. Exploration of this matrix suggests that people who routinely work with structured scientific models may be most concerned about opacity in AI models while those who typically employ unspoken mental models might be most willing to accept AI models. We draw upon examples from our study of dairy farms, where sensor data increasingly serve as the input for computer-embedded models that are replacing or augmenting the mental and intuitive models previously employed by farmers. We argue that AI models' computer embeddedness and not the inexplicable logic of their computations will prove the bigger hindrance in their acceptance. AI models share this problem with many other computer-embedded models, a problem that arguably arises when model building shifts from users to computer experts.

CTO: **AI and Bureaucratic Decision-Making: A New Layer of Opacity**

Author: **Antonio Cordella**, *London School of Economics*
Author: **Francesco Gualdi**, *London School of Economics*

This article offers an in-depth analysis and explanation of the reasons whyof AI cannot solve the problems of transparency and accountability of public administration bureaucracies. The paper contributes offering an innovative theoretical framework for the analysis of AI: the theory of functional simplification and closure. Moreover, the paper contributes providing an innovative way to study AI in the context of public sector bureaucracies, shedding lights on the different impacts of AI on the transparency and accountability of public administration bureaucracies using Mintzberg's taxonomy of machinery and professional bureaucracy (Mintzberg, 1983). To support the theoretical argument the paper analyses the well-known public sector AI case of COMPAS, the algorithmic system used to assess offenders' risk score in US Judiciary – to illustrate how and why AI makes opaquer public bureaucracies decision-making.

CTO: **A Meta-Analysis and Review About the (Un)Fairness Perceptions of Algorithmic Decision-Making**

Author: **Josephine Mago Moritz**, *Heinrich-Heine U. of Dusseldorf*
Author: **Larissa Pomrehn**, *Heinrich Heine U. Düsseldorf*
Author: **Holger Steinmetz**, *U. of Paderborn*
Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

This meta-analysis investigates the relationship of algorithmic decision-making (ADM) and perceptions (e.g., fairness) as well as perceived organizational outcomes (e.g., organizational attractiveness), and further explores moderators (cultural cluster, gender, age) to understand algorithm aversion and appreciation within the business and management context. Previous research shows ambiguous results with ADM being perceived as either averse or appreciative. Hence, we propose a synthesis of existing research to shed light on the current status quo. Based on a sample of 21 studies and 67 effect sizes (N = 7,818) we find that, compared to human decision-making, the use of ADM was perceived as less fair and as a bigger threat, and organizations which use ADM were seen as less attractive. Cultural clusters moderated the relationship between perception of ADM and outcomes, whereas the samples' mean age and percentage of females did not. We developed a framework that qualitatively incorporated further proposed antecedents and contextual factors that affect perceptions of ADM. As algorithm aversion is prevailing, further research needs to be conducted to understand this phenomenon in more detail, so that managers and organizations are able to use ADM most effectively.

CTO: **Awakening to Algorithmic Transgressions: Non-Users Discovery of Algorithmic Decision Making**

Author: **Lisen Selander**, *U. of Gothenburg*
Author: **Sirkka Jarvenpaa**, *U. of Texas at Austin*
Author: **Charlotta Kronblad**, *Stockholm School of Economics*

Individuals in civil society are increasingly impacted by algorithmic decision-making but are often unaware that decisions targeting them are delegated to machines. Such unawareness is particularly problematic in the case of faulty decisions and institutional transgressions. How do individuals begin to suspect that they have been targeted by an algorithm and how do they uncover the hidden nature and opacity associated with these systems (their inputs, process, and outputs)? In resource-scarce environments, such as the public sector, noticing such transgressions and tracing them to the algorithm is crucial to protect social justice and public trust in institutions. In this manuscript, we build on the work of von Krogh (2018) on the discovery process of algorithmic decision-making and expand this theory to a non-user perspective exploring algorithmic decision-making from the perspective of the targets of the decisions. Our study contributes to the emergent literature on algorithmic decision-making and the theory on abductive reasoning by pointing at the emotional, cross-layered, and collective work associated with algorithmic discovery.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1774** | Submission: **20571** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Forum Room**

Information Technology & Workers

Session Moderator: **Sienna Helena S. Parker**, *U. of California, Santa Barbara*

CTO: **Burned Out by Technology: How Perceived Autonomy Shapes Strategies to Reduce Digital Exhaustion**

Author: **Sienna Helena S. Parker**, *U. of California, Santa Barbara*
Author: **Roni Shen**, *U. of California, Santa Barbara*
Author: **Paul Leonardi**, *U. of California Santa Barbara*

Knowledge workers report increasing burnout at work. Mounting evidence suggests that increased use of digital technologies in the workplace is one factor contributing to burnout. We integrate various streams of research on digital technology use to develop the concept of digital exhaustion, which we define as the overwhelming state of psychological and physiological fatigue that results from the cumulative use of multiple digital technologies in both work and non-work contexts. Through a qualitative study of digital technology use amongst knowledge workers across a variety of industries, we show that informants are acutely aware of the degree to which they are exhausted by their use of digital technologies in and outside of work and that they enact a number of strategies in an attempt to cope with their exhaustion. The data show that some of these strategies are targeted at the symptoms of digital exhaustion, while others are targeted at the sources of digital exhaustion. We identify a cycle in which a knowledge worker's level of perceived autonomy shapes the strategic approaches they choose to enact. Notably, perceived autonomy is also shaped by whether the chosen strategy is successful, reducing digital exhaustion. We build from these data to develop a grounded theoretical model that explains the relationship between perceived autonomy, strategies targeted at sources and symptoms, and ongoing levels of digital exhaustion. We explore the implications of this model for theories of digital technology use in organizations.

CTO: **What IT Professionals Value:The Curvilinear Relationship Between Relative Wages and Job Satisfaction**

Author: **Yao Zhao**, *Hong Kong U. of Science and Technology*
Author: **Dongwon Lee**, *Hong Kong U. of Science and Technology*
Author: **Sunil Mithas**, *U. of South Florida*

As the demand for IT professionals is growing in recent years especially in the post COVID period, talents retention becomes a critical issue for IT companies. The traditional labor economics literature suggests that higher compensation leads to higher job satisfaction. However, the recent notion of firm-specific incentives suggest that employees are willing to accept below-market wages for the extra positive utilities they gain at the focal firm. Our study examines the relationship between relative wages and job satisfaction for IT professionals and explores what aspects IT professionals value in their work experience. Using a dataset from 9,000 Indian IT professionals over 2007 to 2011, we found that there is a curvilinear U-shaped relationship between relative wages and job satisfaction such that IT professionals who have high satisfaction towards the work culture, growth opportunities, and work life balance have high job and pay satisfaction even though they receive relative low wages. The results have important practical implications for IT organizations by indicating that labor retention does not necessarily relate to offering a generous compensation. IT organizations should improve the cultural aspects of the work environment and provide career development opportunities to keep talents in a long-term tenure.

CTO: **Is Anyone Listening? Early Career Female IT Professional's Mistreatment, Voice and Burnout**

Author: **Riitta Hekkala**, *Aalto U. School of Business*
Author: **Emma S. Nordbäck**, *Hanken School of Economics*

Junior female IT professionals occupying more peripheral roles, such as business- or design-oriented, in information system development projects are prone to workplace mistreatment. We take stock on their well-being and investigate through a longitudinal case study how four early career IT professionals, holding more peripheral roles, cope with mistreatment through different voice and silence behaviors. Through yearly narrative interviews (2017-2020), we discovered that all professionals experienced role-based mistreatment – which took place through structural and interpersonal means. They all shared similar voice and well-being trajectories, in that they started off as engaged (engaging in constructive voice to improve the situation) but ended up disengaged (silenced) and resigned (lost hope, left for sick leave). We provide explanations to why shifts in voice behaviors take place, and how such voice trajectories impact well-being over time. Our study contributes to theory on voice processes and prolonged mistreatment among female IT professionals.

CTO: **Servant Leadership and Employees' Cyberloafing: A Moderated Mediation Analysis**

Author: **Anas A. Salameh**, *Prince Sattam Bin Abdulaziz U.*
Author: **Walaa A. Zabadi**, *College of Business Administration, Prince Sattam Bin Abdulaziz U.*

Building on social cognitive theory, the present study proposes a negative relationship between servant leadership and employees' cyberloafing. Furthermore, the study proposes an indirect relationship between servant leadership and cyberloafing via the sense of belongingness to the organization. The study also proposes the moderation effect of moral attentiveness on the direct link between servant leadership and cyberloafing and the indirect link between servant leadership and cyberloafing via the sense of belongingness to the organization. Using time lag survey data collected from the 303 employees enrolled as students in large universities in KSA, the findings showed that all the hypothesized relationships were supported. The present study contributes to the different streams of literature as well as offers several useful suggestions for managers and organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1775** | Submission: **20384** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Information Technology and Organizations

Session Moderator: **Franklin Nakpodia**, *Durham U. Business School*

CTO: **How Enterprise Systems Enable Strategic Change by Incoming CEOs Under Varied Loci of Complexity**

Author: **Ojaswi Malik**, *Indian School of Business*
Author: **Abhishek Kathuria**, *Indian School of Business*
Author: **Prasanna Karhade**, *Chinese U. of Hong Kong*

Enterprise systems play a key role in the execution of firm strategies. A critical strategic choice a new Chief Executive Officer (CEO) makes is of strategic change or strategic persistence, which are defined as change or stability over time in a firm's pattern of resource allocation in key strategic dimensions, respectively. In this study, we maintain that enterprise systems can enable or constrain an incoming insider or outsider CEO in implementing strategic change or persistence in the presence of environmental complexity, strategic complexity, and operational complexity. Accordingly, we adopt a configurational perspective accompanied by fuzzy-set qualitative comparative analysis (fs-QCA) to explicate complex nonlinear relationships among CEO succession, firm's enterprise system extensiveness, and complexities residing at three loci. Ultimately, the multiple equifinal configurations from our study are used to generate theoretical configurational propositions for two types of CEOs namely the "Internal Complexity Warrior" and the "Digital Warrior" CEO.

CTO: **The Nexus Between Digital Technology, Social Entrepreneurship and Resilience in a Developing Country**

Author: **Franklin Nakpodia**, *Durham U. Business School*
Author: **Folajimi Yesir Ashiru**, *Coventry Business School*
Author: **Jacqueline Jing You**, *U. of York*
Author: **Oluwasola Oni**, *Pan-Atlantic U., Lagos, Nigeria*

Social entrepreneurship (SE) is a complex phenomenon designed to resolve numerous societal challenges while remaining economically viable. However, how social entrepreneurs in developing countries have used digital technologies to address communal challenges during the Covid-19 crisis is largely undocumented. Thus, this research examines social entrepreneurs' adoption of digital technologies, the multi-level organisational conditions, and associated innovative outcomes of engaging digital technologies. Based on the theoretical framework of organisational resilience, this research employs a qualitative methodology (38 semi-structured interviews with Nigerian SE firms) to investigate social entrepreneurs' engagement with digital technologies. Our findings reveal 19 pathways through which digital technologies enabled organisational resilience outcomes by Nigerian SE firms during the Covid-19 pandemic. This allows us to show, via a 3x3 matrix, how social entrepreneurs deploy digital technologies to build proximate, dynamic, and continuous resilience in a weak institutional context. Our findings enable us to advance the SE - digital technologies - resilience scholarship in a developing economy.

CTO: **Aligning Business and IT as a Coevolution Process: From Principles to Practices**

Author: **Fabrizio Amarilli**, *Politecnico di Milano*
Author: **Mario Van Vliet**, *Vrije U. Amsterdam*
Author: **Bart Van Den Hooff**, *Vrije U. Amsterdam*

Despite an extensive body of research on Business-IT alignment, insight into the practices through which alignment can be realized is still relatively scarce. The interpretation of alignment as a coevolution process provides insight into the principles through which a persistent aligning of business and IT may be achieved. The incorporation of these principles in corporate practice, however, is still limited. In this paper, we address this gap, by combining insights from the literature with the empirical findings from five case studies. We identify four principles of coevolution, and 14 alignment practices through which these principles are operationalized. We also discuss how these principles and practices are interconnected. This paper contributes to filling the gap between theoretical alignment principles and operational practices that exists in literature. Identification of principles and practices and understanding their connection provides operational guidance for organizations to optimally shape the process of aligning business and IT.

CTO: **The Influence of Enterprise Social Media Ostracism on Digital Creativity**

Author: **Ahsan Ali**, *School of Economics and Management, Zhejiang Sci-Tech U.*
Author: **Ali Ahmad**, *Radboud U. Nijmegen*
Author: **Nazik Hangeldiyeva**, *Zhejiang Sci-Tech U.*

Although, a significant number of empirical evidence has demonstrated that ostracism has distressing effects on employees, knowledge about how such online experience impacts employees' job outcomes is limited. This research draws on the conservation of resources theory to develop and test a research model that specifies how enterprise social media ostracism impacts the digital creativity of employees. Using a time-lagged research design, this study found that enterprise social media ostracism is negatively related to employee digital creativity via serially mediated relationships including psychological distress and creativity goal striving. Furthermore, results demonstrate that performance tension strengthens the relationship between enterprise social media ostracism and psychological distress. In addition, performance tension moderates the serially mediated relationship between enterprise social media ostracism and digital creativity via psychological distress and creativity goal striving. Specifically, findings suggest that performance tension strengthens the negative indirect relationship between enterprise social media ostracism and digital creativity via psychological distress and creativity goal striving. This study discusses theoretical contributions and practical implications in a later section.

KEY TO SYMBOLS

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Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Family and Occupation

Session Moderator: **Galy Binyamin**, *Ariel U. Department of Economics and Business Administration, Israel*

DEI: **A Worker and A Daughter: Building Women's Resilience when Coping with the Work-Eldercare Conflict**

Author: **Galy Binyamin**, *Ariel U. Department of Economics and Business Administration, Israel*
Author: **Hedva Vinarski Peretz**, *The Max Stern Yezreel Valley College, Israel*

As society is aging, middle-aged women are still experiencing the work-family conflict, not as working mothers, but as working daughters who must juggle paid work while providing informal care to their elderly parents. The aim of this study was to explore these women's subjective experiences in building resilience to better understand the socio-psychological mechanisms affecting their ability to cope with the ongoing work-eldercare conflict. It is grounded in the theoretical framework of Kobasa's 3Cs of resilience (hardiness): Challenge, Control, and Commitment. However, although employee resilience is often perceived as psychological trait, it is nested in the informal context of organizations. Thus, we expanded the construct of resilience by adding a fourth component, consideration, to capture a more comprehensive organizational construct of resilience. We analyzed 22 semi-structured interviews with middle-aged women, using a hermeneutic phenomenology approach. The findings revealed two coping strategies for each of the four components of resilience that these women use to build their resilience to cope with the continual work-eldercare conflict. These findings have implications for both line managers and human resource managers, especially since the percentage of caregivers in the labor market is likely to grow.

DEI: **Work-Family Habits? Exploring the Persistence of Traditional Work-Family Decision Making**

Author: **Laura Suzanne Radcliffe**, *U. of Liverpool*
Author: **Catherine Cassell**, *U. of Durham*
Author: **Leighann Spencer**, *U. of Liverpool Management School*

Decisions made within the family have long been recognized as a central obstacle to achieving gender equality, not only in the home but also in the workplace, due to the interdependent relationship between work and family domains. Here we focus particularly on how couple-level work-family decision-making processes influence (non)egalitarian work-family decisions. We draw on a qualitative diary study with 60 participants, comprising 30 dual-earner couples, to examine work-family decision-making in daily practice. Our findings demonstrate how egalitarian family identities, previously highlighted as important, are necessary but insufficient in enabling egalitarian work-family decisions. Instead, our findings demonstrate the fundamental role played by the decision-making processes couples engage in, particularly in relation to their frequently habitual nature. Thus, we show how, while family identities held by men and women may be converging, habitual decision-making processes often continue to prevent egalitarian daily practices. We introduce the concept of 'work-family habits' and develop a novel framework depicting daily work-family decision-making processes by dual-earner couples, demonstrating how each process leads to either more traditional or egalitarian work-family practices.

DEI: **Mothering Experiences of Migrant Architects While Navigating the Challenges of Occupational Closure**

Author: **Sreenita Mukherjee**, *Queen Mary U. of London*

This paper presents the findings of a research project on the lived experiences, career outcomes, and mothering experiences of female migrant architects from the Commonwealth in the UK architectural profession. The research design is qualitative, and I employed a postcolonial feminist analysis. This article finds that the intersection of occupational closure and motherhood impacted their lived experiences in the UK as they perceived that it would be challenging for migrant mothers to work and do mothering simultaneously, specifically while navigating the challenges of occupational closure and without social support in terms of childcare. During their fertile ages, some interview respondents chose to invest their time and energy in their careers rather than mothering and delayed their pregnancy; it shows that they believe in neoliberal ideologies as highly competitive human capital. However, the findings also indicate their ambivalent feelings regarding their motherhood role and professional identity.

DEI: **Putting the Behaviors into Family-Supportive Supervision: The Development of a Behavioral Typology**

Author: **Victoria Daniel**, *York U., Canada*
Author: **Amanda C. Sargent**, *Bentley U. - College of Business - Management Department*
Author: **Linda Shanock**, *U. of North Carolina, Charlotte*

Widely recognized as an essential management practice that can meaningfully shape key employee attitudes and behaviors, family-supportive supervision ("FSS") represents a form of managerial support aimed at helping employees effectively navigate the work-family interface. Despite the importance of perceived FSS for both individual and organizational outcomes, questions remain regarding the actual behaviors supervisors engage in to provide this targeted family support (or not). Consequently, substantive conceptual (e.g., ambiguity) and operationalization issues (e.g., confounded variance, abstraction) have stemmed from the lack of clarity and parsimony in the study of FSS. To address these limitations, we conducted a multi-phase mixed methods investigation with three unique samples of full-time employees to develop a behavioral typology of FSS behaviors. The resultant typology is distinguished by two dimensions (i.e., valence and effort) and organized into six categories that together span the full spectrum of unsupportive-supportive supervisor behaviors. This behavioral index and typological structure subsequently help to guide the refinement of the conceptualization of FSS and lays the groundwork for the creation of more objective FSS measures—a foundational step necessary for the advancement FSS research and practice.

DEI: **A Study of Family Helpers of Chinese Women Entrepreneurs**

Author: **Anna-Katharina Schaper**, *U. of Würzburg, Technical U. of Munich*
Author: **William B. Gartner**, *Babson College*

This study explores the kinds of help that family members provide to women entrepreneurs in China. We apply an explorative qualitative research design that draws on 23 semi-structured interviews of women who have started businesses in China. Based on an 'ideal type analysis,' we derive a typology of the following ways that family members give help: 1) 'Provide only business-focused instrumental and informational support,' 2) 'Mainly support with childcare and household-related tasks but also provide other instrumental and informational support,' 3) 'Provide all kinds of instrumental and informational support,' 4) 'Only provide instrumental support.' We show how entrepreneurial and non-entrepreneurial family members provide diverging kinds of help to childless and parent women entrepreneurs. In addition, key family helpers (partners/spouses, parents, in-laws) are identified. In contrast to other studies, our research emphasizes the role of in-laws and expands knowledge of the different roles of family help in entrepreneurship.

Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Socioeconomic Status, Class, Fairness, and Exclusion

Session Moderator: **Yang Bai**, *Guanghua School of Management, Peking U.*

DEI: **Procedural or Distributive Justice? The Role of Social Class in Justice Judgements Processes**

Author: **Yanzhao Su**, *Guanghua School of Management, Peking U.*
Author: **Yang Bai**, *Guanghua School of Management, Peking U.*

Although researchers are aware of the organizational phenomena caused by injustice treatment of social class, understanding of how organizational justice perceptions are responded differently by employees from the lower class and upper class is still very limited. The current study aims to address this issue by investigating the role of social class in justice judgments processes. Drawing on the social cognitive perspective of social class and fairness heuristic theory (FHT), we proposed that employee social class moderates the relationship between justice perceptions and job satisfaction and turnover intention. We further proposed that employees' perceived financial threat partially mediated the moderating effects. Our predictions were tested with a pre-registered archival dataset General Social Survey in the United States (Study 1) and a pre-registered 2-wave online survey in China (Study 2) of employed employees. In Study 1, the positive relationship between procedural justice and job satisfaction is stronger for lower than higher social class, while the positive relationship between distributive justice and job satisfaction is stronger for higher than lower social class. Study 2 replicated these findings, and additionally explored perceived financial threat as mechanisms for mediating the moderating effects of social class. Theoretical implications and future research directions are also discussed.

DEI: **Adding Insult to Injury: A Dual-Path Model to Working-Class Dignity Injury and Remediation**

Author: **Kristen Lucas**, *U. of Louisville*
Author: **Angela Gist-Mackey**, *U. of Kansas*

Managing and valuing diversity is a key strategic priority of contemporary organizations. But despite efforts to create inclusive and equitable organizational cultures for employees with diverse identities, social class is an identity frequently excluded from consideration. Consequently, the challenges working-class employees face in achieving dignity in the workplace are largely normalized and ignored. In this essay, we expose class-based vulnerabilities by outlining a dual-path model by which inequalities embedded within the workplace negatively impact dignity for working-class employees. In the first path, managerial practices that generate identity-indifferent material inequalities of financial reward, economic security, autonomy, and working conditions inflict direct workplace dignity injuries for those who are disadvantaged by those inequalities. In the second path, those same material inequalities cumulatively contribute to the construction of individuals' objective working-class identity, which may then trigger identity-sensitive social inequalities in interpersonal treatment that inflict dignity injuries across work and non-work domains. We introduce dignity equity as a novel concept that ultimately can inspire managerial practices that foster workplace dignity.

DEI: **The Pal-ly Equation:Decoding Friendship's Role in Dirty Workers' Lives Using Two Time-Lagged Studies**

Author: **Divya Tyagi**, *O.P. Jindal Global U., Sonepat, Haryana, India*
Author: **Mudit Shukla**, *Indian Institute of Management, Indore*

Dirty work entails roles, tasks, or occupations that are seen as demeaning or disgusting due to their association with physical, moral, or social taint(s). The scholarly interest in understanding the different facets of this form of work has risen in the recent Researchers have tried to uncover the features of dirty occupations, the challenges faced by the dirty workers, and the strategies they utilize to manage the taint due to their work. While these studies have been constructive in advancing the understanding of dirty work and dirty workers' experiences, they have majorly relied upon the assumption that dirty work's stigma is an occupation-level threat and dirty workers' perceive, experience, and respond to this threat collectively. Consequently, there is a major gap that has emerged in the dirty work literature. The understanding of dirty work's embodied aspects, including how the differences in the meanings ascribed to the dirty workers' bodies influence the way they encounter their work, is limited. The present study aims to bridge this gap by considering an important identity characteristic of dirty workers, i.e., their caste, and examining how it manifests itself in their work lives with the help of two time-lagged quantitative studies. In doing so, the present article makes significant contributions to theory and practice.

DEI: **Getting Inside: Class and Racialized Disadvantage Among Black Tech Entrepreneurs**

Author: **Alicia Sheares**, *UCLA*

Black people face various barriers in the technology industry, ranging from encountering micro-aggressions from their coworkers to facing blocked advancement in their professional careers. These challenges are particularly pronounced in entrepreneurship, where Black technologists receive less than one percent of venture capital funding. Existing research tends to focus on racial disparities within the industry, particularly between Black and White professionals. Consequently, we have relatively little insight into how Black technologists themselves understand racism, at which levels of society racism is occurring, and how these experiences vary by class. Through an inductive study of 46 Black tech entrepreneurs in Silicon Valley, I highlight how class shapes Black entrepreneurial processes, albeit in different ways. Lower- and middle-class Black entrepreneurs struggled to raise money from family and friends and had fewer and less effective networks when starting their businesses. Alternatively, Black upper-class entrepreneurs had familial wealth and personal networks that they could rely on to start their businesses but perceived that Silicon Valley's racial climate that centered and prioritized whiteness, and individual-level instances of discrimination where they were positioned and treated as outsiders, hindered their entrepreneurial efforts. This research advances existing scholarship, providing a first-hand account into the unique challenges members of this group face when engaging in entrepreneurship. Taken together, this work presents a fuller picture of the lived experience of Black tech entrepreneurs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Work Climate and Inclusion

Session Moderator: **Yixuan Li**, *U. of Florida*

DEI: **The Antecedents and Outcomes of Organizational Climate for Work-Life Inclusion**

Author: **Yixuan Li**, *U. of Florida*
Author: **Haiyang Liu**, *Nanyang Business School, NTU Singapore*
Author: **Zhefan Huang**, *U. of Florida*
Author: **Mo Wang**, *U. of Florida*
Author: **Yueting Ji**, *Central U. of Finance and Economics*
Author: **Shengming Liu**, *Fudan U.*

Supporting employees to balance work and nonwork roles is important to contemporary organizations. Considerable research has focused on how formal organizational policies (family-friendly programs, flexible arrangements) and informal workplace support from the supervisor help employees navigate work-family issues. Nevertheless, less attention has been paid to work-family climates, another important form of informal workplace support from the organization. Adopting a work-home perspective, which highlights interdependencies in work-home relationships, we study the antecedents and outcomes of climates for work-life inclusion. For antecedents, we propose and test two organizational structural characteristics (the extent of women's top management representation and gender-inclusive HR practices) that may facilitate the formation of climates for work-life inclusion. For outcomes, we investigate the positive cascading effect of climates for work-life inclusion on employees' work-nonwork balance and whether women (vs. men) may benefit more from such climates. In addition, at the organizational level, we examine whether climates for work-life inclusion help promote financial performance (operationalized as return on sales) and prevent human capital loss (operationalized as voluntary turnover rate). We tested the research model with two waves of matched employer-employee survey data (2020-2021) from 207 firms in China and found general support for our hypotheses. We discuss future research implications.

DEI: **My Reality is Different from Yours: Incorporating Social Identity into Inclusion Climate Analysis**

Author: **Hilla Back**, *Aalto U. School of Business*
Author: **Philipp Back**, *Aalto U. School of Business*
Author: **Seonyoung Hwang**, *Aalto U. School of Business*

Inclusion climates are increasingly viewed as central in managing the benefits and challenges associated with diversity in organizations. However, as perceptions of inclusion climates have been found to violate some of the assumptions behind climate theory, much remains unclear regarding their appropriate analysis. Through an illustrative study, we offer an alternative way to analyze inclusion climates that provides more insights than has been previously achieved. This study advances conversations in the diversity and inclusion literature and also the organizational research methodology literature by highlighting the importance of combining both climate strength and climate level in inclusion climate analysis, and positing that inclusion climate may be most insightfully studied on the (intersectional) identity group level instead of the unit or organizational level that is most often used in extant climate research.

DEI: **Employees' Sense of Fit and Belonging: Seeking Communities to Buffer from Adverse Diversity Climates**

Author: **Antonio Carlos Jansch Porto**, *U. of Wisconsin - Milwaukee*

Incongruences between the diversity climate within organizations and external communities are perceived differently by employees part of dominant and non-dominant groups. A negative organizational diversity climate will pose difficulties for marginalized employees to develop a sense of person-environment fit and belonging. Actively seeking emotional support in external communities with positive diversity climates will restore the employees' psychological resources, buffering individuals from the negative diversity climate found in their workplace. This paper offers a model for the effects of diversity climates within and outside the workplace, leveraging and applying person-environment fit theory to the diversity literature. It also draws on positive organizational scholarship to illuminate processes and mechanisms through which marginalized employees cope with negative diversity climates in their workplaces, presents testable propositions, and suggests directions for future research.

DEI: **Whose Good Old Days? Emphasizing History Triggers Social Identity Threat Among Black Americans**

Author: **Laura Wallace**, *U. of Chicago Booth School of business*
Author: **Stephanie Reeves**, *WGU Labs*
Author: **Steven Spencer**, *Ohio State U.*

Many mainstream organizations celebrate and emphasize their historical successes. In their history, however, they often marginalized racial minorities, women, and other underrepresented groups. We suggest that when organizations celebrate their histories, even without mentioning historical marginalization, they can undermine belonging and intentions to participate in the organization among historically marginalized groups. Three experiments (N's = 198, 651, 811) demonstrate that Black participants who were exposed to an organization that celebrated their history versus the present showed reduced belonging and intentions to participate in the organization. These effects were mediated by expectations of biased treatment from coworkers in the organization. However, this negative effect of celebrating history no longer occurred when it was clear that the organization had a history of diversity and inclusion. Taken together, these findings suggest that emphasizing organizational history is a source of social identity threat among marginalized groups.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
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Gender, Race, and Religion in the Workplace

Session Moderator: **Sonia Siraz**, *U. of Essex, United Kingdom*

DEI: **Compromisers or Strategists? Relationship of Women Managers with other Women at Work in Saudi Arabia**

Author: **Hayfaa A. Tlaiss**, *King Fahd U. of Petroleum and Minerals*
Author: **Dmitry Mikhail Khanin**, *Monash U., Malaysia*

What is the nature of the relationship between women managers and other women at work in organizations with a history of gender discrimination? To answer this question, we used a qualitative interpretivist approach, and conducted face-to-face, semi-structured interviews with women middle and senior managers in Saudi Arabia. Applying positioning theory, our findings demonstrate how, motivated by their moral duties, Saudi women managers position themselves as supporters of other women at work. We identified two groups of women managers based on key differences in the unfolding of this support, the compromisers and the strategists. The compromisers assumed that their moral duty was to protect the proteges from being perceived as women's activists and advised them to act in compliance with the traditional gender roles and expectations, and to focus on their own work. In contrast, the strategists assumed that their moral duty was to provide their proteges with advice on how to solve their problems and make decisions, teach them to stand up for themselves, and showcase their accomplishments.

DEI: **The Effect of Ethno-Racial Stereotypes and Familiarity on Funding Worthiness of Latinx Entrepreneurs**

Author: **Sonia Siraz**, *U. of Essex, United Kingdom*
Author: **Bjorn Paul Claes**, *The Open U.*

Purpose: This paper investigates how ethno-racial stereotypes and familiarity affect the perceptions of funding worthiness of Latinx minority entrepreneurs compared to White American entrepreneurs. Our study contributes to a deeper understanding of how system inequality and prejudice endure in business lowering the economic potential of Latinx populations in the USA. Methodology: Conjoint experiments comprising 12,496 assessments nested in 781 evaluators. Findings: Latinx entrepreneurs are perceived as less funding worthy than White entrepreneurs due to their ethno-racial attributes. While the entrepreneur's lower level of debt increases funding worthiness, it does not fully eliminate the prejudice stemming from ethno-racial stereotypes. Evaluators' familiarity with Latinx minorities worsens the prejudicial effects of ethno-racial stereotypes on the perceptions of funding worthiness of Latinx entrepreneurs. Originality: Our work begins to address important gaps in the minority entrepreneurship and broader diversity literatures by investigating why evaluators judge Latinx minorities as less funding worthy in the post-failure phase of the entrepreneurial process and why inequalities endure. Our study reveals the causal effect that ethno-racial stereotypes have on unfavorable perceptions about Latinx entrepreneurs. In doing so, it sheds further light on hitherto inconclusive findings about whether familiarity increases or decreases the effect of stereotypes. Intriguingly, we find that Latinx evaluators judge Latinx entrepreneurs more harshly than White entrepreneurs.

DEI: **The 'Hijab' and Gendered Workspaces in Pakistan.**

Author: **Shehla Riza Arifeen**, *Lahore School Of Economics*

Drawing on signaling theory, this research argues the hijab (the headscarf) is a signal used to create a safe space within gendered workspaces in Pakistan. This study challenges the widely held view of the hijab as a largely negative signal in a western workspace, by offering a reconceptualization of the hijab as a positive signal. Based on semi-structured interviews, this qualitative research explores the voluntary use of the hijab by 25 women, as it is lived and experienced by female office workers in Pakistan. The hijab was chosen as a head covering to signal religiosity and piety. The hijab while making them visible, paradoxically made them invisible, desexualizing them and 'marking' them as 'serious Muslim'. It also became an instrument to escape sexual harassment at the workplace as the hijab accorded them a higher status than women who wore the chaadar or women who wore no head covering in the workplace. In a Muslim-majority country where gender segregation is still a norm, the hijab legitimized the presence of women in mixed-gender spaces and enabled them to negotiate gendered spaces with confidence.

DEI: **Rethinking Women in Entrepreneurship in China: A Family Perspective**

Author: **Sisi Sung**, *U. of Dundee*

Chinese female entrepreneurs dominate the world's richest group of female billionaires, but are strikingly marginalized in the current gender discourse and significantly underexplored in available studies. Despite the emerging scholarly interests in tandem with the increasing number of Chinese women entrepreneurs, existing discussions extensively focus on barriers to female entrepreneurship, and it remains unclear the identity of women engaging in entrepreneurship. The present study attempts to fill the gap by clarifying the identity of women in entrepreneurship. Based on in-depth interviews with 16 women in entrepreneurship, the study examines how their entrepreneurial identity and experiences are shaped by the Chinese family. Qualitative analysis indicates a pivotal role of family environment in shaping women's sense of self in entrepreneurship. On the one hand, women in entrepreneurship identify themselves in terms of family members. On the other hand, the context of family businesses prompts performative entrepreneurship that sheds new light on the commonly perceived image of women entrepreneurs. The family perspective sheds an alternative light to the generic interpretation of entrepreneurship by illuminating the dynamics of the identity of women engaging in entrepreneurship in China.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1780** | Submission: **15504** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

Leading with Identity in Diverse Organizations

Organizer: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*
Organizer: **Lakshmi Ramarajan**, *Harvard U.*
Discussant: **Aparna Joshi**, *The Pennsylvania State U.*
Presenter: **Alaina Segura**, *U. of Michigan*
Presenter: **Lakshmi Ramarajan**, *Harvard U.*
Presenter: **Katina Sawyer**, *U. of Arizona*
Presenter: **Bobbi Thomason**, *Pepperdine Graziadio Business School*

In this symposium, we explore the question: How can leaders best harness their own and others' identities to create diverse and inclusive organizations? We propose that, to do so, leaders must grapple with their own identity challenges as the representatives of the common purpose and as enablers of followers' unique identities. How they engage with their identity dilemmas will inform how they are able to create more or less complex and inclusive collective identities for their members. Our symposium features new and important work that delves into the identity complexities of leading diverse organizations. Across four papers, we consider how leading with identity can bring individuals together or invoke perceived estrangement at different levels of analysis, contexts, and types of identities. Collectively, our symposium moves beyond thinking of the leader as holding a single common identity to a more multi-faceted view of leaders as crafters of complex identities.

Shaping Collective Identities to Enable Collective Action: The Theory of Public Narrative

Author: **Julia Lee Cunningham**, *U. of Michigan*
Author: **Alaina Segura**, *U. of Michigan*
Author: **Marshall Ganz**, *Harvard U.*
Author: **Inbal Ben Ezer**, *Tel-Aviv U.*

Travelers vs. Foreigners: How Gender and Nationality Enable or Constrain Global Leadership Claims

Author: **Lakshmi Ramarajan**, *Harvard U.*
Author: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*

Leader Inclusivity through the Lens of Marginalized Employees

Author: **Katina Sawyer**, *U. of Arizona*
Author: **Judith A Clair**, *Boston College*
Author: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Author: **Kelly Gabriel**, *U. of Arizona*
Author: **Jacob Brown**, *U. of Illinois at Urbana-Champaign*

Evaluating and Re-Imagining Work-Family Ideals During the COVID-19 Pandemic

Author: **Jamie Jocelyn Ladge**, *Northeastern U.*
Author: **Keimei Sugiyama**, *U. of wisconsin milwaukee*
Author: **Courtney R. Masterson**, *U. of San Francisco*
Author: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Author: **Alisa Lincoln**, *Northeastern U.*
Author: **Alicia Modestino**, *Northeastern U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1781** | Submission: **20423** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Allyship

Session Moderator: **Tsedale M. Melaku**, *Zicklin School of Business, Baruch College, City U. of New York*

DEI: **Taxonomy of Performative Allyship**

Author: **Tsedale M. Melaku**, *Zicklin School of Business, Baruch College, City U. of New York*
Author: **Angie Beeman**, *Baruch College, Marxe School Of Public And International Affairs, CUNY*
Author: **Anthony D. Meyers**, *Baruch College & The Graduate Center, CUNY*
Author: **David G. Smith**, *Johns Hopkins Carey Business School*
Author: **W. Brad Johnson**, *United States Naval Academy*
Author: **Darryl Rice**, *Miami U.*

Discourse about allyship became more prominent amidst the 2020 racial violence reckoning that disrupted the COVID-19 pandemic. Allyship requires that individuals in privileged positions recognize their privilege and actively work to deploy said privileges to break down a system of inequities that marginalizes others. Performative allyship involves individuals and organizations applying lessons of antiracism and equity in ways that recenter allies rather than support marginalized group members. There is a growing cynicism about people paying lip-service to social justice movements without pushing for concrete change. While research has continued to identify allyship's importance in shaping marginalized colleagues' experiences and advantages, fewer studies examine performative allyship at the individual and organizational levels. We propose a taxonomy of performative allyship informed by institutional theory to examine these actions within organizational structures. By using a grounded theory approach, this article develops a taxonomy of performative allyship through an analysis of survey and interview data collected from two qualitative studies examining the experiences of marginalized academics. Our work informs best practices that aspiring accomplices and marginalized groups can utilize in different contexts.

DEI: **Include The Included: The Role Of Allyship In Developing A Praxis Of Inclusion**

Author: **Sumita Datta**, *S P Jain Institute of Management and Research*
Author: **Snehal Shah**, *S P Jain Institute of Management and Research*

Enhancing the Diversity and Inclusion (D&I) climate to succeed in a dynamic environment has become a key priority for organizations globally. Adopting a qualitative approach, we explore the understudied yet relevant role of allyship – the extra role behaviours demonstrated by the dominant group members, in fostering a climate of gender diversity and inclusion. The main contribution of this study lies in the proposed model of a praxis of inclusion that is proposed by leveraging three key dimensions of inclusion viz. Dominant Group Allyship, Minority Group Inclusion and Inclusion Enhancing Management in organizations. The study thus sheds lights on the intricate interplay between deep seated sociological processes and management structures in pursuit of gender equitable organizations. We conclude by highlighting the theoretical and practical implications.

DEI: **A Helping Hand: Social Orientations Towards Disability and the Allyship Behavior of Coworkers**

Author: **Christopher Whelpley**, *Virginia Commonwealth U.*
Author: **Haley Woznyj**, *Longwood U.*

Allyship behavior is an important way to help minority groups and stigmatized individuals achieve greater inclusion and acceptance in organizations. Yet, how allyship behaviors manifest across dissimilar groups is not well understood. Our paper explores allyship through a neurodiverse lens rather than the more traditional demographic fault lines or sexual orientation. Using the "twin slate" approach to grounded theory, we use responses from coworkers of autistic employees to develop a multilevel model that connects societal orientations around disability to the attitudes that coworkers have towards autistic employees and the motivation they have to engage in allyship behaviors. Our work contributes to the literature by adding neurodiversity to the allyship field, investigates pity as a motivator for allyship, and connects to existing social psychological research about how societal orientations influence day-to-day behaviors in the work environment. We conclude with a discussion of how organizations could benefit by emphasizing coworker allyship behaviors and underscore how our results move the allyship field forward.

DEI: **How Male Managers' Allyship Practices Unintentionally Reinforce White Hegemonic Masculinity**

Author: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Author: **Arran Caza**, *U. of North Carolina, Greensboro*
Author: **Hise O. Gibson**, *Harvard Business School*

Allyship is important for advancing racial minority professionals to leadership roles. Yet, how gendered and racialized cultural ideals intersect to shape allyship behavior at work is currently unknown. In this paper, we develop a theory explaining how an organization's White hegemonic masculine ideals shape male managers' allyship practices that are intended to support racial minority professionals but unintentionally reinforce White hegemonic masculinity. We arrived at our theory inductively from analyzing data we collected from multiple sources, including 62 interviews with 35 U.S. Army officers, 14 supplemental stories from racial minority professionals about the types of support that male officers provided them at work, and a number of other supplemental accounts, documents, articles, and books that offer insights into racial dynamics, allyship, and cultural ideals in the U.S. Army. In doing so, we contribute a more nuanced understanding of allyship in the workplace by conceptualizing three allyship practices – Provider, Protector, and Promoter- that account for the different collections of beliefs, assumptions, and actions that male managers apply to support racial minority professionals. Ultimately, our emergent theoretical model built from these findings explains how White hegemonic masculine ideals – which typically impede the advancement of racial minority professionals – persist even when individuals engage in allyship practices intended to support racial minorities.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1782** | Submission: **16542** | Sponsor(s): **(DEI, CM, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

Diversity Dilemmas: Examining the Antecedents and Aftermath of Pro-DEI Behaviors

Organizer: **Preeti Vani**, *Stanford Graduate School of Business*
Organizer: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Presenter: **Rebecca Ponce de Leon**, *Columbia Business School*
Presenter: **Ezgi Ozgumus**, *London Business School*
Presenter: **Lauren A. Rivera**, *Northwestern Kellogg School of Management*
Discussant: **Lakshmi Ramarajan**, *Harvard U.*

Despite support for diversity, equity, and inclusion for both moral and financial reasons, only 12% of Fortune 100 CEOs are women, and only 14% are non-White (Heidrick & Struggles, 2022). Even in 2017, 42% of women say they've faced gender discrimination at work, and in 2020 about 25% of Black and Hispanic individuals reported experiencing discrimination in their workplace (Reiners, 2022). As a society, we have a long way to go in order to understand why our pro-DEI beliefs fail to line up with the current reality of our organizational world, and to ensure greater efficacy in our practices around diversity, equity, and inclusion. In this symposium, we offer five presentations that provide empirical tests of the antecedents (Presentations 1 & 2) and consequences (Presentations 3, 4 & 5) of pro-DEI behavior in organizations. This work builds upon existing theoretical frameworks on the antecedents (e.g., motivations; Radke et al., 2020) and consequences (e.g., impact; Selvanathan, Lickel, & Dasgupta, 2020) of pro-DEI behaviors, while empirically adding to our knowledge in several organizational literatures including those on motivation, hierarchy maintenance, and intersectionality. In a world where both individuals and organizations routinely engage in behavior to promote diversity, equity, and inclusion, our hope is that this collective work will illuminate both the antecedents and consequences of these pro-DEI behaviors.

Demographic Characteristics Shape Perceptions of Diversity Expertise

Author: **Rebecca Ponce de Leon**, *Columbia Business School*
Author: **James T. Carter**, *Columbia Business School*

Friend or Faux: Performative Wokeness and Signaling One's Awareness of Social Issues

Author: **Preeti Vani**, *Stanford Graduate School of Business*
Author: **Peter Belmi**, *U. of Virginia*
Author: **Gabrielle Adams**, *U. of Virginia*

Employee Perceptions of White and Racial Minority Leaders who Remain Silent on Racial Equity Issues

Author: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Author: **Richard Burgess**, *U. of Pittsburgh*

How Organizational Data Analysis Practices Conceal Racialized Gender Differences in Belonging

Author: **Ezgi Ozgumus**, *London Business School*

Faculty Evaluations in the Age of COVID: Evidence from the Field

Author: **Lauren A. Rivera**, *Northwestern Kellogg School of Management*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1783** | Submission: **15199** | Sponsor(s): **(DEI, HR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Pushing the Boundary: Challenging Assumptions in Diversity Scholarship

Session Chair: **David F. Arena**, *U. of Texas At Arlington*
Presenter: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*
Participant: **Kristen Price Jones**, *U. of Memphis*
Participant: **Alex Lindsey**, *U. of Memphis*
Session Chair: **Lindsay Dhanani**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Jessica Mariah Rivin**, *San Diego State U., Fowler College of Business*
Participant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Participant: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Presenter: **Horatio Traylor**, *U. of Houston*
Presenter: **Meredith Lehman**, *U. of Colorado, Boulder*
Participant: **Jeff York**, *U. of Colorado, Boulder*

Societal social justice movements such as Black Lives Matter and #MeToo have brought new life into scholarship surrounding contemporary diversity, equity, and inclusion (DEI) issues. Inherent to moving DEI scholarship forward is testing previous assumptions related to DEI workplace issues. This process is not meant to diminish foundational scholarship, but is intended to extend and refine theory and practice to better capture the experiences of diverse populations of employees. By challenging these assumptions (for example, ‘all employees who identify as racial minorities endure similar challenges’, or, ‘all manners of allyship are equally helpful’) we can move as a field toward a more comprehensive understanding of employee experiences. Coupled with the idea that DEI issues are fluid and constantly changing, it is important to be flexible in our own research to meet this head on. As such, we bring together five research teams that each challenge a DEI assumption in some manner and yield novel insights into DEI issues and populations. Spanning organizational (performative allyship and organizational efforts to meet grand social challenges) and individual (identity management and prototypicality) phenomenon, we hope to generate meaningful dialogue around different DEI topics and push the boundaries of previous theoretical and empirical research

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Mixed Signals: The Identity Management Process for LGB Employees and the Role of Civility Climate

Author: **David F. Arena**, *U. of Texas At Arlington*
Author: **Kristen Price Jones**, *U. of Memphis*
Author: **Alex Lindsey**, *U. of Memphis*

Not Who You Were Thinking of: (Non)Prototypical Sexual Orientation Discrimination Targets

Author: **Lindsay Dhanani**, *Rutgers U., School of Management and Labor Relations*
Author: **David F. Arena**, *U. of Texas At Arlington*
Author: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*

Grand Societal Challenges: How Organizations can Overcome Decoupling to Reduce Social Inequity

Author: **Jessica Mariah Rivin**, *San Diego State U., Fowler College of Business*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Author: **Jeff York**, *U. of Colorado, Boulder*

The Role of Changing Work Arrangements on Performance during COVID: Differences for men and women

Author: **Meredith Lehman**, *U. of Colorado, Boulder*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

Stakeholder Perceptions of Performance DEI Behavior: An Attribution Theory Perspective

Author: **Horatio Traylor**, *U. of Houston*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1784** | Submission: **15904** | Sponsor(s): **(DEI, MSR, HR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Contemplative and Anti-Oppressive Practice: Centering the Expertise of Black Working Mothers

Moderator: **Christina M. Walker**, *Lenoir-Rhyne U.*
Moderator: **Nicole Dillard**, *U. of Minnesota, Twin Cities*
Panelist: **J Goosby Smith**, *Pepperdine U.*
Panelist: **Orneita Burton**, *Abilene Christian U.*
Panelist: **Renee Bradford**, *Antioch U. Graduate School of Leadership and Change*
Panelist: **Jennifer Elaine Sadler**, -

This panel symposium is built on research with Black, working mothers that was presented at the 2021 AOM Conference and later published in the Journal of Management, Spirituality & Religion. In that article (which received a best paper award), we developed the Contemplative & Anti-Oppressive Practice (CAOP) framework (Dillard & Walker, 2022). We proposed that contemplation, the process of cycling from stillness to action with God (Merton, 1971, 2007), if shaped by the six anti-oppressive “explanations of human social behavior” (Clifford, 1995, p. 66), can lead to a reduction in the actions and experiences of oppression. The two parts of contemplative practice—stillness and action—should feed each other in anti-oppressive work. For example, in discussing the role of contemplative practice in the civil rights movement, Holmes states, “You cannot face German shepherds and fire hoses with your own resources; there must be God in stillness at the very center of your being” (2017, p. 116). Considering the Academy of Management theme “Putting the Worker Front and Center,” we see an opportunity to gather a panel of Black working mothers, all of whom are also experts in the field of Diversity, Equity, and Inclusion (DEI), to explore how the CAOP model might support efforts to dismantle workplace oppression. Using practices of Critical Participatory Action Research (CPAR) the symposium panelist will be invited to engage in a community practice called counterspace (Olivos, 2006) where participants interact with the model so they can collaboratively provide recommendations about the framework and suggestions for how organizations might use the model to support workers and build an inclusive organization.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1785** | Submission: **15193** | Sponsor(s): **(DEI, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Leadership for Women and Underrepresented Minorities: Identity and Experiences

Coordinator: **Mary Hausfeld**, *U. of Zurich*
Presenter: **Michelle Hammond**, *Oakland U.*
Participant: **Greg Thrasher**, *Oakland U.*
Participant: **Gretchen Renee Vogelgesang**, *San Jose State U.*
Participant: **Michael E. Palanski**, *Rochester Institute of Technology*
Presenter: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*
Participant: **Ashleigh Shelby Rosette**, *Duke U.*
Presenter: **Anna Barthel**, *Kiel U.*
Participant: **Claudia Buengeler**, *Kiel U.*
Presenter: **Jessica Kirk**, *U. of Memphis*
Participant: **Stefanie Johnson**, *U. of Colorado, Boulder*
Participant: **Traci Sitzmann**, *U. of Colorado, Denver*
Participant: **Devalina Nag**, *U. of San Diego*

Leaders who don't fit the model of traditional and historical leaders (i.e. are not both white and men) often face issues of identity as well as differential treatment compared to their white male peers. Through a series of empirical papers, this symposium explores issues of leader identity, leadership aspiration, and the experiences of women and underrepresented minority leaders, with special emphasis on how our field needs to adapt to better serve these populations of leaders, as well as how leadership research can be more inclusive and more intersectional. Join to learn more about contemporary and cutting-edge research on underrepresented leaders as well as to discuss the future of leadership research.

(In)congruence in Agentic and Communal Behaviors on Leadership Identity

Author: **Michelle Hammond**, *Oakland U.*
Author: **Greg Thrasher**, *Oakland U.*
Author: **Gretchen Renee Vogelgesang**, *San Jose State U.*
Author: **Michael E. Palanski**, *Rochester Institute of Technology*

Improving Leadership Aspirations among Underrepresented Minorities

Author: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*
Author: **Ashleigh Shelby Rosette**, *Duke U.*

Women Leaders' Identity Content (In)Congruence and the Beneficial Role of Ambiguity Tolerance

Author: **Anna Barthel**, *Kiel U.*
Author: **Claudia Buengeler**, *Kiel U.*

When Remote Work Reduces the Sexual Harassment and Turnover Intentions of Women Leaders

Author: **Jessica Kirk**, *U. of Memphis*
Author: **Stefanie Johnson**, *U. of Colorado, Boulder*
Author: **Traci Sitzmann**, *U. of Colorado, Denver*
Author: **Devalina Nag**, *U. of San Diego*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1786** | Submission: **15275** | Sponsor(s): **(DEI, OB, CM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Perceptions of & Engagement in Allyship: A Multiple Perspective Approach

Organizer: **Juliane Schittek**, *Imperial College Business School*
Organizer: **Celia Moore**, *Imperial College Business School*
Organizer: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*
Presenter: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Kaylene McClanahan**, *U. of California, Los Angeles*
Presenter: **Olivia Foster-Gimbel**, *NYU Stern School of Business*
Presenter: **Michelle Checketts**, *U. of Illinois at Urbana-Champaign*
Participant: **Adam Waytz**, *Northwestern Kellogg School of Management*
Participant: **Desman Wilson**, *Northwestern Kellogg School of Management*
Participant: **Miguel Unzueta**, *U. of California, Los Angeles*
Participant: **Taeya Howell**, *Brigham Young U.*
Participant: **Emily T. Amanatullah**, *Georgetown U.*
Participant: **Catherine Tinsley**, *Georgetown U., McDonough School of Business*
Presenter: **Juliane Schittek**, *Imperial College Business School*
Discussant: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*

This symposium addresses two overarching topics: the perceptions of allyship actions and allies across social identity groups (presentations 1, 2 & 3), and ways to increase allies' and their actions' effectiveness (presentations 4 & 5). Specifically, the first two presentations elaborate the specific behaviors that represent allyship, and provide evidence of a miscalibration of how these actions are perceived depending on one's social identity groups. The third presentation focuses on how allies who are selectively silent (speak out about some social issues but not others) are perceived, compared to those choose to remain completely silent. The second part of the symposium considers allies' perspectives and identifies ways to increase their actions' effectiveness. The fourth presentation offers qualitative insights into how allies can remain committed to their allyship in the face personal discomfort, and the final presentation highlights the importance of male advocates to allyship effectiveness. Taken together, this symposium advances our understanding of allyship and offers nuanced views on how to be better, more effective allies.

Actioning Allyship: What Makes Acts of Allyship Effective and for Whom?

Author: **Juliane Schittek**, *Imperial College Business School*
Author: **Celia Moore**, *Imperial College Business School*

When (Selective) Silence is Violence

Author: **Kaylene McClanahan**, *U. of California, Los Angeles*
Author: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*
Author: **Miguel Unzueta**, *U. of California, Los Angeles*

Fine Lines and Dances: Understanding (and Overcoming) the Challenges of Allyship at Work

Author: **Olivia Foster-Gimbel**, *NYU Stern School of Business*

Advocating for Female Leaders: The Role of Positive Stereotypes and Male Allies

Author: **Michelle Checketts**, *U. of Illinois at Urbana-Champaign*
Author: **Taeya Howell**, *Brigham Young U.*
Author: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*
Author: **Emily T. Amanatullah**, *Georgetown U.*
Author: **Catherine Tinsley**, *Georgetown U., McDonough School of Business*

Advantaged Groups Misperceive how Allyship Will Be Received

Author: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*
Author: **Desman Wilson**, *Northwestern Kellogg School of Management*
Author: **Adam Waytz**, *Northwestern Kellogg School of Management*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1787** | Submission: **20662** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Neurodiversity in Entrepreneurship 2

Session Moderator: **Katie Brownell**, *U. of Southern California -Marshall School of Business*

ENT: **Vainglorious Villains or Master Strategists? The Paradox of Problematic Personality Traits**

Author: **Katie Brownell**, *U. of Southern California -Marshall School of Business*
Author: **Audra Grace Quinn**, *Ivey Business School*
Author: **Mark Bolinger**, *Appalachian State U.*

Across two studies (N = 264, N = 307), we apply self-regulation theory to theorize and test curvilinear relationships between Machiavellianism, narcissism, psychopathy, and new venture performance, and the mediating effects of knowledge sharing. We find support for curvilinear (inverted U-shaped) effects of two of the three traits – Machiavellianism and psychopathy – on performance, such that performance is maximized at a midrange of each trait. Further, we discover that knowledge sharing mediates the curvilinear effects at moderate and high levels of both traits. Our research has implications for how we conceive of and understand the influence of personality in the context of performance-related outcomes, offers a more comprehensive understanding of how self-regulation can explain differences in behaviors at varying levels of these traits, and highlights a unique paradox centering around the theme of control in entrepreneurship.

ENT: **Founders´ Narcissism and Acquisition of Venture Capital Seed Funding: Moderating Role of Location**

Author: **Victoria Berg**, *Heinrich-Heine U. of Dusseldorf*
Author: **Verena Rieger**, *Heinrich-Heine U. of Dusseldorf*

New ventures depend on early access to the external resources that especially venture capitalists can provide. We examine the role of narcissism and its seven dimensions, e.g. authority, entitlement or superiority in the seed funding acquisition process. Based on role congruity theory, we explore this relationship in the light of the location taking differing expectations towards the founder into account. Using a multi-source dataset of 634 new high-tech ventures in the US, we reveal the positive influence and even contradictory influence of the dimensions of narcissism on seed funding acquisition and show the importance of new ventures location differing expectations.

ENT: **Handling the Beast: How Entrepreneurs Deal with Their Obsessive Passion**

Author: **Mirjam Nicole Streeb**, *U. of Bayreuth*
Author: **Sonja Kristin Franzke**, *U. of Bayreuth*
Author: **Matthias Baum**, *U. of Bayreuth*

Recent research suggests that entrepreneurs are not only 'passive victims' (or beneficiaries) of their passion but can actively handle their passion to maximize advantages and avoid harmful consequences. Given that passion is an important antecedent of entrepreneurial success (Fisher et al., 2018; Murnieks et al., 2014; Zhao & Liu, 2022), exploring how entrepreneurs can manage their passion is of high interest for entrepreneurship research. We probe into this issue with qualitative data on 37 entrepreneurs, exploring their experience and handling strategies of obsessive passion. We find that there are several pathways to passion handling. The pathways differ regarding the degree of consciousness and active control entrepreneurs take over their obsessive passion. This has implications for how we regard obsessive passionate entrepreneurs: we move from regarding them as passive holders of an obsessive-passion-trait to active agents shaping their own obsessive passion. We show that when entrepreneurs successfully achieve to establish their own optimal obsessive passion level, they maximize the positive consequences thereof.

ENT: **Down but Not Out: Underdog Entrepreneurship and Depression Symptoms**

Author: **Hong-Ming Zhu**, *School of Management, Xiamen U.*
Author: **Daniel Lerner**, *IE Business School*
Author: **Marcus Wolfe**, *U. of North Texas*
Author: **Xiong-Hui Xiao**, *School of Business, Sun Yat-sen U.*

Business venturing may not only advance economies and societies, but also individual well-being. Specifically, especially for disadvantaged individuals, entrepreneurship might buffer or reduce depressive symptoms. While the potential of entrepreneurship for "underdogs" has been suggested (Miller & Breton-Miller, 2017) and received some empirical examination (Cheng et al., 2021; Churchill et al., 2021; Wiklund et al., 2016), the aforementioned remains unclear. In addition to the practical implications, better understanding such contributes to extant organizational behavior and entrepreneurship theory. With depression symptoms prevalent, especially among disadvantaged groups, we examined the effect of entrepreneurship on depressive symptoms using tracking samples of 17095 disadvantaged individuals. Based on a two-year lag and propensity score matching, results indicate that entrepreneurship appears to yield significantly lower depressive symptoms. We also observe two moderators, with lower financial investment and younger individual age linked to lower depressive symptoms. These insights have significant implications not only for understanding the effect of entrepreneurship on mental health and well-being but also for research on job demands-resources, personal startup investment, and career choice.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1788** | Submission: **20554** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Impact Investing

Session Moderator: **Gilbert Kofi Adarkwah**, *HEC Montreal*

ENT: **Impact Investment as an External Enabler of Entrepreneurship**

Author: **Gilbert Kofi Adarkwah**, *HEC Montreal*
Author: **Peter Kalum Schou**, *BI Norwegian Business School*

Recently, there has been a rise in impact investment funds that seek to support the establishment and growth of sustainable ventures, especially in the Global South. But does impact investment have an effect, and if so, how? In light of the lacking evidence and theory on how entrepreneurship is enabled by the environment, there are few answers to these questions. In this study, we seek to answer whether impact investment serves as an external enabler of entrepreneurship. We theorize that impact investment enables entrepreneurship through two different mechanisms. Impact investment enables entrepreneurship through resource expansion, that is, access to funds, and through modifying the institutional environment, that is, strengthening market-supporting institutions in recipient countries, thus enabling entrepreneurship. Using a dataset of 4,691 impact investments in 122 countries, we find general support for our theorization. Our study contributes to the knowledge on impact investment as one of the first studies to show impact investment's effect on entrepreneurship. Furthermore, our study tests and extends the nascent external enabler framework.

ENT: **Brokering for a Better World: The Family Office's Role in Impact Investing**

Author: **Vivian Krohn**, *WHU Otto Beisheim School of Management*

The study identifies that multi family offices must handle different values and perspectives of their heterogeneous clients. Regarding impact investing decision-making, multi family offices cope with competing institutional logics. The study finds that multi family offices take over the role of a logics broker and either identify with brokering for transformation to a hybrid logic or with brokering for resistance of logics. As institutional complexity rises, the study contributes to research on hybrid practices of competing institutional logics and highlights the relevance of aligned values. The findings further contribute to research on institutional entrepreneurship and the role of intermediaries at the intersection of individual-level and organizational-level responses to competing institutional logics.

ENT: **Are Single Family Offices Good Entrepreneurial Investors?**

Author: **Myung-Seon Song**, *National U. of Singapore*

While previous research extensively examines whether family firms are more socially responsible than their non-family counterparts, it remains unanswered whether family investors engage more in socially responsible investing (SRI) than non-family investors in the entrepreneurial finance context. To address such a theoretical omission, I shift an academic focus from family firms to family offices and compare the SRI of single family offices (SFO) and non-family entrepreneurial investors. Drawing upon socioemotional wealth theory, I propose that SFOs engage more in socially responsible investing (SRI) than non-family entrepreneurial investors, such as independent venture capitalists, CVCs, accelerators, and angel groups. Furthermore, I investigate how three SFO heterogeneities – (1) ownership status of the original family firm (i.e., whether families still own their original family firm or not), (2) family firm industry (i.e., whether the original family firm is in a socially or environmentally devastating industry), and (3) SFO generation (i.e., which family generation is in control of SFO) make SFOs engage more versus less in SRI. Using 176,896 entrepreneurial investments between 2010 and 2019 combined with a proprietary, hand-collected US family office dataset, empirical results reveal that SFOs engage more in SRI than non-family entrepreneurial investors. However, such a tendency declines as families still own their original family firms and run businesses in contested industries. Interestingly, contrary to practitioner-oriented documents indicating that younger family generations are more socially-minded than their founder/first generations, empirical results reveal that SFOs run by later family generations do not engage more in SRI compared to those run by founder/first generation. Such a result reveals that the separation between "interest" and "action" in SRI is relatively strong. Overall, this paper contributes to family business, family office, and entrepreneurial finance literature.

ENT: **Impact Investors: A Typology and Unpacking Their Behavior Along the Investment Cycle**

Author: **Nazli Massihi**, *IESEG School of Management - KU Leuven*
Author: **Johan Bruneel**, *KU Leuven & ETH Zurich*
Author: **Filip De Beule**, *KU Leuven, Faculty of Economics and Business*

Impact investment has been under surging attention by scholars in recent years. Prior research has found impact investors as one of the most effective means of social entrepreneurial financing. Despite the rising interest, the field is suffering from limited understanding of the various types of impact investors, their different operations and strategies, and how they resemble or differ from their financially-oriented counterparts - venture capitalists. This qualitative study investigates 15 European impact investors, and identifies three different types, depending on their source of funding. The types are discussed in-depth in each investment stage using the investment cycle framework. Finally, practical insights on the outcomes, portfolio, the ecosystem, as well as comparison to venture capitalists are discussed.

ENT: **Welcome to my House! Family Impact Investors' Social Identity and Approaches to Impact Investing**

Author: **Jeanne Roche**, *IE Business School*
Author: **Cristina Cruz**, *IE Business School*
Author: **Braulio Pareja Cano**, *U. Pontificia Comillas, ICADE*

Impact investors have become a subject of increasing academic interest for their unique capacity to channel financial capital to social impact projects. Identity theories have proved particularly useful in understanding the peculiar behaviors of this new breed of investors. Yet, we know little about how the social identity of impact investors, crucial to comprehend other-oriented behaviors, influences their approach to the field. One type of impact investors, who are also some of the leading players in the sector, is likely to shed light on this question: those born to business-owning families. Based on a grounded theory methodology, we follow the case of eight family impact investors and find three types of investors with different levels of social identification to their family groups and different corresponding approaches to impact investing in terms of breadth of collaboration and degree of hybridity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Hybrid Entrepreneurship from an Individual-Level Perspective

Session Moderator: **Ganqi Tang**, *U. of Fribourg*

ENT: **From Complexity to Hybridity: A Creation Model of Founder Identity**

Author: **Ganqi Tang**, *U. of Fribourg*
Author: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*
Author: **Tatiana Zabara**, *U. of Fribourg, Switzerland*

Organizational scholars have long been wondering why, when, and how entrepreneurs integrate diverse—sometimes even conflicting—goals, values, norms, and practices when they create new ventures. Identity theories suggest the development of hybrid founder identity as one key mechanism. Extant frameworks suggest that entrepreneurs' preexisting identities that are, for example, central or salient may leave imprints on their founder identity. Nevertheless, these frameworks rely on a common assumption that multiple identities are in the first place different in meaning—which can be captured by the identity network feature of identity complexity. Yet, it is unclear whether, how, and when such an identity network feature influences the development of hybrid founder identity. Integrating and extending recent works on identity work and identity complexity, we theoretically elaborate a creation model of founder identity, which explains how and when entrepreneurs' identity complexity fosters hybrid founder identity. Our empirical study reveals that identity complexity increases the odds of entrepreneurs' creating a hybrid founder identity (combining commercial and social-welfare-related norms, values, and practices), but only when the entrepreneurial context is appraised as an opportunity to enact identity complexity—that is, when entrepreneurs have high business or low social sector experience. Theorizing prior field experience as evaluative inputs for identity work around identity network features, our research highlights the critical roles of identity enactment and creation and complements the conventional imprinting perspective on how entrepreneurs influence new ventures.

ENT: **Hybrid Entrepreneurs: The Value of Experience**

Author: **Sebastian Uriarte**, *Business School, U. Adolfo Ibanez*
Author: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Author: **Vesna Mandakovic**, *U. del Desarrollo*

Hybrid entrepreneurs—individuals acting simultaneously as entrepreneurs and employees—are often considered to be in a transitional stage toward becoming full-time entrepreneurs. However, hybrid entrepreneurs may also exit the venture or remain as hybrid entrepreneurs. In this research, we investigate how the experience of being a hybrid entrepreneur is reflected in innovative opportunity recognition as part of entrepreneurial learning and how the exit experience may influence this relationship. We use a standard logit approach, a causal mediation analysis, and multilevel random effect as a robustness test on a large cross-sectional sample of individuals from 90 countries for different years to test our hypothesis. Our results show that hybrid entrepreneurs gain entrepreneurial knowledge through their entrepreneurship ventures and their employee role, which is reflected in the fact that hybrid entrepreneurs are more likely to recognize opportunities and engage in innovative entrepreneurship than full-time entrepreneurs. We also show that hybrid entrepreneurs are also more likely to exit other businesses. This suggests that in the hybrid entrepreneurship process, the exit could be part of a recursive stage instead of a final step. We also find that this exit experience mediates the relationship between the hybrid entrepreneurs and their potential to recognize opportunities and their innovative behavior.

ENT: **Heterogeneity Among Hybrid Entrepreneurs: Motives and Performance**

Author: **Alexandra Hofmockel**, *Philipps-U. Marburg*
Author: **Vivien Procher**, *Philipps-U. Marburg*
Author: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg / Indiana U. Bloomington*
Author: **Sandra Gottschalk**, *Leibniz Centre for European Economic Research*

We draw on a variety of research areas that explain why individuals combine paid employment and self-employment. We provide a comprehensive empirical comparison of the relevance and co-occurrence of multiple motives. Our analysis shows that motives can be meaningfully distinguished according to whether a motive is endogenously transitory or not, and suggests the presence of three dominant classes of hybrid entrepreneurs. In particular, learning and growth constraints, which we refer to as transitory motives resolving over time, play a crucial role in distinguishing between the three classes. Based on an analysis of 3,868 hybrid and pure entrepreneurs, we show that our typology helps better understand the potentially heterogeneous relationships between being a hybrid entrepreneur and entrepreneurial performance and innovation behavior.

ENT: **Learning To Be Well – Hybrid Entrepreneurship and Entrepreneurs' Psychological Well-Being**

Author: **Johanna Kuske**, *U. of Cologne*
Author: **Matthias Schulz**, *U. of Cologne*
Author: **Christian Schwens**, *U. of Cologne*

Following the increasing research interest in entrepreneurs' psychological well-being (PWB), recent research takes a dynamic perspective to determine how entrepreneurs' PWB unfolds over time in the entrepreneurial phases of envisioning, planning, implementing, and evaluating a business. We extend related theory by examining how an additional phase in hybrid entrepreneurship – that is, starting a new venture while keeping a wage job – affects entrepreneurs' PWB in the subsequent implementation phase. Drawing on entrepreneurial learning theory, we argue that a phase in hybrid entrepreneurship allows entrepreneurs to learn how to cope with stress so they can protect their PWB in the implementation phase. In addition, we argue that caring responsibilities negatively moderate the baseline relationship, as they constrain entrepreneurs' capacity to learn. We test our hypotheses using a large-scale yearly panel data set that follows individuals in the United Kingdom for 29 years. Our study highlights the value of taking a longitudinal perspective of entrepreneurs' PWB, as their actions and experiences in prior phases can affect entrepreneurs' PWB in later phases.

KEY TO SYMBOLS

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Family Firm and Employment

Session Moderator: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*

ENT: **Hold It Tight: The Adoption of Digital Technologies for Monitoring in Family Businesses**

Author: **Paula Martínez-Sanchis**, *TUM School of Management, Technical U. of Munich*
Author: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*
Author: **Nadine Kammerlander**, *WHU Otto Beisheim School of Management*

The COVID-19 pandemic has revolutionized employees' work patterns. This study investigates why and how family businesses' idiosyncrasies influence the adoption of digital technologies to monitor their employees when working from home. Employing a multiple-case research design, we investigate the process of how firms adopt digital technologies for monitoring their employees during and after the strong working regulations were introduced in companies because of the COVID-19 pandemic. We derive a process model that shows different patterns of companies' behavior regarding the adoption of digital technologies for monitoring, unearthing the hindering or respectively enabling factors to companies' adoption. In particular our findings show that family business' paternalism and employees' workplace identity tied to strong need for physical presence at the offices hinder, while family business' openness to digital technologies and the perception of control as enabler foster the transition towards the adoption of monitoring digital technologies. With our findings, we contribute to family business research and organizational control theory.

ENT: **Measuring Family Influence from a Non-Family Employee Perspective: Development and Validation**

Author: **Philipp Köhn**, *U. of Siegen*
Author: **Sven Wolff**, *U. of Siegen*
Author: **Philipp Julian Ruf**, *U. of Siegen*
Author: **Petra M. Moog**, *U. of Siegen*
Author: **Giuseppe Strina**, *U. of Siegen (D)*

The goal of this article is the development of the Perceived Family Influence Scale (PFIS), which measures how non-family employees perceive family influence in family firms. Compared to existing scales, the PFIS is the first scale that captures family influence from a non-family member perspective. Therefore, it allows for the collection of more unbiased and holistic data, thus expanding our understanding of family influence. This helps to refine the family business definition and opens the gates for future research. In developing the PFIS, we follow a multi-level development approach. First, we theoretically and empirically generate initial scale items. Second, we improve these items through exploratory factor analysis. The subsequent confirmatory factor analysis indicates scale's validity and reliability and yields culture, involvement, and image as its three dimensions. Third, to prove PFIS's applicability, we test the effect of perceived family influence on the job satisfaction of non- family employees of German family firms.

ENT: **Antecedents of Intra-Family Conflict and Employee Outcomes in Family Firms**

Author: **Andreas Strobl**, *Lancaster U. Management School*
Author: **Giovanna Campopiano**, *U. degli Studi di Bergamo*
Author: **Martin Friesl**, *Otto-Friedrich U. Bamberg*

Family businesses are subject to intra-family conflicts, but we know little about their effect on employees, besides the family itself. Based on a mixed-method research design we draw on a qualitative study of family conflict and employees' perceptions, and on a quantitative study to investigate the antecedents of intra-family conflict and its consequences on employee outcomes. Using dyadic survey data, we provide evidence that internal and external dimensions of SEW attenuate and drive intra-family conflict. Employee bonds to predecessor generations are a further driver of intra-family conflict. In turn, intra-family conflict yields negative organizational consequences as it lowers non-family employee job satisfaction and indirectly increases their turnover intentions.

ENT: **Shedding Light on the Founder's Influence: Development of a Scale to Measure Employees Perceptions**

Author: **Liliana Dinis**, *Nova SBE, U. Nova de Lisboa*
Author: **Pedro Neves**, *NOVA School of Business and Economics*
Author: **Arménio Rego**, *Católica Porto Business School*

The founder's influence in the business long after her/his departure is a recurring notion in family business but also an unexplored aspect that warrants further scrutiny. In this article, we introduce the concept of "founder's shadow perception", which is mainly characterized by high levels of founder's influence in the organization's daily life long after his physical departure. The founder's shadow scale is tested rigorously, through a total of three studies (total N = 792), we develop a scale to measure the construct, establish its psychometric properties, through the application of exploratory and confirmatory factor analytic techniques, which led to a multidimensional scale (founder's shadow) comprising four dimensions: (1) fatherly figure; (2) founder admiration; (3) mimicking leadership; (4) stakeholder's relationships. The scale demonstrates high levels of reliability. We discuss the wide applicability of the scale and a variety of research opportunities.

KEY TO SYMBOLS

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Entrepreneurship and the Institutional Environment

Session Moderator: **Mark Mallon**, *U. of North Carolina, Greensboro*

ENT: **Ethnic Fractionalization and Informal Entrepreneurship: An Institutional Logics Perspective**

Author: **Mark Mallon**, *U. of North Carolina, Greensboro*
Author: **Stav Fainshmidt**, *Florida International U.*

Prior research tends to focus on weak state institutions as drivers of informal entrepreneurship. Drawing from the institutional logics perspective, we posit that informal entrepreneurship may be a consequence of the social structure that shapes prevailing logics. Specifically, ethnic fractionalization in society undermines social cohesion by casting ethnic identity as an alternative institutional logic to that of the bureaucratic state, increasing the likelihood that entrepreneurs will not register their ventures. However, we further argue that the effect of ethnic fractionalization is mitigated by the entrepreneur's ties with lawyers or individuals with business experience because such ties introduce legal and market institutional logics, respectively, to founders' cognition, emphasizing both the benefits of legal registration and the potential costs of not registering. We find support for these arguments using a sample of over 5,000 entrepreneurs operating in 29 countries. Our study explicates a novel socio-cultural antecedent of informal entrepreneurship, pinpointing ethnic embeddedness as a critical mechanism underlying critical business formation decisions. Further, by explicating that multiple embeddedness through social ties can shape the salience of particular logics in business registration decisions, we advance research on how entrepreneurs interact with the larger institutional environment.

ENT: **Breaking Down Barriers or "Chameleon Effect": Effects of a Reform in Business Registration Process**

Author: **Charles Bonani Oliveira**, *Adjunct Professor, Sebrae School of Business*

Several governments have implemented institutional reforms aimed at making company registration more agile and less costly. We used a reform implemented by the Brazilian government in 2007 to evaluate the effects in the registration processes of new companies, for different sizes, and its contribution to a greater inclusion of women as partners of new registered companies. Regarding the size of registered companies, we sought to assess the effect of the reform on the quality of new registered enterprises. In relation to the participation of women as partners in companies, these is a chronic problem, especially in developing countries, and evaluating policies that can contribute to a greater participation of women in the formal economy is essential to establish a promising path to follow. We used data from the Bureau of Trade of São Paulo State (Jucesp), which is the main body for registering new companies in Brazil. We took advantage of the publication of the new law to carry out a natural experiment, with the application of an event study design, which counted on staggered adoption (heterogeneity in the treatment) by the cities. The results pointed to a positive correlation between adhesion to the new law and the increase in new registered companies. Despite this, the results indicated a substitution effect, with an increase in new individual micro-entrepreneurs in detriment of registrations of larger companies. Lastly, the study also verified the beneficial effect of the new law on the gender issue, with an increase in the number of women who started to formalize their business.

ENT: **It is Not Just About The Law! A New Theoretical Framework of Informal Entrepreneurship Emergence**

Author: **Esther Salvi**, *LMU Munich School of Management*
Author: **Daniela Alejandra Gimenez Jimenez**, *TU Dortmund U.*
Author: **Diana Maria Hechavarria**, *Texas Tech U.*

Given the transition toward increasingly formalized, market-driven, capitalistic economies, recent management and international business literatures have witnessed great theoretical advances relating the role of formal institutions shaping various forms of new ventures. New institutional frameworks account for a multiplicity of formal institutions, such as the role of governance quality, state fragility, intellectual property rights, and premarket reforms. Nevertheless, formal institutions do not act alone, and their interaction with informal institutions becomes critical to understand how informal new ventures emerge, especially in fragile countries. Through the analysis of 40 countries across 12 years, we build a new theoretical framework to explain how distinct institutional interactions between formal and informal institutions lead to informal entrepreneurship across countries. Based on these findings, we point to more culturally aware theory and policy approaches.

ENT: **Can Social Media Improve Startups' Institutional Environments? Evidence from China**

Author: **Gavin Wang**, *Wharton OPIM*
Author: **Lynn Wu**, *The Wharton School, U. of Pennsylvania*

Institutional environments play an important role in entrepreneurial activities. In this study we examine whether startups' social media activities could improve the institutional environments that they face, and whether lesser-connected startups can benefit more. Using comprehensive firm information and social media data from WeChat for about 2,000 Chinese startups from 2011 to 2020, we find that social media activities can help companies with few political connections obtain institutional resources, including both formal and informal institutions: They are more likely to receive administrative approvals from the government to conduct their primary business activities. They are also more likely to receive positive media coverages. We find that social media can not only help these companies broadcast quality signals, but also direct public opinions and mobilize public support in their favor, all of which are essential to establish public legitimacy. These effects are especially strong for firms that face greater institutional barriers and have scarce political resources. In addition to social media engagement, the content of social media post also plays a critical role. We find that posts about corporate social responsibility (CSR) play a bigger role than others in helping firms receive favorable treatment and establish public legitimacy. Consistent with our proposed mechanism, we find social media's effect is significantly reduced after implementing policies that lower institutional barriers, such as after the Mass Entrepreneurship and Innovation Policy.

KEY TO SYMBOLS

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Corporate Venturing 2

Session Moderator: **Katie Brownell**, *U. of Southern California -Marshall School of Business*

ENT: **A Control-Oriented Perspective on Internal Corporate Venturing Program Performance**

Author: **Katie Brownell**, *U. of Southern California -Marshall School of Business*
Author: **Jeff Covin**, *U. of Wyoming*

It is suggested that all corporate venturing initiatives share similar managerial requirements as a consequence of the novelty inherent to the process of experimentation. As experiments, the common and predictable implications associated with managing corporate venturing initiatives demand that certain choice, adaptation, and termination capabilities must be present in order for corporate venturing to fulfill its promise as a driver of value creation. At least five such capabilities meet this screen – strategic intentionality, strategic recognition, organizational learning capability, organizational response capability, and options management capability. In this research, we develop a conceptual model capturing the constellation of organizational competencies necessary for the hazards inherent in the corporate venturing process to be better understood and managed. Implications for future research and managerial practice are discussed.

ENT: **Devil of a Time: Manifestations of Time and Temporality in Corporate Venturing During COVID-19**

Author: **Vareska Van De Vrande**, *Rotterdam School of Management, Erasmus U.*
Author: **Frank Siedlok**, *Heriot-Watt U.*
Author: **Corina Kuiper**, *Corporate Venturing Network*

We set out to better understand how corporate venturing managers made sense of the rapidly unfolding pandemic. Our findings are based on 38 interviews with CV managers from 31 large MNEs that represent a majority of the CV sector in the Netherlands. Drawing on the literature on temporality in organisations, we identify three main manifestations of temporality: compressing and decompressing of time and pace, coupling and decoupling of past, present and future, and synchronising and desynchronising temporal cycles. We further theorise how ego-centric and time-centric temporal agency impacts on CV activities and outcomes. We show that temporality can directly affect strategic horizons and diminish the remit of CV activities. Our findings contribute to debates on temporality in organization studies and extend our understanding of corporate venturing.

ENT: **Just the Two of Us? Investigating the Impact of Single vs Consortium Corporate Accelerators**

Author: **Robin De Cock**, *U. of Antwerp/ Antwerp Management School*
Author: **Lien Denoo**, *Tilburg U.*
Author: **Vincent Molly**, *KU Leuven*

There is an enormous variety of engagement models between corporates and new ventures in general and corporate accelerator programs in particular. While research is rapidly growing to understand the corporate side, we know little about the effects on the development of the new ventures involved. We investigate the impact of different types of corporate accelerators (single versus consortium) on the venture progress taking into account the venture's life cycle stage. Building on a dataset of 233 ventures, we find that corporate accelerator programs support venture growth, but that this effect mainly counts for "single accelerators". They proof to be generally better in comparison to "consortium accelerators", except for ventures in their scale-up phase. The latter seem to benefit more from accelerator programs run by a consortium of corporates. With these findings we contribute to both the entrepreneurship and the corporate accelerator literature.

ENT: **Incumbents' Deadly Sin? Organizational Envy and the Response to Competitive Threats**

Author: **Clau Sganzerla**, *Texas Tech U.*
Author: **Jared Shaw Allen**, *Texas Tech U.*

One of the dominant strategies deployed by incumbent organizations to respond to threats from disruptors is corporate entrepreneurship. Despite our ability to describe corporate entrepreneurship as a response strategy, we still lack theory to explain why and under which conditions incumbents choose one or more forms of corporate entrepreneurship strategy. In this paper, we offer a theory of managerial decision-making which centers on explaining the process by which incumbents choose a particular type of response strategy to competitive threats imposed by disruptors. We posit that the social comparison that occurs between incumbent and disruptor gives rise to what we call organizational envy, in analogy to the social comparison process that occurs at the individual level. We describe how two dimensions give rise to destructive and constructive forms of organizational envy, which moderate managerial decision-making. Our paper makes three important contributions. First, we offer theory on why incumbent firms decide on a particular strategic response to disruptors. Second, we propose that organizational envy may have broader implications to advance strategic decision-making and dysfunctional organizational behavior theories. Finally, we contribute to the theory-practice dialog in management by developing a conceptual framework that can be instrumental for decision-making in the field.

KEY TO SYMBOLS

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Session Type: **Paper Session**
Program Session: **1793** | Submission: **20633** | Sponsor(s): **(ENT)**
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Entrepreneurial Identity

Session Moderator: **Sam Ruiqing Cao**, *Stockholm School of Economics*

ENT: **Founder Stories and Entrepreneurial Identity of Craft-Based Ventures**

Author: **Sam Ruiqing Cao**, *Stockholm School of Economics*
Author: **Mattias Nordqvist**, *Stockholm School of Economics*
Author: **Roberto Verganti**, *Stockholm School of Economics*

This study examines how entrepreneurial identity influences product strategies and performance in craft ventures. Analyzing a large sample of entrepreneurs from Etsy, an online marketplace for handcraft products, we show that entrepreneurs' personal experiences and values imprint on venture identity and lead to peculiar dynamics of business value creation. Specifically, craft ventures imprinted by the personal story of their founders offer a narrower range of items, sell lower volumes, and underprice their products. They also earn a higher reputation among customers, which implies an over-commitment to quality. These unusual dynamics emerge through entrepreneurs' search for authenticity, reputation and audience. Imprinting of personal experiences and values has more influence on product strategies when entrepreneurs find meaning in and emphasize their commitment to the act of handmaking.

ENT: **The Role of Entrepreneurial Identity in Finding Mitigation Strategies to Deal with Existential Risks**

Author: **Justin Grabow**, *U. of Twente*
Author: **Michel Ehrenhard**, *U. of Twente*
Author: **Frederik Wurm**, *U. of Twente*
Author: **Kaja Borup Løvschall**, *U. of Twente*

The consequences of accelerating climate change pose existential risks for business. Why affected entrepreneurs act and decide differently between multiple conventional and innovative alternatives to mitigate such risks remains an under-researched area. We conducted 35 semi-structured interviews with German winemakers from different winegrowing regions that directly suffer the consequences of climate change. Using a partially grounded theory approach, we found that entrepreneurial identity explains largely the variation in approaches of dealing with existential risks. The most striking differences are related to entrepreneurs' risk awareness, risk approach, risk-reduction requirements, and reputational risk management. With our research, we extend the literature on entrepreneurial identity and innovations, using two technologies as practice lenses. We also contribute to the research on risk society and existential risks.

ENT: **Entrepreneurial but not Entrepreneur: How Entrepreneurial Identity Shapes Career Identities**

Author: **Amr Kebbi**, *American U. of Beirut*
Author: **Benson Honig**, *McMaster U.*

Graduates of entrepreneurship programs acquire an entrepreneurial identity that empowers them with a creative mindset. In this paper, I answer the question, how does this entrepreneurial identity help graduates develop a meaning that conceptualize their entrepreneurial role in their future careers? I examine how entrepreneurial identities shape the future careers of those who study entrepreneurship. I analyzed and coded 83 interviews with students and graduates from an undergraduate (43 informants) and graduate (32 informants) entrepreneurship programs, in addition to eight informants who took entrepreneurship courses at some point in their university education and founded new ventures. I found that entrepreneurial identity acquired during entrepreneurship education shapes the profiles of graduates, and five career paths were identified: dream-building, entrepreneurship pop culture, institutional entrepreneurship, investment entrepreneurship, and new venture path. I argued that entrepreneurship education might not prepare its graduates to become founders, but it empowers them with entrepreneurial identity awareness and entrepreneurship institutional knowledge. Finally, graduates of entrepreneurship education can perform entrepreneurial activities beyond new venture creation.

ENT: **Founder Identity Threat in Nascent Entrepreneurs: Threatened Identity During New Venture Distress**

Author: **Han Ming Daniel Chng**, *China Europe International Business School (CEIBS)*
Author: **Matthew Rodgers**, *Hope College*
Author: **Oliver Yiang Zhou**, *China Europe International Business School (CEIBS)*
Author: **Yusen Dong**, *China Europe International Business School (CEIBS)*

We theorize about how nascent entrepreneurs experience founder identity threat, defined as an experience that potentially harms the founder identity's value, meaning, or enactment during new venture distress, and how their individual appraisal influences this experience. We elaborate on the psychological and behavioral consequences of founder identity threat and discuss their potential performance implications to better understand the challenges of entrepreneurship for nascent entrepreneurs

KEY TO SYMBOLS
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Entrepreneurial Exit or Failure 2

Session Moderator: **Emma Su**, *U. of Dayton*

ENT: **The impact of entrepreneurs' military experience on small business exit: Evidence from the U.S.**

Author: **Emma Su**, *U. of Dayton*
Author: **Zonghui Li**, *Jacksonville U.*

Entrepreneurship plays a critical role in economic growth, social development and innovation. However, a large number of small businesses cease operation every year. Based on insights drawn from the conservation of resources (COR) theory, this paper examines the impact of entrepreneurs' military experience on small business exit. We argue that entrepreneurs with military background are more conservative regarding the potential resource loss associated with the entrepreneurial process than entrepreneurs without military experience and, thus, are more likely to exit the business as a mechanism to cope the potential loss of resources. The usage of this coping mechanism before the actual loss occurs is further highlighted by veteran entrepreneurs' tendency to exit the business voluntarily rather than involuntarily which is likely to result in actual loss due to the lack of sufficient opportunities or business inefficiency. An empirical analysis of data from a 2007 Survey of Business Owners (SBO 2007) from the United States Census Bureau supports our hypotheses. This study contributes to our knowledge of how service in the military affects entrepreneurs' decision related to business exit.

ENT: **How Significant Events and Team Trust Predict Member's Exit in New Venture Teams**

Author: **Yvette Baurne**, *Lund U. School of Economics and Management*
Author: **Frederic Delmar**, *EMLYON Business School*
Author: **Jonas Wallin**, *Lund U., Shool of Economics and Management*
Author: **Anna Brattstrom**, *Lund U.*

This paper examines how the significant events and team member trust in new ventures affect exit from the team. We consider team member exit as an outcome that affects both individuals, the team, and the performance of the new venture. We develop our arguments based on event system theory, which is specifically beneficial to understand how new ventures develop. We test our arguments using a unique longitudinal data set that follows 108 teams and their 218 members over a year using repeated questionnaires (n=782). We use a Bayesian and joint modeling approach to model team turnover and correct for non-ignorable non-responses under population heterogeneity. We find that team members' level of trust affects how they perceive significant events (novel and disruptive). Trust does not affect team members' exit. Disruptive events are strongly associated with team members' exit. This suggests that disruptive events mediate the effect of trust on team members' exit. We discuss the implications of our results for theory.

ENT: **"Till Death Do Us Part": Applying the Marriage Metaphor to Investigate Co-founder Exits**

Author: **Nicola Anne Thomas**, *Sheffield U. Management School*
Author: **Carina Lomberg**, *Technical U. of Denmark*
Author: **Philip Cash**, *Technical U. of Denmark*

The co-founder relationship is frequently likened to a marriage. This has resulted in the dissemination of actual 'marriage therapy for co-founders', i.e., prescribing marital interventions to co-founders. Though intuitively there seem to be many parallels between a romantic relationship and a co-founder relationship, the marriage concept has yet to be tested in the entrepreneurship context. Building on theories of entrepreneurial affect, we adapt methodologies designed for marriage research to investigate the fundamental assumptions of the marriage and divorce metaphor: that relationship conflict and negative affect increase the likelihood of co-founder exits. By capturing dynamic, objective and continuous affective data in team conflict episodes, we find that relationship conflict and negative affect are not predictive of an eventual team separation. Yet surprisingly, task conflict and positive affect are highly predictive. Hence, we introduce a new variable—masked positivity—which is highly predictive of a subsequent co-founder exit and team separation. We discuss the implications of our study for research on affect, co-founder exits and founding team conflict.

ENT: **Supporting Ventures: How Cost Reduction Sponsorship and Agglomeration Impact New Venture Exit**

Author: **Silvia Carolina Reyes**, *Ent*
Author: **Larry Plummer**, *Ivey Business School*
Author: **Simon Parker**, *Ivey Business School*

Organizational sponsorship (OS) impacts new firm survival prospects by creating a resource-munificent environment that supports new firms during their early years in the market. While the extant literature focus has been looking at initiatives that provide resources to new firms, current theorizing largely overlooks how sponsorship initiatives that offset the cost of doing business might also be helpful in reducing ventures from exiting the market. In this paper, we extend the construct of buffering OS to include those initiatives that offset the cost of doing business for new firms. In doing so, we provide novel insights on how cost reduction buffering OS initiatives via state taxes impact new firm exits. We then explore how agglomeration factors-localized competition, industry diversity, and industry switching - moderate this main relationship. We test and find broad support for our hypotheses using data from 355 MSAs in the United States spanning 2003 to 2010.

KEY TO SYMBOLS

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Entrepreneurs' Characteristics

Session Moderator: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*

ENT: **Fear of Failure as the Ultimate Evil? – Understanding its Pathway Towards Employee Satisfaction**

Author: **Lisa Schrewentigges**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Steffen Strese**, *TU Dortmund U.*

Instinctively, entrepreneurs are often characterized as being passionate, curious and brave. But they may also be fearful. The amount of research on fear of failure in entrepreneurship is growing, especially with regards to individual-level antecedents and outcomes. However, literature remains silent on venture team-level outcomes even though existing research shows that founders' psychological traits, emotions and behaviors influence an employee's experience at work. We draw on the theory of emotional contagion and investigate the influence of an entrepreneur's negative emotion of fear of failure on employee satisfaction. We use a sample of 143 active entrepreneurs built from a mixed-data approach combining survey data and secondary data from an employer review platform. We find that fear of failure of entrepreneurs is negatively related to employee satisfaction. Moreover, we find that a team setting characterized by low participativeness in strategic decision-making strengthens this negative relationship. With our research, we complement the entrepreneurship literature on fear of failure by the venture team-level dimension. We also extend the theory of emotional contagion by introducing participative strategic decision-making as a team environment affecting the base relationship. From a practical perspective, we shed light on the phenomena of fear of failure among active entrepreneurs and accelerating team environments, which is so far a kind of taboo subject in entrepreneurship.

ENT: **The Impact of Entrepreneur's Time Perspective on Insomnia and Psychological Capital**

Author: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*
Author: **Masoud Karami**, *U. of Otago*
Author: **Sai Chittaranjan Kalubandi**, *Indian Institute of Management, Bangalore*

Although some scholars have investigated a particular aspect of psychological time called time perspective (TP), scholars rarely directly consider the impact of that cognitive and motivational construct. Yet, this investigation is important because TP plays a crucial role in entrepreneurs' decision-making and motivations in today's business contexts. Focusing on the complex and poorly-understood relationships between entrepreneurs' TP, their insomnia, and their psychological capital, we herein investigate how entrepreneurs' TP does impact their insomnia and (subsequent) psychological capital. Using a final sample of 399 entrepreneurs from New Zealand and the UK, we find that negative (past-negative and present-fatalistic) TPs have a positive impact on entrepreneurs' insomnia whereas positive (past-positive and future) TPs have a negative impact. We also find that a present-hedonistic TP has a positive (nonsignificant) impact on insomnia. Last, we find that gender plays a moderating role such that, in high insomnia conditions, women entrepreneurs have a lower psychological capital than men entrepreneurs.

ENT: **Disentangling the Impacts of International Experience on Graduates' Entrepreneurial Propensity (WITHDRAWN)**

Author: **Shiri Breznitz**, *U. of Toronto*
Author: **Qiantao Zhang**, *U. of Toronto*

Despite the large body of literature analyzing the role of international education in graduates' entrepreneurship, little research has been undertaken about the role of international employment. Drawing on a large-scale survey of alumni of the University of Toronto, our empirical results show that, for graduates, international education experience matters more for entrepreneurship than international employment experience. For international education, the experience seems to be more important than the subject studied or the degree obtained. However, for international employment, the nature of employment, the size of the firm, or the type of firm plays a more essential role in entrepreneurship than the experience does alone.

ENT: **Mindfulness Meditation and Entrepreneurs' Satisfaction: The Role of Goal Difficulty and Grit**

Author: **Alex Kier**, *Washington State U.*
Author: **Benjamin Warnick**, *Washington State U.*

Mindfulness and entrepreneurship appear contradictory in fundamental ways: whereas mindfulness is present-focused and emphasizes acceptance, entrepreneurship is future-focused and emphasizes disrupting the status quo. Exploring this apparent paradox, we theorize that while mindfulness increases entrepreneurs' business satisfaction, it also encourages them to set venture goals they believe are less difficult, thus revealing important downside implications of mindfulness meditation. We test our theorizing using a randomized experiment, finding that mindfulness meditation increased entrepreneurs' business satisfaction at the expense of perceived goal difficulty, such that the positive relationship between mindfulness meditation and business satisfaction was mediated by lower perceived goal difficulty. Furthermore, this indirect relationship between mindfulness meditation and business satisfaction via perceived goal difficulty was moderated by grit, such that the relationship was weaker the greater the entrepreneur's grit. As a result, gritty entrepreneurs appear well-positioned to reap the well-being benefits of mindfulness without setting lower aspirations. Our results hold important implications for theory and practice on mindfulness, entrepreneurial well-being, and grit.

Session Type: **Paper Session**
Program Session: **1796** | Submission: **20986** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **210**

Entrepreneurial Opportunities 2

Session Moderator: **Niharika Garud**, *U. of Melbourne*

ENT: **What About Family? An Institutional Logics Approach to Understanding Opportunity Evaluations**

Author: **Niharika Garud**, *U. of Melbourne*
Author: **Rakesh Kumar Pati**, *Deakin U.*
Author: **Christopher Sutter**, *Miami U. Ohio*
Author: **Tim R. Holcomb**, *Miami U.*

Recent calls to explore effects of institutions and institutional logics on entrepreneurial behaviors have become stronger. As the recent global events continue to disrupt the economic and labor markets across the world, understanding how institutional logics influence entrepreneurial opportunity evaluations has become urgent in today's world as it influences entrepreneurial activities and self-employment globally. In this study, we explore how institutional logic of family influence entrepreneurial opportunity evaluations when compared to evaluations done under the institutional logic of markets, using multiple experiments. We find empirical support for prior research in this field as we find significant effect of institutional logic of family on opportunity evaluations. Furthermore, in contrast to the settings of developed economies, we find that institutional logic of family has a stronger effect on entrepreneurial evaluations in the settings of emerging economies. We also identify and empirically test key decision context factors that moderate the effect of institutional logic on opportunity evaluation. This research contributes to the literature in the areas of institutional logics and entrepreneurship by unraveling how processes through which institutional logics impact entrepreneurial opportunity evaluation decisions in emerging markets.

ENT: **Beyond Cognitive Evaluation: Opportunity Attitude Construct and Scale Development**

Author: **Binyam Zewde Alemayehu**, *U. of Adelaide*
Author: **Paul Steffens**, *U. of Adelaide*
Author: **Scott Gordon**, *U. of Adelaide*

Opportunity evaluation is central to our understanding of entrepreneurship. Recent studies have conceptualized the character of first-person opportunity beliefs, culminating as opportunity attractiveness, as an important precursor to entrepreneurial action. Drawing on the theory of mind and attitude research, we extend opportunity evaluation beyond cognitive assessment, to incorporate affective attachment and conative engagement; the three components combining to form opportunity attitude (OA). This paper develops and validates a measurement scale for OA. Using four studies, the paper validates a 16-item OA scale and confirms the multidimensionality of the OA construct. Affective attachment and conative engagement are equally strongly associated with entrepreneurial intentions as cognitive assessment, and improve overall prediction.

ENT: **Mixed Embeddedness and Hispanic Entrepreneurship: Role of Hispanic Enclaves and Acculturation**

Author: **Haneul Choi**, *U. of Bristol*
Author: **Seungkyu Choi**, *Arizona State U.*
Author: **Ting Zhang**, *U. of Baltimore*

This research investigates how the different degrees of Hispanic embeddedness in the U.S. and in their own culture as well as Hispanic enclaves affect their decision to choose self-employment. Drawing on and synthesizing the literature on immigrant entrepreneurship, mixed embeddedness, acculturation, and ethnic enclaves, we theorize in what circumstances Hispanic's foreignness can be a liability or an asset in identifying and acting on the identified business opportunity. We find that Hispanics are most likely to be self-employed when they have knowledge of both the home and the host culture. We also find that living in a Hispanic enclave reduces the propensity of a Hispanic to choose self-employment. We interpret the findings considering both the push and pull factors of ethnic minority entrepreneurship while illustrating how incorporated versus unincorporated businesses might differ in nature.

ENT: **Learning Through Experimentation: Interpretation and Decision-Making under Ambiguous Feedback**

Author: **Jason Lee**, *The Wharton School, U. of Pennsylvania*

Entrepreneurs are encouraged to experiment with their business ideas to determine their potential value before making a full-scale commitment. Studies emphasize the scientific methodology of hypothesizing an opportunity, experimenting to test the hypothesis, and evaluating the result. However, experiments inherently produce noisy, ambiguous information, and entrepreneurs are susceptible to making inaccurate assessments. I focus on the interpretation process after conducting an experiment, where entrepreneurs assess the value of their ideas and take subsequent actions. Drawing from the organizational learning literature, I study how entrepreneurs interpret and behave in response to multidimensional information resulting from experiments. I also investigate the influence of ambiguity in feedback, namely when feedback is given broadly across dimensions (information breadth) and when it signals conflicting information (information conflict), on the entrepreneurs' response to multidimensional feedback. Empirically, I examine a global video gaming platform that was created for game developers to experiment with their ideas and find that decision-makers are more likely to respond to positive dimensions of feedback and the main effects are stronger under the ambiguity of feedback.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1797** | Submission: **20983** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Entrepreneurial process: New Venture Formation and Growth 2

Session Moderator: **Johannes Brieler**, *U. of Bern*

ENT: **From Idea To Market: Configurations For Idea Stage Speed And Success Of New Ventures**

Author: **Johannes Brieler**, *U. of Bern*
Author: **Artur Baldauf**, *U. of Bern*

Getting an idea to the market is a crucial step in the development of a new venture. Research is inconclusive about what combinations of factors drive a new venture from an idea to the market. We address the issue by employing qualitative comparative analysis (QCA) to a longitudinal sample of 251 idea stage new ventures in the United States of America, from the Panel Study of Entrepreneurial Dynamics II (PSED II). We assess combinations of conditions in new ventures leading to an idea reaching the market (quickly). In doing so, we consider the Timmons (1999) model of the entrepreneurial process. Important factors are resources and the experience of the new ventures' entrepreneurs. They also point to the complexity of idea stage dimensions of new venture performance that are linked to new ventures reaching the market. This benefits research in providing insights into paths to success for idea stage new ventures.

ENT: **Do Scientific Entrepreneurs Invest Financial Resources Differently? Evidence From Two RCTs**

Author: **Daniele Battaglia**, *ESCP Business School*

In early entrepreneurship, the benefits of experimentation stem from two sources: the amount of information an experiment generates and the investments it requires. Previous literature has focused mainly on investigating the information generated by experimentation and how entrepreneurs can use it to further develop their entrepreneurial business. However, despite their importance, we have little knowledge on the investments entrepreneurs make as they learn about the prospects of their business, and on whether these investments are related with performance. Using a question-driven approach, we explicitly focus on the investments made by entrepreneurs by examining data from two field experiments in Italy with 382 early-stage start-ups. Both experiments followed the same structure: we created incubation programs where half of the participants learned about a scientific approach to decision-making and half did not. We observed all entrepreneurs for 14 months after the treatment and found that treated entrepreneurs invested more before and after entry, but generated higher revenues than those who did not learn about a scientific approach to decision making once entered on the market. We show that these higher investments take place because treated entrepreneurs have falsifiable hypotheses, which also lead to higher revenue. Elaborating on these results, we put forward several insights for literature on strategy and entrepreneurship.

ENT: **The Emergence of Organizational Culture**

Author: **Christopher Law**, *Texas A&M U.*

Culture is central to organizations and their outcomes. However, we know surprisingly little about how culture emerges because extant research generally examines large, established organizations. In this paper, I address this gap. I use an inductive longitudinal research design to study eight nascent technology companies over 22 months to generate a theory of culture emergence. My data point to the criticality of a few founder choices: how they imprint themselves on the organization, structure human capital, and manage the budding culture. Further, my data reveal that several "best practices" suggested by practitioners for culture creation appear to be more detrimental than helpful. More broadly, my findings contribute to strategy and entrepreneurship.

ENT: **Is The Venture Growth-Survival Relationship Inverted U-Shaped or Not? A Replication Study**

Author: **Yassine Lamrani**, *Erasmus U. Rotterdam*
Author: **Giuseppe Criaco**, *Erasmus U. Rotterdam*
Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*
Author: **Tom Mom**, *Erasmus U. Rotterdam*

Pe'er, Vertinsky and Keil, Strategic Management Journal, 2016, 37, 541–564, provide empirical evidence for an inverted-U shaped relationship between venture growth and survival. We replicate their study and extend it by distinguishing between exit and failure, addressing the assumptions of survival modelling, and examining potential reverse causality due to the notion that the prospect of failure may spur firms to downsize (temporarily) - a phenomenon referred to as the shadow of death. Even though we obtain nearly identical results when performing an exact replication of Pe'er et al.'s study, the findings of our extension reveal a relationship between growth and survival that is the exact opposite of what earlier growth-survival studies including Pe'er et al. (2016) have found.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1798** | Submission: **20642** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Entrepreneurial Orientation

Session Moderator: **Chaffik Bakkali**, *Institut Montpellier Management*

ENT: **Entrepreneurial Orientation and Firm Performance: Does CEO Servant Leadership Play a Role?**

Author: **Sanjay Chaudhary**, *O.P Jindal Global U.*

Considerable consensus suggests that entrepreneurial firms perform better than more conservative firms. As knowledge about the benefits of embracing an entrepreneurial strategy has expanded, increased attention is being given to establish the conditions under which a firm's entrepreneurial orientation yields superior performance. To extend this ongoing conversation, we build on insights from upper echelons perspective and resource-based view to introduce servant leadership as a CEO-level moderator of the entrepreneurial orientation - firm performance relation. Predictions were validated using multi-point data collected from 172 small firms in India. We find that four servant leadership behaviors – altruistic calling, wisdom, emotional healing, and persuasive mapping – influence the association between entrepreneurial orientation and performance. Further, consistent with a systems logic, the performance benefits of entrepreneurial orientation are greater when the CEO's servant leadership comes closer to an 'ideal' configuration of behaviors. We discuss the study's implications and future research avenues.

ENT: **Levers of Control, Entrepreneurial Orientation, and Firm Performance**

Author: **Chaffik Bakkali**, *Institut Montpellier Management*
Author: **Jonathan Maurice**, *Toulouse School of Management*
Author: **Jeff Covin**, *U. of Wyoming*

Drawing on both management control and entrepreneurship literatures, this paper focuses on how different levers of control (Simons, 1995) influence firms' entrepreneurial orientation (EO) and its relationship to performance. In this research, we develop a conceptual model in which interactive control systems operate as an antecedent of EO while diagnostic control and boundary systems positively moderate the EO–performance relationship. Using data from 278 French firms, we tested through a structural equation modeling (SEM) approach our research model. The results indicate a significant positive relationship between EO and firm performance, as well as between interactive control systems and EO. Our research reveals that certain types of control systems – interactive control systems – operate as an antecedent of EO. However, our results do not support the assumption that diagnostic control and boundary systems separately influence the EO–performance relationship. Rather, the joint use of diagnostic control and boundary systems significantly moderates this relationship. In particular, EO has its most positive effect on firm performance when diagnostic control systems and boundary systems are concurrently emphasized.

ENT: **The Sales Manager as Entrepreneur – Are You Sure?**

Author: **Andreas Hinterhuber**, *Cà Foscari U. of Venice*

This study examines how and whether entrepreneurial orientation (thinking like an entrepreneur) and entrepreneurial intent (acting like an entrepreneur) influence performance within established firms. The context is sales, the function that within firms arguably has the largest scope for entrepreneurial activities but that has, surprisingly, not yet received scholarly attention. We test a framework that includes mediating mechanisms with 252 sales managers in the UK and find that entrepreneurial orientation improves performance both directly and indirectly, but that entrepreneurial intent does not have direct effects. Overall, we contribute to the literature by revealing how individuals translate entrepreneurial orientation into superior performance, thus advancing the emerging research stream on the causal chain between entrepreneurial orientation and performance. Findings have important practical and public policy implications.

ENT: **Business Group and Entrepreneurial Orientation: An Emerging Market Context**

Author: **Santosh Tiwari**, *Indian Institute of Management Amritsar*
Author: **Rihana Shaik**, *Indian Institute of Management, Indore*

This study investigates the relationship between business group (BG) affiliation and entrepreneurial orientation (EO) of affiliated firms in an emerging market context. We argue that BG affiliates have more EO than standalone firms as affiliates can access group-wide resources and capabilities. Affiliates of older BG have less EO since they are more entrenched in the institutional settings of their BG. Affiliates having more external linkages of board members will have a higher level of EO, as such linkages play complementary roles and subsidies have inertial tendencies. Further, the negative effect of BG age on EO is suppressed by external linkages.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1799** | Submission: **20617** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Entrepreneurial Ecosystems 2

Session Moderator: **Samira Nazar**, *Australian National U.*

ENT: **Entrepreneurs: Navigate, Develop, and Transform Entrepreneurial Ecosystems**

Author: **Samira Nazar**, *Australian National U.*
Author: **Henri Burgers**, *U. of Queensland Business School*
Author: **Frederik Von Briel**, *U. of Queensland*

Our understanding of how entrepreneurs navigate entrepreneurial ecosystems to access resources and support remains limited. This is a particularly important issue to understand, as not all entrepreneurs have the same access to resources. To address this question, we studied 24 women entrepreneurs in Kabul (Afghanistan), an extremely adverse context in which the entrepreneurial ecosystem offers comparably little resources and support and where it is even harder for women to access the resources and support. Our findings reveal three mechanisms that successful women entrepreneurs draw upon: blending into their local ecosystem, bridging to other ecosystems and building their own support system that not only help them access resources and support but in turn also develop and transform their local entrepreneurial ecosystem. Developing a theoretical framework based upon these mechanisms, we contribute to the research of entrepreneurial ecosystems.

ENT: **An Exploration of an Entrepreneurial Ecosystem for Biopharma SMEs in a Second-Tier Region**

Author: **Jose Francisco Gonzalez Lopez**, *U. of Nottingham, UK*
Author: **Hannah Noke**, *U. of Nottingham*
Author: **Simon Mosey**, *U. of Nottingham*

Entrepreneurial ecosystems are a hot topic in academia as they are being adopted by governments as regional structures to improve entrepreneurship and innovation; nevertheless, their rapid implementation at a policy level has highlighted theoretical gaps regarding their genesis and development. For instance, contemporary policy adoption in the life sciences is typically built on the premise that establishing entrepreneurial ecosystems in second tier regions will encourage entrepreneurial performance as seen in first tier regions such as Boston, USA and the Oxford – Cambridge - London 'Golden Triangle' in the UK. To address theoretical concerns over such homogeneous approaches, we focus on one second tier region in the North of the UK that outperforms comparable second tier region, to investigate the influence of contextual factors such as the regional legacy and entrepreneurial interactions between local organisations without the munificent resources available within first tier regions. We deployed cognitive proximity as a theoretical lens to build a temporal framework depicting the interactions between the different organisations in this entrepreneurial ecosystem that were found to support entrepreneurial activities by the SMEs contributing the most significant entrepreneurial outcomes. We conclude that regional stakeholders specialised in facilitating interactions between organisations within ecosystems can be substitutes for a lack of private funding or regional government policy by enabling SMEs to engage in activities such as specialised networking, open innovation and business development activities that are challenging to implement outside of first tier regions.

ENT: **Giving Something Back - When Do Entrepreneurs Contribute to their Entrepreneurial Ecosystem?**

Author: **Johannes Hähnlein**, *U. of Bayreuth*
Author: **Carolin Durst**, *Ansbach U. of Applied Sciences*
Author: **Matthias Baum**, *U. of Bayreuth*

Current research on entrepreneurial ecosystems focuses on conceptual frameworks as well as the characteristics of individual elements and actors. Yet, ecosystems require the contributions of different actors (such as successful entrepreneurs) to become self-sustaining. This study sheds light on the questions of how and why entrepreneurs contribute to the development and reproduction of their entrepreneurial ecosystem. Applying a qualitative, inductive approach, a data sample of 32 semi-structured interviews with startup entrepreneurs from Germany was examined. The analysis reveals, that, amongst the personal traits of entrepreneurial passion and altruism, a perceived affiliation, reciprocity with and gratitude to the entrepreneurial ecosystem and its actors, influenced by antecedent experiences and relationships, are the core predictors for contribution activities such as mentoring, peering, or passing on experiences. These empirical insights are synthesized in a dynamic model, which adds further theoretical grounding to research on causal mechanisms and microfoundations in entrepreneurial ecosystems.

ENT: **Entrepreneurial Ecosystems: Quality Versus Quantity. Evidence Across US States**

Author: **Antonio Golpe**, *U. OF HUELVA*
Author: **José Carlos Vides**, *Complutense U. of Madrid*
Author: **Alejandro Almeida**, *U. Internacional de La Rioja*
Author: **Juan Manuel Martín**, *U. Internacional de La Rioja*

This paper has assessed the dynamics of entrepreneurial ecosystems across the US states by attending to their convergence. To do this, we have used the Startup Formation Rate (SFR) and the Entrepreneurial Quality Index(EQI) from a novel dataset called Start up Cartography Project, which spans from 1988 to 2014. For this purpose, we have applied the Phillips and Sul(2007,2009)'s club clustering algorithm in order to identify global or regional convergence. Our results suggestthe existence of two and three clubs convergence, respectively. More importantly, when attending EQI, California and Massachusetts form a club, being evidence of the importance of quality entrepreneurship over quantity. Furthermore, from a geographical point of view, SFR clubs show a scattered distribution throughout the national territory, while th eEQI clubs are more homogeneous .Finally, this gives valuable information for designing entrepreneur policies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1800** | Submission: **20600** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Entrepreneur Immigration

Session Moderator: **Horatio M. Morgan**, *U. of Waterloo*

ENT: **Immigrant Entrepreneurs' Equity Funding Outcomes Under Involuntary and Compensatory Signals**

Author: **Horatio M. Morgan**, *U. of Waterloo*
Author: **Annaleena Parhankangas**, *Iowa State U.*
Author: **Mauricio Mercado**, *Iowa State U.*

We develop a cognitive signaling perspective that systematically relates the financial outcomes of immigrant entrepreneurs' pitches to equity investors' heuristic screening of their involuntary and compensatory signals. Our analysis involves the funding results of 319 entrepreneurs from TechCrunch Disrupt pitch competitions. We identify a negative involuntary signal by associating immigrant entrepreneurs' accented pitches with amplified negative funding effects. But they can improve their fundraising performance by deploying multi-level compensatory signals, including information about their startup experience, venture quality, previous funding, and frontier industry status. Importantly, they could fare even better if they align their compensatory-signal level with investors' prevention-focus level.

ENT: **Responding to Financing Uncertainty in Complex Settings: The Case of Immigrant Entrepreneurs (WITHDRAWN)**

Author: **Bryan Malki**, *Jönköping International Business School*

This study advances the understanding of the response mechanism the immigrant entrepreneurs' (IEs') adapt when facing financing uncertainty in complex settings in host countries. Using qualitative data from thirty semi-structured interviews with IEs from Arabic background operating in Sweden, the paper introduces a decision-making process of multiple phases and factors involved. The findings suggest the process goes through three main phases: 'building a cognitive repertoire about financing'; the 'formation of financing preferences'; and the 'determination of the financing choice'. The emergence of the suggested phases was informed by the involvement of the following factors: 'structural integration in the host', the 'pull / push personality traits', 'perceptual appraisal of financing alternatives', 'financial adaptability', and 'situational conditions'. For a better understanding, the paper introduces a model that visually explains the suggested process. Finally, the paper provides theoretical and practical implications, and suggests future directions.

ENT: **The Role of Host Country and Home Country on the Performance of Immigrant Entrepreneurs**

Author: **Qiong Wu**, *IE Business School*
Author: **Julio O. De Castro**, *IE U. - IE Business School Madrid, Spain*

Immigrant entrepreneurship has received significant attention in the academic literature, with a focus on the success factors related to host countries. However, little research has examined the role of home country embeddedness in determining the performance of immigrant entrepreneurs. This paper examines how transnational social and institutional contexts in both the home country and host country affect the success of immigrant entrepreneurs. In addition, we investigate the role that fear of failure plays in this relationship. We test our theoretical model based on surveys from 267 immigrant entrepreneurs in four different countries. The results largely support our hypotheses and further indicate that home country embeddedness is an "invisible obstacle" for immigrant entrepreneurs. Our study contributes to a better understanding of the complex elements in home and host country contexts and their influence on immigrant entrepreneurship. Our findings also have important policy implications for both home countries and host countries.

ENT: **Early-Stage Business Failures of Immigrant Entrepreneurs: The Role of Liability of Foreignness**

Author: **Kristína Némethová**, *Jyväskylä U. School of Business and Economics, Jyväskylä, Finland*
Author: **Imran Muhammad Ilyas**, *Jönköping International Business School, Jönköping U., Sweden*

The study identifies and analyzes the role of liability of foreignness in the failure of immigrant owned new ventures. Building on literatures of immigrant entrepreneurship and liability of foreignness, we analyze the failure of 11 immigrant owned new ventures in Finland. In our comparative case study analysis, we find that entrepreneurial firms founded by immigrant entrepreneurs experience liability of foreignness due to foreign origins of their founders. We explore the concept of liability of foreignness at individual level and discuss five sources including unfamiliarity with the local environment, lack of legitimacy, constraints imposed by host countries, lack of cultural integration, and insufficient local language skills, that may affect the success of new ventures. Furthermore, a process is developed that outlines how various sources of liability of foreignness leads to failure of entrepreneurial firm founded by immigrants. In this process various factors are highlighted that play key role to make liability of foreignness work. The study contributes to literature on immigrant entrepreneurship, liability of foreignness, and entrepreneurial failure.

ENT: **Uncertainty and Immigrant Entrepreneurship: Evidence From Brexit (WITHDRAWN)**

Author: **Astrid Marinoni**, *Georgia Tech Scheller College of Business*
Author: **Camilo Acosta**, *EAFIT U.*

Immigrant entrepreneurs are a major driver of economic growth, and their decisions about where to locate can greatly affect the entrepreneurial ecosystem of a country. Meanwhile, increasingly uncertain immigration environments might discourage immigrants from establishing new ventures in host countries. This paper exploits the unexpected result of the Brexit referendum to investigate the relationship between immigration uncertainty and the entry of immigrant-founded ventures of different quality. We propose a model of immigrant entrepreneurial entry and introduce a new measure of venture quality at founding. We find that a surge in uncertainty decreases the growth rate of new immigrant-founded firms by 3.2%. The reliance on other immigrant actors exacerbates the negative effect that uncertainty has on entry. Moreover, low- and high-quality firms are the most affected, while the effect for medium-quality firms is negligible. Back-of-the-envelope calculations suggest that Brexit discouraged the entry of around 620 low-quality and 250 high-quality firms. Our model suggests that while founders of low-quality ventures might decide to take up employment, founders of high-quality ventures might be better off establishing their companies in another country.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1801** | Submission: **20666** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Entrepreneurial Incubation and Acceleration 3

Session Moderator: **Giuliano Sansone**, *U. College Dublin*

ENT: **Place to Space: The Emergence and Evolution of Sustainable Entrepreneurial Ecosystems in Smart city**

Author: **Indu Khurana**, *Hampden-Sydney College*
Author: **Dev K. Dutta**, *U. of New Hampshire*

Drawing on the concepts of place and space in sociology, this research examines the process entrepreneurs adopt, in association with place-based enterprises, to address urban challenges and build sustainable entrepreneurial ecosystems in smart cities. We note that the process unfolds through problem identification at the entrepreneurial level, followed by resource mobilization at the place-based enterprise level, and culminating in scaling solutions across space at the ecosystem level. Based on an analysis of rich field data, we develop a process model of the emergence and evolution of a sustainable entrepreneurial ecosystem. In this process model, the place-based enterprise acts as a lynchpin between urban stakeholders and entrepreneurs, helping generate sustainable smart city solutions. The journey from place to space sets in motion a process of “sequential specificity” ranging from high to low, across problems, resources, and solutions. This process leads the sustainable entrepreneurial ecosystem to evolve over time, based on scaling and adopting spatially flexible solutions. Our study has important implications for both entrepreneurs and policymakers.

ENT: **What is a Startup Studio? Evidence from Europe**

Author: **Giuliano Sansone**, *U. College Dublin*
Author: **Davide Viglialoro**, *Norwich Business School, U. of East Anglia*
Author: **Elisa Ughetto**, *Politecnico di Torino*
Author: **Paolo Landoni**, *Politecnico di Torino*

Startup Studio represents a new relevant actor in the entrepreneurial ecosystem. Since it is a novel actor, to our best knowledge, only a few preliminary studies have analyzed it. However, the number of Startup Studios is increasing worldwide, and they are becoming more and more relevant to the entrepreneurial ecosystem. This study aims at presenting this new actor by performing a qualitative analysis of twelve Startup Studios in Europe. In conclusion, based on the theoretical lenses of the activity system framework and human capital, this paper presents the first in-depth analysis of Startup Studio in the entrepreneurship literature.

ENT: **Sun Cast A Long Shadow? The Long-Term Implications of Short-Term Frictions in Venture Investing**

Author: **Sayan Sarkar**, *Hong Kong U. of Science and Technology*
Author: **Gary Dushnitsky**, *London Business School*

Seed-stage funding affords capital and certification to nascent ventures. Yet, we know that the decision to invest can be infused with frictions unrelated to ventures’ intrinsic quality. We ask; Do seed-stage frictions impact the long-term prospects of viable ventures while propelling those serendipitously funded? Or does the effect dissipate with time? To inform this question, we track the lifecycle of 744 entrepreneurial ventures graduating from London-based accelerators. We exploit a unique feature of the setting (i.e., pitching on a Demo Day with more sunshine than the previous day, is associated with a greater likelihood of securing Demo-Day investment) to address the methodological challenge of separating quality-driven and serendipitous investments. Our results suggest that short-term friction dissipates, leaving little discernible impact on 5-year growth trajectory – and exit – of the ventures. We contribute to the entrepreneurship resource-assembly literature by documenting evidence about the long-term implications of short-term frictions.

ENT: **The Storytelling Entrepreneur Has No Clothes? Risks, Rewards of Narrative Pitching and Negotiation**

Author: **Brad Turner**, *MIT Sloan School of Management*

Diverse academic traditions have emphasized how story can inflate valuations, and rarely noted downside risks. Yet audiences are often skeptical of stories as fluff, mere story, or just-so story. To explore the preconditions for narrative persuasion, I inductively study a setting of social valuation: angel investing, where startup entrepreneurs seek investments, endorsements, and partnerships from high-net-worth individuals. I find that both entrepreneurs and investors use narrative claims of value to persuade each other. However, the use of narrative claims by entrepreneurs seems to heighten the inherent suspicion that investors have for story. Narrative claims are often discounted or dismissed, or countered with recourse to data, fact, and substance. In a quantitative exercise, I find that story negatively correlates with the likelihood of securing a deal and with valuation in the setting. The result is a mixed picture of legitimated narrative persuasion in the setting, which seems to rely on resonance, but which is also constrained by an opposite valorization of credible facts and demonstrated accomplishment.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1802** | Submission: **10654** | Sponsor(s): **(ENT, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Entrepreneur Well-Being Across Contexts

Organizer: **Ute Stephan**, *King's College London*
Organizer: **Philipp Sieger**, *U. of Bern*
Organizer: **Isabella Hatak**, *U. of St. Gallen*
Organizer: **Daniel Lerner**, *IE Business School*

Entrepreneur wellbeing and mental health is important for entrepreneurs' productivity and the performance of their businesses. Thus, attention to how to manage and protect entrepreneur wellbeing is timely and important, even more so as a growing share of the workforce either work as entrepreneurs or work in entrepreneurial firms. Yet, surprisingly little research on entrepreneur wellbeing has examined the implications of context, that is the persons, places/situations, organizations, and time frames, and thereby the constraints and opportunities arising from the 'who', 'where' and 'when' of entrepreneurship. However, context affects entrepreneur wellbeing more directly than employees for whom context effects are buffered by organizational structures. Moreover, recent events like the Covid-19 pandemic have powerfully illustrated the relevance of context especially for the wellbeing of entrepreneurs. Therefore, this presenter symposium introduces multifaceted perspectives on context which can shape entrepreneur wellbeing; ranging from contexts of personal (e.g., mental health conditions) and situational (the Covid pandemic or refugee crisis) adversity, to different 'places', i.e., national contexts (e.g., living in a democratic vs. autocratic country) and organizational contexts (venture teams or organizational practices). This symposium illustrates how context-sensitive perspectives can advance our understanding of entrepreneur wellbeing.

ADHD Symptoms and Entrepreneur Well-Being - The Role of Entrepreneurial Team Conflict and Gender

Author: **Mi Hoang Tran**, *Syracuse U. Whitman School of Management*
Author: **Johan Wiklund**, *Syracuse U.*
Author: **Wei Yu**, *National U. of Singapore (NUS)*
Author: **Ana Perez-Luño**, *Pablo de Olavide U.*

Entrepreneurial Resilience During Covid-19 - Recovery Experiences, Insomnia and Positive Reappraisal

Author: **Martina Battisti**, *Grenoble Ecole de Management*
Author: **J. Jeffrey Gish**, *U. of Central Florida*
Author: **Isabella Hatak**, *U. of St. Gallen*
Author: **Haibo Zhou**, *U. of Nottingham, China*

From the Frying Pan into the Fire - Well-being of Syrian Refugee Entrepreneurs in Lebanon

Author: **Joelle Hawa**, *U. of Adelaide*
Author: **Melissa S. Cardon**, *U. of Tennessee, Knoxville*
Author: **Ashley Yerves Roccapriore**, *Auburn U.*

Democracy, the Family, and Entrepreneur Wellbeing

Author: **Philipp Sieger**, *U. of Bern*
Author: **Ute Stephan**, *King's College London*
Author: **Daniel Lerner**, *IE Business School*
Author: **Isabella Hatak**, *U. of St. Gallen*

Issue Experience, Inclusive Organizing, Wellbeing, and Social Enterprise Performance

Author: **Ute Stephan**, *King's College London*
Author: **Peter Vandor**, *WU Vienna U. of Economics and Business*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1803** | Submission: **16652** | Sponsor(s): **(ENT, SIM, STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Social and Environmental Value Creation and Capture: Social Impact for People and the Planet

Organizer: **Karla Corres**, *U. of Massachusetts, Boston*
Organizer: **Azucena Grady**, *Texas Tech U.*
Panelist: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Panelist: **Dante Di Gregorio**, *California State U., Monterey Bay*
Panelist: **Diana Maria Hechavarria**, *Texas Tech U.*
Panelist: **Jeff York**, *U. of Colorado, Boulder*
Panelist: **Hans Nikolas Rawhouser**, *U. of Nevada, Las Vegas*

In a world that is changing rapidly, due to environmental (e.g., COVID-19 pandemic, global warming), political (e.g., Ukraine-Russia war), or social (e.g., poverty) climates, businesses have voluntarily or involuntarily committed to societal and environmental goals (Pacheco, York and Hargrave, 2014; George, Merrill and Schillebeeckx, 2021). With the urgency to address some of the world's most urgent matters, more and more businesses, both locally and across the globe, are adopting initiatives that are "doing good." Thus there is a stream of work that has looked at how businesses are solving these world problems. Research in strategy and entrepreneurship is dominated by the firm's perspective on creating value from an economic point of view. Moreover, the use of proxies has limited our understanding of additional dimensions that capture value for other stakeholders, like neighborhoods, communities, and the environment. Therefore, there is a need to capture other dimensions of value creation and value capture that can more accurately depict what matters not only to businesses but to society in general. The purpose of this panel symposium is to engage a group of distinguished panelists in a formal, moderated, interactive discussion of (1) the terms above in the context of social and environmental value creation, impact, value capture and distribution; (2) the panelists' interpretation of them; (3) the relationships or differences among these terms; (4) the implications of theorizing on these topics; and (5) how they can be measured.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1804** | Submission: **10871** | Sponsor(s): **(ENT, STR, RM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

How to Experiment: Lessons from Psychology

Host: **Naja Pape**, *INSEAD*
Host: **Chiara Spina**, *INSEAD*
Panelist: **Karim R. Lakhani**, *Harvard U.*
Panelist: **Isabelle Solal**, *ESSEC Business School*
Panelist: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Panelist: **Dana Kanze**, *London Business School*
Panelist: **Aleksandra Joanna Kacperczyk**, *London Business School*
Panelist: **Rajshree Agarwal**, *U. of Maryland*

This symposium proposes that experiments have the potential to be used more effectively in strategy and entrepreneurship research if they leverage methodological innovations from other disciplines that have a longer tradition of using experiments. The symposium combines the perspectives of leading experts on experiments in psychology captured on video with a live debate and commentary with management scholars with deep expertise in experiments. The management scholars participating in the live debate will 'translate' best practices from psychology, and discuss to what extent and how they can be applied to research in strategy and entrepreneurship by putting them in the context of their own work. Presenters will outline specific opportunities to advance the theory, techniques, and variety of topics that methodologically advanced experiments can address and provides actionable insights for researchers at all stages of their career. This symposium builds on the success of the symposium held during the Academy of Management 2022 that focused on insights from economics and saw participation from over 100 scholars (both in person and via Zoom).

Session Type: **Paper Session**
Program Session: **1805** | Submission: **21051** | Sponsor(s): **(HCM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Don't Let Me Down (Session 2): Adoption of Novel Management Practices and Delivery Systems

Session Moderator: **Charleata Battle**, *California State U., Los Angeles*

HCM: **Nursing Homes Adoption of Alzheimer Disease's Special Care Units: Does it Improve Quality of Care?**

Author: **Giovanna Pilonieta**, *U. of Alabama, Birmingham*

Objective: To evaluate the effects of adopting AD SCUs on nursing homes' processes (use of physical restraints, antipsychotic drugs, and use of feeding tubes) and residents' outcomes (proportion of long-stay residents with pressure ulcers, proportion of long-stay residents who have fallen, and hospitalization rate) measures of quality of care. Data Sources: This study utilized data from three different sources: Brown University's LTCFocus data, Online Survey, Certification, and Reporting (OSCAR) and Certification and Survey Provider Enhanced Reporting (CASPER), and the Area Health Resource File from 2006 to 2018. The sample consists of approximately 148,707 nursing home-year observations over the 13-year study period. This sample included a national population of Medicare and Medicaid-certified nursing homes that are categorized as nongovernment not-for-profit or investor-owned for-profit facilities. Study Design: We performed panel data linear regressions with facility fixed effects and year fixed effects to estimate the effects of AD SCUs on each of the dependent variables controlling for a range of organizational and market covariates. Principal Findings: Facilities that adopted AD SCUs had a lower prevalence of feeding tubes, pressure ulcers, and hospitalizations among nursing home residents. Furthermore, a higher percentage of AD SCU beds resulted in a marginal decrease in physical restraints. Conclusions: Our findings suggest differences in care processes and outcomes associated with AD SCUs adoption, such as reducing physical restraints, feeding tubes, pressure ulcers, and hospitalization rates. These findings will provide policymakers and nursing home administrators with a better understanding of quality nursing care and the relationship between AD SCUs and NHs' quality of care.

HCM: **Trust in Nurse Practioners and Physician Assistants: A Systematic Review** ☯

Author: **Tracy Hopkins Porter**, *Cleveland State U.*
Author: **Jessica Peck**, *Cleveland State U.*
Author: **Gina Phelps Thoebes**, *U. of Akron*

addThe use of physician extenders (e.g., nurse practitioners and physician assistants) has risen in recent years in the U.S. healthcare domain, yet some scholars have questioned if physician extenders are being fully utilized in the healthcare field. The purpose of this research was to conduct a systematic review to determine if trust in the NP/PA might be influential in the ways these professionals are utilized. We view trust through the lens of Mayer et al. (1995) and their model of organizational trust, and we seek to examine how patients, physicians, and NP/PAs themselves view one another. This systematic review spanned from1996 - 2022 and applied the Preferred Reporting Items for Systematic Review and Meta-analysis (PRISMA) strategy. The final sample consisted of 29 articles. The findings point to how the components of trust according to Mayer et al., (1995) (i.e. trustee's ability, benevolence, and integrity) influence the trusting relationships between patients and NPs/PAs and physicians and NPs/PAs. Importantly, a trustor's propensity to trust and repeat interactions over time (e.g. feedback loop) are influential to trusting relationships. These findings offer healthcare organizations insight into the mechanisms for building trust as physician extenders become more prominent in the healthcare field. at the end

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HCM: **A compass for the integrated organization of palliative care in a service ecosystem using AHP method** ☯

Author: **Melissa De Regge**, *Ghent U.*
Author: **Paul Gemmel**, *Ghent U.*
Author: **Leen Ackaert**, *U. Ghent*
Author: **Let Dillen**, *Ghent U. Hospital*
Author: **Peter Pype**, *Ghent U.*
Author: **Nele Van Den Noortgate**, *Ghent U. Hospital*
Author: **Nadine Boesten**, *PhD candidate Vrije U. Brussel*
Author: **Bert Meijboom**, *Tilburg U.*
Author: **Kristof Eeckloo**, *Ghent U. Hospital*

Integration efforts in response of the fragmentation of the healthcare sector often take the form of interorganizational networks. In this paper we focus on the interconnectedness between the actors operating at micro, meso and macro level of these networks. The aim of our study was to discover institutional arrangements at micro, meso and macro level by identifying the prioritized themes in terms of functional and normative integration, including an exploration to what extent these themes are shared between the levels of the service ecosystem. Empirically, we addressed the lack of research on integration in the palliative care setting within and across levels in a palliative care setting. We conducted a multi-method study consisting of four steps: (1) a literature review and interviews with experts in palliative care to determine themes for the organization of integrated care; (2) focus groups with patients, their relatives and caregivers to determine the completeness and relevance of the themes; (3) prioritization of themes by applying the Analytical Hierarchical Process (AHP) method on the basis of means of a questionnaire among 305 patients, relatives, caregivers and policy makers; and (4) a Delphi phase to transpose the findings into a reference framework regarding the organization of integrated palliative care. Our results show an imbalance in relative importance allocated to the macro, meso en micro level, with an underestimation of the macro level. Furthermore, functional integration scores higher at the macro level and at the meso organizational level, whereas normative integration scored higher in the meso professional level and at the micro level. To achieve integrated organization of palliative care the normative and functional institutional arrangements should be shared across the three levels of the service ecosystem. This means that a priority theme at the micro level (e.g. 'Transparent communication to patient, relatives and informal caregivers') can only be realized by sufficient communication between professionals and between organizations (e.g. 'sharing appropriate information between different levels of care and care disciplines within and across organizations') at the meso level, and should be supported by 'an integrated system for exchanging data and information' at the macro level. The developed COMPASS (COnstructing and Modeling Palliative care ServiceS), a connecting intermediary formal legal organization, is recommended to provide orientation in the field of palliative care to form connections between the different levels of care integration.

HCM: **mHealth Business Model Types in Maternal and Baby Care – A Service-dominant Logic View**

Author: **Christiana Ropposch**, *Graz U. of Technology*
Author: **Michael Rachinger**, *Graz U. of Technology*

The restructuring of the healthcare system as well as new technological innovations are driving the development of mHealth services. The successful introduction of such services to the market offers several challenges, including finding and implementing the right business model. Thus, it is necessary to develop a business model that suits the market environment it is applied in. Taking the lens of service-dominant logic, we conduct a mixed methods approach where we first qualitatively analyzed the business models of 74 entrepreneurial ventures in the context of maternal and baby care with the aid of a developed mHealth business model framework. Based on these results, we conducted a cluster analysis that revealed three distinctive types of mHealth business models. The findings are discussed against service-dominant logic and digital business model literature to contribute to different literature streams. With the aid of our findings, companies offering mHealth services can use our three business model types as a starting point when designing business models. In addition, the mHealth business model framework supports companies in developing, implementing and analyzing mHealth business models.

HCM: **Implementation of the VA Integrated Clinical Community Organizational Structure**

Author: **Justin Kane Benzer**, *U. of Texas at Austin, Dell Medical School*
Author: **Deborah Gurewich**, *U.S. Department of Veterans Affairs*
Author: **Joseph Mignogna**, *U.S. Department of Veterans Affairs*
Author: **Lexie Grove**, *U. of Texas at Austin, Dell Medical School*
Author: **Martin P. Charns**, *U.S. Department of Veterans Affairs*

Enhancing integration in health systems has long been seen as a way to improve patient care. Integration is conceptualized using a typology of structural, functional, interpersonal, normative, and process integration. This study empirically examines how interpersonal, normative, process, and functional integration may change in response to newly implemented structural change in the Veterans Health Administration, the largest Integrated Delivery System in the United States. A mixed quantitative-qualitative design was used to measure integration at baseline and at a two-year follow-up period. All data were analyzed qualitatively with survey measures selected to measure integration as experienced by facility-level and regional network-level leaders, and interviews used to measure integration as experienced by national leaders. Results indicated that minimal positive changes occurred in respect to functional, interpersonal, normative, and process integration. Reasons for the lack of change included a need for more national-level implementation support that proved challenging given the unexpected COVID-19 pandemic combined with top leadership turnover. Despite the lack of positive effects of the Integrated Clinical Communities organizational structure, this study is notable for prospectively measuring how integration may change following a large-scale organizational restructuring. Future work should use similar methodology to better understand how integration may improve following changes in structural integration.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1806** | Submission: **21053** | Sponsor(s): **(HCM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

A Hard Day's Night: Environmental Uncertainty and Resilience

Session Moderator: **Peter F. Martelli**, *Suffolk U.*

HCM: **Predicting and Responding to Change: Environmental Uncertainty among Addiction Treatment Providers**

Author: **Jemima Frimpong**, *New York U. (NYU), Abu Dhabi*
Author: **Erick Guerrero**, *I-LEAD Institute*
Author: **Yinfei Kong**, *Mihaylo College of Business and Economics, California State U. Fullerton*
Author: **Tenie Khachikian**, *U. Of Chicago*
Author: **Suojin Wang**, *Texas A&M U., College Station*
Author: **Thomas D'Aunno**, *New York U.*
Author: **Daniel Howard**, *Texas A&M U., College Station*

Substance use disorder (SUD) treatment programs offering addiction health services (AHS) must be prepared to adapt to change in their operating environment. These environmental uncertainties may have implications for service delivery, and ultimately patient outcomes. To adapt to a multitude of environmental uncertainties, treatment programs must be prepared to predict and respond to change. Yet, research on treatment programs preparedness for change is sparse. We examined reported difficulties in predicting and responding to changes in the AHS system, and factors associated with these outcomes. We analyzed data from cross-sectional surveys of SUD treatment programs in the United States in 2014 and 2017. We used linear and ordered logistic regression to examine associations between key independent variables (e.g., program, staff, and client characteristics) and four outcomes, (1) reported difficulties in predicting change, (2) predicting effect of change on organization, (3) responding to change, and (4) predicting changes to make to respond to environmental uncertainties. Findings show that the proportion of SUD treatment programs reporting difficulty predicting and responding to changes in the AHS system decreased from 2014 to 2017. However, a considerable proportion still reported difficulty in 2017. We identified different organizational characteristics associated with their reported ability to predict or respond to environmental uncertainty. Predicting change was significantly associated with program characteristics only, while predicting effect of change on organizations was associated with program and staff characteristics. Deciding how to respond to change was associated with program, staff, and client characteristics, while predicting changes to make to respond was associated with staff characteristics only. Although treatment programs reported decreased difficulty predicting and responding to changes, our findings identify program characteristics and attributes that could better position programs with the foresight to predict and respond to uncertainties more effectively. Given resource constraints at multiple levels in treatment organizations, this knowledge might help identify and optimize aspects of programs to intervene upon to enhance their adaptability to change in ways that positively influences processes or care delivery, and ultimately translate into improvements in patient outcomes.

HCM: **The Dynamics of Hospital Surve Capability: An Empirically Grounded Conceptual Framework**

Author: **Jeff Larson**, *U. of Arizona*
Author: **Brian Hilligoss**, *U. of Arizona*
Author: **Alden Lai**, *New York U.*
Author: **Matthew John DePuccio**, *Rush U.*

While high-impact events such as natural disasters and infectious disease pandemics have increased significantly in recent decades, we know little about how hospitals effectively organize and respond to surges, or sudden, unanticipated escalations in treatment needs. To address this gap, we conducted a longitudinal study of five multi-hospital health care systems in the U.S., as they experienced and worked through surges in demand associated with the COVID-19 pandemic. We discover a variety of organizational-level tactics that hospitals engage to effectively manage surge capacity, defined as a hospital's ability to manage surges that challenge or exceed present capacity to treat patients. We organize these tactics into an emerging, conceptual framework explaining three dimensions of hospital surge capability: overseeing capacity management efforts, managing capacity supply and managing capacity demand. We conclude that effective surge capability involves the dynamic adaptation of capacity at the hospital level, which is accomplished through the organizing of various surge response tactics. These tactics fit together to provide hospitals a strategic approach to surge management. We contribute to the surge management literature by developing a framework to explain effective surge response that extends beyond the accumulation of adequate space, staff, stuff, and structures and that addresses surges in demand at the hospital, as opposed to response unit (e.g., an Emergency Department) or community-wide levels.

HCM: **Validated Measures of Emergency Response for Resilience and Performance During Crisis: HERO Survey** ☯ 💻

Author: **Mariam Krikorian Atkinson**, *Harvard U.*
Author: **Paul Biddinger**, *Harvard Medical School*
Author: **Mah-Afroze Chughtai**, *Harvard T.H. Chan School of Public Health*
Author: **Tuna Cem Hayirli**, *Harvard Business School*

While organizational literature has provided much insight into the conceptual and theoretical underpinnings of organizational preparedness and response during emergencies, measures to operationalize such practices during crises remain sparse. To address this lacuna in research, we developed the Healthcare Emergency Response Optimization (HERO) survey. We applied confirmatory factor analysis to design a validated scale of formal and informal practices undergirding emergency response, based on prior research (Hayirli et al., under review). Within each formal and informal scale, we additionally produced subset measures reflecting specific practices. To test effectiveness of these practices, we regressed self-reported resilience and performance measures on formal and informal practice scales. These validated measures of practices during crises will allow researchers and practitioners to better evaluate emergency response during actual crisis or high uncertainty events, and subsequently modify preparedness and planning approaches to better manage future crises.

HCM: **Goal Setting: Discrimination in Health Service, Overspill, and the Perpetuation of Inequality**

Author: **Wen Wang**, *U. of Leicester*
Author: **Roger Seifert**, *U. of Wolverhampton*
Author: **Matthew Bamber**, *Schulich School of Business, York U.*

The disproportion Covid-19 related death tolls among National Health Service (NHS) staff from minority ethnic groups and minority ethnic community has raised concern on the approach to achieve its fundamental purpose - redress health inequality. More specifically, the reasons behind the persistent high level of discrimination experienced by NHS staff from minority ethnic groups internally (by managers or co-workers) and externally (by patients, relatives and the public) since 2014. Developed from goal setting theory, using panel data based on responses from more than 100, 000 NHS staff from this group between 2018 and 2020 of 207 NHS Trusts and hand-collected board diversity data, our analysis show performance management focused goals (end) at the cost of a tolerance of discrimination by this group of workers (means) has created an inequality feedback loop. Internal discrimination spill over to the wide society. This has led to higher levels of self-reported burnout and their intention to resign among this group, which manifest in lower levels of wellbeing and spiralling staff shortages. However, our moderated-mediating model confirms that positive perception of leaders' commitment to staff employment experience can significantly attenuate the association between internal discrimination and intention to resign.

HCM: **Preventive Resilience: The Role of the Agency Capacity of Long-term Care Organizations**

Author: **Holger Pfaff**, *U. of Cologne*
Author: **Timo-Kolja Pförtner**, *U. of Cologne*
Author: **Nadine Scholten**, *U. of Cologne*
Author: **Kira Hower**, *U. of Cologne*

The COVID-19 pandemic has strained health care organizations (HCO) such as long-term care organizations (LTCO) and placed new demands on them, in addition to the old chronic demands. The resilience of HCO depends in part on their ability to cope with these demands, in order to diminish them directly in a preventive manner. The hypothesis of this paper is that this preventive resilience is fostered in part by the general ability of a LTCO to act and react collectively as a social system, which we refer to as the agency capacity of an LTCO. We conducted a pooled cross-sectional study on long-term care organizations in Germany during the first and second waves of the pandemic (April 2020 and December 2020–January 2021). The sample consisted of 503 (first wave) and 294 leaders (second wave) of long-term care organizations. The top managers of these nursing facilities were asked to report their perceptions of the agency capacity of the LTCO, measured by the AGIL scale, and the extent to which the facility is confronted with general non-pandemic demands and pandemic-specific demands. We found a significant negative association between the leaders' perceptions of the agency capacity of their LTCO and their perceptions of the general demands. We found no association between the agency capacity and the amount of the pandemic-specific demands. The results tentatively support the idea that fostering the agency capacity of nursing facilities strengthens the ability to cope with known chronic demands in times of extraordinary stress.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1807** | Submission: **16639** | Sponsor(s): **(HCM, MC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

Coaching in Medicine: The Way Forward

Session Chair: **Maria Volkova Feddeck**, *Case Western Reserve U.*
Session Chair: **Philip A. Cola**, *Weatherhead School of Management, Case Western Reserve U.*
Panelist: **Joann Farrell Quinn**, *U. of South Florida*
Panelist: **Richard E. Boyatzis**, *Case Western Reserve U.*
Panelist: **Angela Passarelli**, *College of Charleston*

In the post-pandemic era healthcare organizations and professionals are under many competing pressures. From financial strain to burnout and depression the healthcare industry is in battle on competing fronts. Unsustainable practices that started before the pandemic are no longer enough to make ends meet, both financially and in terms of human capital. Coaching in medicine and medical education has been at the forefront of research and practice in the past five years (Wolff et al., 2020). Informed by the first thematic meeting on coaching in medicine organized by the American Medical Association in 2018, coaching in medicine is defined as: "the art and science of facilitating sustainable change and growth of medical students and residents to realize their full potential as master adaptive learners. Key areas of change and growth include optimal learning, well-being, professional development and performance, and leadership," (Hammoud et al. 2020). The following symposium seeks to integrate research on coaching in healthcare by bringing together scholars whose research aims to study and contextualize coaching in healthcare. It is our vision for this symposium that all participants- presents, organizers and audience members – will leave inspired threefold. First, through a deeper understanding of coaching as a valuable tool that can help various challenges faced by healthcare organizations. Second, with a zealous desire to study coaching in healthcare. Third, by instilling a renewed sense of connection and partnership around this phenomenon.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1808** | Submission: **14263** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Team Creativity and Innovation Research: Introducing Diverse Perspectives and Novel Insights

Organizer: **Sejin Keem**, *Portland State U.*
Organizer: **Inseong Jeong**, *Lingnan U.*
Organizer: **Wookje Sung**, *Hong Kong Baptist U.*
Discussant: **Jing Zhou**, *Rice U.*
Presenter: **Inseong Jeong**, *Lingnan U.*
Presenter: **Jie Li**, *Wilfrid Laurier U.*
Presenter: **Pier Vittorio Mannucci**, *Bocconi U.*
Presenter: **Claire Zhang**, *Georgia State U.*
Participant: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Participant: **Jingzhou Pan**, *Tianjin U.*
Participant: **Lorenzo Bertocchi**, *Department of Management and Technology, Bocconi U.*
Participant: **Shungjae Shin**, *Portland State U.*
Participant: **Wen Wu**, *Beijing Jiaotong U.*
Participant: **Kris Byron**, *Georgia State U.*
Participant: **Tanja R. Darden**, *Towson U.*

In recent years, there has been a growing interest in understanding team creativity and team innovation. Despite the advances we have made in understanding the drivers of creativity and innovation at the team level, research calls for new perspectives to gain a better understanding of team creativity and innovation (Gilson et al., 2015). The current symposium showcases four pieces of research on team creativity/innovation and aims to provide a comprehensive understanding of current developments in this area of study. In this symposium, we aim to facilitate communication between team creativity and innovation researchers using different methodologies to fill the gaps in current knowledge and inform the latest research interests on this topic.

A Dynamic Goal Perspective on Team Innovative Performance.

Author: **Jie Li**, *Wilfrid Laurier U.*
Author: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Author: **Jingzhou Pan**, *Tianjin U.*

Sustaining Group Creativity over Time: The Case of the Monty Python.

Author: **Pier Vittorio Mannucci**, *Bocconi U.*
Author: **Lorenzo Bertocchi**, *Department of Management and Technology, Bocconi U.*

Leaders' dominance- and prestige-orientations and team innovative performance

Author: **Wookje Sung**, *Hong Kong Baptist U.*
Author: **Inseong Jeong**, *Lingnan U.*
Author: **Sejin Keem**, *Portland State U.*
Author: **Shungjae Shin**, *Portland State U.*
Author: **Wen Wu**, *Beijing Jiaotong U.*

A Meta-Analysis of Team Climate and Team Innovation

Author: **Claire Zhang**, *Georgia State U.*
Author: **Kris Byron**, *Georgia State U.*
Author: **Sejin Keem**, *Portland State U.*
Author: **Tanja R. Darden**, *Towson U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1809** | Submission: **11685** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

Perspectives for Fostering Employee Creativity & Innovation

Organizer: **Sophia Rose Thomas**, *Texas Tech U.*
Presenter: **Alexander S. McKay**, *Virginia Commonwealth U.*
Presenter: **Tin Nguyen**, *U. of Nebraska, Omaha*
Presenter: **Kaile Smith**, *CUNY Graduate Center*
Presenter: **Maciej Karwowski**, *U. of Wroclaw*
Presenter: **Christine Dongell**, *Arizona State U.*
Presenter: **Sophia Rose Thomas**, *Texas Tech U.*
Presenter: **Jinyoung Sohn**, *U. of Maryland, College Park*
Presenter: **Myeong-gu Seo**, *U. of Maryland*

The purpose of this symposium is to present to the audience current research being conducted on directions organizations can take to foster employee creativity and innovation. The papers in this session assess these antecedents from a variety of perspectives. We would also hope that through this session, the audience might be able to offer some input and/or direction on the research to aid in further development and future implications.

Exploring the Temporal and Interactive Nature of Positive and Negative Mood with Creativity

Author: **Alexander S. McKay**, *Virginia Commonwealth U.*
Author: **Tin Nguyen**, *U. of Nebraska, Omaha*
Author: **Kaile Smith**, *CUNY Graduate Center*
Author: **Maciej Karwowski**, *U. of Wroclaw*

Emotional Intelligence, Teamwork Facilitation, and Team Creativity

Author: **Jinyoung Sohn**, *U. of Maryland, College Park*
Author: **Myeong-gu Seo**, *U. of Maryland*

Creativity In A Changing World: Personality, Work Environment, and Flexibility Affect Creativity

Author: **Christine Dongell**, *Arizona State U.*

The Role of Leadership in Fostering Employee Creativity and Innovation

Author: **Sophia Rose Thomas**, *Texas Tech U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1810** | Submission: **11052** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

The Human-Centered Approach to Increasing Workplace Productivity

Discussant: **Fang Lee Cooke**, *Monash U., Australia*
Coordinator: **Nikolai Rogovsky**, *International Labour Organisation*
Participant: **Premilla D'Cruz**, *Indian Institute of Management, Ahmedabad*
Participant: **Katsuyuki Kubo**, *Waseda U.*
Participant: **Byoung-Hoon Lee**, *Chung-Ang U.*
Participant: **Yongjin Nho**, *Seoul National U. of Science and Technology*
Participant: **Ernesto Noronha**, *Indian Institute of Management, Ahmedabad*

This proposed symposium contributes directly to the Academy of Management (AoM) 2023 Conference theme of 'Putting the Worker Front and Center'. The symposium examines emerging signs of human-centered human resource management (HRM) practices to increasing workplace productivity in four major economies in Asia, namely China, India, Japan and the Republic of Korea (countries listed in alphabetical order). This discussion will focus on the key characteristics of productivity in the four Asian countries selected for study and the role of labor productivity in contributing to the productivity of the respective countries. In particular, it examines the extent to which firms in these countries have adopted human-centered HRM practices to improve labor productivity, and ultimately firm's productivity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1811** | Submission: **10895** | Sponsor(s): **(HR, MED, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Designing Peer Coaching Groups to Foster Performance, Learning, and Well-Being of the Participants

Organizer: **Roman Terekhin**, *Case Western Reserve U.*
Panelist: **Linda Argote**, *Carnegie Mellon U.*
Panelist: **Elana Feldman**, *UMass Lowell*
Panelist: **D Christopher Kayes**, *George Washington U.*
Panelist: **Katherine Klein**, *U. of Pennsylvania*
Panelist: **Wendy Marcinkus Murphy**, *Babson College*
Panelist: **Heba Mahmoud**, *The MITRE Corporation*
Panelist: **David Scarola**, *The Alternative Board (TAB)*
Panelist: **Ellen B. Van Oosten**, *Case Western Reserve U.*
Panelist: **Ilene Wasserman**, *ICW Consulting Group/Wharton Sr Leadership Fellow*

Organizations has been using diverse tools to address the needs for the employees' well-being and individual development, investing growing budgets and efforts into this important goals. Peer coaching groups (PCGs) can become a low-cost, inclusive, and adaptive toolset to address these pressing needs. Hundreds of global business communities, Fortune 500 companies, non-profit organizations, and prominent business schools have successfully employed different PCG settings. At the same time, amidst the wide diversity of practitioners' approaches to PCGs, scholarly literature lacks explanation of what factors and why make PCGs effective in fostering the performance, learning, and well-being of the participants. Thus, this panel symposium provides an arena for scholars and practitioners to explore different designs of PCGs: the practitioners will explain their PCGs' designs and engage scholars in a discussion on underlying mechanisms that drive each setting and factors that impact its process and outcomes. As a result, we hope that the audience will learn about the value of PCGs, diverse approaches to designing PCGs, and the theoretical bases of their effectiveness.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1812** | Submission: **10820** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester**

New Avenues for Line Managers' Agency in the Implementation of HRM Practices

Session Chair: **Anna C. Bos-Nehles**, *U. of Twente*
Session Chair: **Jordi Trullen**, *ESADE Business School*
Discussant: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Author: **Anna C. Bos-Nehles**, *U. of Twente*
Author: **Jeske Van Beurden**, *Tilburg U.*
Author: **Eva Knies**, *Utrecht U.*
Author: **Shuichi Moritani**, *Kwansei Gakuin U., School of Business Administration*
Author: **Carina Schott**, *Utrecht U., School of Governance*
Author: **Aneeqa Suhail**, *Human Resource Studies, Tilburg U.*
Author: **Renee Vermeulen**, *Utrecht U., Utrecht U. School of Governance*
Author: **Alex Kowalski**, *ILR at Cornell*

No matter how well designed and intentioned HRM practices are, they amount to little if not properly implemented at the workplace. While the main implementers of HRM will vary, line managers are often at the center of the implementation process (Townsend, Bos-Nehles & Jiang, 2022). They are the "messengers" that translate corporate policies into their work units, crucially shaping employees' attitudes and behaviors (Townsend, Wilkinson, Allen, & Bamber, 2012; Kehoe & Han, 2020). As noted by Purcell and Hutchinson (2007), employees' experience of HRM practices "is inexorably linked with their relationship with their FLM [front line manager]" (p. 16) because line managers are regarded as agents of an organization. Thus, in line with this year Annual Meeting's running theme, whether workers experience being at the front and center of the organization significantly depends on their relationship with their supervisors, and the way line managers take on their HRM responsibilities. Underlying some of the research in this area, there has been the implicit assumption that effective implementation occurs when line managers faithfully and consistently translate corporate policies in the ways they are intended. Traditionally, the literature on HRM implementation has assumed that effective implementation by line managers requires them to closely follow HRM directives. When disconnections have been identified, this has often been framed as line managers' fault (McGovern et al., 1997), and seen as a problem to be solved in order to increase the strength of the HRM system (Bowen & Ostroff, 2004). While this idea is not inherently wrong, it tends to pay little attention to line managers' agency in that process, and to the need for workforce differentiation (Kehoe & Han, 2020). It also runs against more recent conceptualizations of implementation, which explicitly acknowledge its malleable nature, emphasizing variability in the way in which different actors directly or indirectly influence how a particular policy is used (Bondarouk, Trullen, & Valverde, 2018; Trullen, Bos-Nehles, & Valverde, 2020). Line managers may not only implement HRM in a narrow sense, but also complement, edit, and innovate in delivering HRM to their work units, modifying their HRM-related decisions as they see fit (Bos-Nehles, Bondarouk, & Labrenz, 2017). Understanding line managers' agency in HRM thus goes hand in hand with more nuanced and less linear perspectives on implementation (Brandl, Keegan & Kozica, 2021), which can acknowledge managers not as passive recipients or mere conduits of practices, but as active shapers embedded in particular cultural and political contexts (López-Cotarelo, 2018; Kurdi-Nakra & Pak, 2022). In this symposium we will aim to find answers to the following questions: How much agency should line managers get in the implementation of HRM practices? What factors influence line managers' implementation behaviors and with what consequences? And how do line managers' relationships with other actors (mainly HR and employees) affect implementation outcomes? The four papers in this symposium will address these questions from different angles. The first two papers will look at line managers' implementation behaviors as well as potential antecedents and consequences of those behaviors by means of 1) a systematic review of the literature on line managers and HRM implementation and 2) an in-depth exploratory study of variation in manangers' implementation of scheduling practices and its impact on performance. The next two papers will address the relevance of line managers' connection with other actors in implementing practices by 3) testing in a vignette experiment how employees react to implementation messages received from different sources - including the line - and 4) showing how HR and line managers mutually negotiate and socially construct the meaning of effective implementation at different stages of the implementation process. Because of the different methodologies and theoretical perspectives adopted and the common focus of study, this symposium has the potential to offer interesting avenues for future research in this area.

The 'What, When and How' of Line Managers' Involvement in HRM implementation:

Author: **Aneeqa Suhail**, *Human Resource Studies, Tilburg U.*
Author: **Jeske Van Beurden**, *Tilburg U.*
Author: **Anna C. Bos-Nehles**, *U. of Twente*

Local managerial cultures, variation in HRM management practice implementation

Author: **Alex Kowalski**, *ILR at Cornell*

Communicating HRM practices: a vignette experiment on different HRM communicators

Author: **Renee Vermeulen**, *Utrecht U., Utrecht U. School of Governance*
Author: **Carina Schott**, *Utrecht U., School of Governance*
Author: **Eva Knies**, *Utrecht U.*

Toward a relational view of HRM implementation:building social relationship between HR and the line

Author: **Shuichi Moritani**, *Kwansei Gakuin U., School of Business Administration*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1813** | Submission: **12392** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

New Perspectives on Fostering Diversity, Equity, and Inclusion in the Workplace

Organizer: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*
Organizer: **Hannah Park**, *Rutgers U., School of Management and Labor Relations*
Moderator: **Lawrence Houston**, *Rutgers U., School of Management and Labor Relations*
Participant: **Jonathan Evans**, *U. of British Columbia*
Presenter: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*
Presenter: **Carolyn Thi Dang**, *Pennsylvania State U.*
Participant: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*
Participant: **Robert Folger**, *U. of Central Florida*
Presenter: **Nicholas Connor Andriese**, *U. of Central Florida*
Participant: **Steven Whiting**, *U. of Central Florida*
Presenter: **Larissa R. Garcia**, *U. of Houston*
Participant: **Yoonjin Choi**, *Rice U.*

This symposium presents current research that aims to advance a nuanced understanding of diversity, equity, and inclusion (DEI) in organizations and to provide insights for future research. Across five presentations, this symposium brings together papers that helps organizations to diversify and foster inclusion and equity in the workplace. This set of five papers draws from diverse theoretical perspectives to provide nuanced understanding of DEI topics, including prosocial diveristy behaviors, ally behaviors, and diversity initatives. Overall, each paper contributes empirically to DEI research and provides meaningful implications for DEI issues in organizations.

Diversity Self-Efficacy: The Development and Validation of a Multidimensional Scale

Author: **Lawrence Houston**, *Rutgers U., School of Management and Labor Relations*
Author: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*
Author: **Hannah Park**, *Rutgers U., School of Management and Labor Relations*

A Victim-centric Perspective of Leader Responses to Sexist Behavior at Work

Author: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*
Author: **Jonathan Evans**, *U. of British Columbia*

The Politics of Managers' Ally work: Perceived Manager Liberalism and Its Effect on Volunteering

Author: **Carolyn Thi Dang**, *Pennsylvania State U.*
Author: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*

Moral Motivations and DEI Business Policies

Author: **Nicholas Connor Andriese**, *U. of Central Florida*
Author: **Yoonjin Choi**, *Rice U.*
Author: **Steven Whiting**, *U. of Central Florida*
Author: **Robert Folger**, *U. of Central Florida*

The Conditional Effects of Organizational Behavioral Integrity on Organizational Attraction

Author: **Larissa R. Garcia**, *U. of Houston*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1814** | Submission: **10621** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Alternative Work Arrangements During COVID-19 and Employee Wellbeing: An HR Process Approach

Organizer: **Huadong Yang**, *U. of Liverpool*
Organizer: **Karin Sanders**, *UNSW Business School, Australia*
Session Chair: **Andrew Dhaenens**, *UNSW Sydney*
Discussant: **David E. Guest**, *King's College London*
Presenter: **Paula Marie O'Kane**, *U. of Otago*
Participant: **Sara Christine Walton**, *U. of Otago*
Participant: **Dana L. Ott**, *U. of Otago*
Participant: **Diane Rongo Ruwhiu**, *U. of Otago*
Participant: **Mathena Rain P. Rodas**, *Ernst and Young LLP*
Participant: **Zauriel Tan**, *GrowSari*
Participant: **Alyanna N. Ty**, *MedGrocer*
Participant: **Mendiola Teng-Calleja**, *Ateneo de Manila U., Philippines*
Presenter: **Alfred Presbitero**, *Deakin U.*
Presenter: **Karin Sanders**, *UNSW Business School, Australia*
Participant: **Andrew Dhaenens**, *UNSW Sydney*
Participant: **Xiaobei Li**, *Shanghai Business School*
Presenter: **Huadong Yang**, *U. of Liverpool*
Participant: **Xiaomin Xu**, *The Chinese U. of Hong Kong, Shenzhen*
Participant: **Helen Shipton**, *Human Resources*
Participant: **Mariella Miraglia**, *U. of Liverpool*

As a response to the COVID-19 pandemic, many organizations across the globe have had to execute and experiment with alternative work arrangements (AWAs). Taking a human resource (HR) process approach, the four papers presented in this symposium focus on how employees 'make sense' of AWAs and examine the effects of AWAs on employee outcomes, particularly on their wellbeing. The four papers share three themes. First, they all study AWAs during the COVID-19 pandemic, but focus on different forms, in different timings, and across different national contexts, thus offering a broad overview of AWAs during the COVID-19 pandemic. Second, they all include employee wellbeing as one of the outcome variables with the purpose of addressing the importance of employee wellbeing in the post-pandemic world. Third, they all adopt the HR process approach and use different theoretical frameworks to explain how employees make sense of AWAs. Together, they contribute to a strong understanding of AWAs (and their impacts) during the COVID-19 pandemic and offer practitioners some best management practices for designing and implementing AWAs.

Alternative Work Arrangements: A Sensemaking Approach

Author: **Paula Marie O'Kane**, *U. of Otago*
Author: **Sara Christine Walton**, *U. of Otago*
Author: **Dana L. Ott**, *U. of Otago*
Author: **Diane Rongo Ruwhiu**, *U. of Otago*

Making Sense of Remote Work and Employee Engagement

Author: **Mathena Rain P. Rodas**, *Ernst and Young LLP*
Author: **Zauriel Tan**, *GrowSari*
Author: **Alyanna N. Ty**, *MedGrocer*
Author: **Mendiola Teng-Calleja**, *Ateneo de Manila U.*
Author: **Alfred Presbitero**, *Deakin U.*

Influence of Perceived Human Resource Strength on the Work Arrangement and Employee Outcomes Link

Author: **Karin Sanders**, *UNSW Business School, Australia*
Author: **Andrew Dhaenens**, *UNSW Sydney*
Author: **Xiaobei Li**, *Shanghai Business School*

Teamwork Design Under the Hybrid Working Arrangements on Employee Well-being: The Mediating Effects

Author: **Huadong Yang**, *U. of Liverpool*
Author: **Xiaomin Xu**, *The Chinese U. of Hong Kong, Shenzhen*
Author: **Helen Shipton**, *Human Resources*
Author: **Mariella Miraglia**, *U. of Liverpool*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1815** | Submission: **12521** | Sponsor(s): **(HR, OB, CAR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Parliament**

Putting Freelance Workers Front and Center

Coordinator: **David Cross**, *Southampton Business School, U. of Southampton*
Coordinator: **Jérôme Sulbout**, *Vrije U. Amsterdam*
Participant: **Francois Pichault**, *U. of Liege*
Participant: **Tui McKeown**, *Monash Business School*
Participant: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Participant: **Andrew Burke**, *Irish Management Institute / Trinity College Dublin*
Participant: **Anastasia Kulichyova**, *Manchester Metropolitan U.*
Participant: **Neharika Vohra**, *Indian Institute of Management, Ahmedabad*
Participant: **Chayanika Bhayana**, *Indian Institute of Management Calcutta*
Participant: **Yue Sun**, -
Participant: **Frederic Naedenoen**, *U. of Liege*
Participant: **Anne Keegan**, *U. College Dublin*
Participant: **Grégory Jemine**, *HEC Liege*
Discussant: **Jos Akkermans**, *Vrije U. Amsterdam*

Freelance and self-employed workers are, arguably, older than employment itself. They have long been an integral part of the global workforce, yet considered as contingent, transitory or peripheral workers in organisations (Bidwell, 2009). Recently, the gig-economy has slowly redefined that vision, and has brought this way of work (back) into the public and academic consciousness (Keegan & Meijerink, 2022). Freelance and self-employed workers do core work of vital organisational importance, and contribute billions to national economies. Organisations that utilise freelancers are shown to be more productive and deliver greater value in a synergistic way that creates jobs rather than substitutes (Cross & Swart, 2022; Meijerink & Keegan, 2019). Nevertheless, how to manage, include, and promote good freelancing is something of a mystery. These workers are often ignored, neglected, or hidden from organisational management practices and policies, despite their valuable talent (McKeown & Pichault, 2021), as they fall through regulatory and conceptual cracks. Employees are seen to take precedence in organisations and in our conceptual approaches such that alternative ways of working such as freelancing are formally excluded (Sulbout et al., 2022), in contradiction with their substantive support needs (van den Groenendaal et al., 2022). We see this as problematic for the relevance of our theory, for the practice of good (HR) management and good self-employment. There is not just a business case to do this but a moral and ethical case (Cross & Swart, 2022). This symposium aims to bring these workers back to the front and centre by exploring how they can be managed, integrated, and utilised to the best effect by organisations. We further aim to examine how our traditional conceptualisations can be updated and adapted to ensure that these relationships are mutually beneficial; maintaining freedom and autonomy as part of a wider total workforce strategy management, yet ensuring that they are contributing to individual, organisational, and societal outcomes.

Constructing career sustainability: the importance of skilled contingent workers' career ecosystem

Author: **Jérôme Sulbout**, *Vrije U. Amsterdam*
Author: **Francois Pichault**, *U. of Liege*
Author: **Anne Keegan**, *U. College Dublin*
Author: **Grégory Jemine**, *HEC Liege*

Being Professional or Organisational? Exploring the Identity Paradox of Independent Professionals

Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Author: **Andrew Burke**, *Irish Management Institute / Trinity College Dublin*
Author: **Yue Sun**, -

A critical exploration of the emerging concept of total talent management

Author: **Frederic Naedenoen**, *U. of Liege*
Author: **Francois Pichault**, *U. of Liege*
Author: **Tui McKeown**, *Monash Business School*

The relationship between HR and independent contractors: A systematic literature review

Author: **David Cross**, *Southampton Business School, U. of Southampton*
Author: **Anastasia Kulichyova**, *Manchester Metropolitan U.*

Understanding the experiences of high-skilled freelancers in India

Author: **Chayanika Bhayana**, *Indian Institute of Management Calcutta*
Author: **Neharika Vohra**, *Indian Institute of Management, Ahmedabad*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1816** | Submission: **11954** | Sponsor(s): **(HR, OB, SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Human Flourishing - A New Management Manifesto

Organizer: **Elena P. Antonacopoulou**, *Ivey Business School*
Session Chair: **Elena P. Antonacopoulou**, *Ivey Business School*
Distinguished Speaker: **Bob Chapman**, *Chairman and CEO Barry-Wehmiller*
Distinguished Speaker: **Brian Wellinghoff**, *Director Strategy Impr Culture, Barry-Wehmiller*
Panelist: **Veronica Fernandez**, *Professor at Faculty of Education and Psychology U. Francisco de Vitoria*
Panelist: **Harry Jones**, *Organizational Development Consultant, St. Jude Children's Research Hospital & A*
Panelist: **Tamara Lechner**, *Wellbeing Science Business Leader - Flourish Dx*
Panelist: **Noémie Le Pertel**, *Founder/CEO Institute for Global Flourishing*
Panelist: **Eri Mountbatten-O'Malley**, *Bath Spa U. (UK)*
Panelist: **James Ritchie-Dunham**, *Harvard Human Flourishing Program and President, Institute for Strategic Clarity*
Discussant: **Michael Andreas Pirson**, *Fordham U.*
Facilitator: **Emmie Bidston**, *Director of the Wellington College Leadership and Coaching Institute*
Facilitator: **Katy Granville-Chapman**, *Founder, Wellington Leadership and Coaching Institute at Wellington College*
Facilitator: **Brandyn Keating**, *CEO YOUnify*
Facilitator: **John Kesler**, *CEO Integral Polarity Practice Institute*
Facilitator: **Angelika Kokkinaki**, *U. of Nicosia, Cyprus*
Facilitator: **Andrew Nevin**, *Center for BrainHealth, U. of Texas at Dallas*

Putting the Worker front and center is fundamentally an invitation to rewrite the essence of management as a professional and scholarly practice. It is also an invitation to ask more fundamental questions about the human condition, the meaning and purpose of work, working and what the workplace represents that marks the contribution of the workforce not only in getting things done, but through collective action that serves the common good. These are not new questions, and the Human Resource Management field has been calling for shifting the focus away from treating workers as a resource and putting back the emphasis on the human and do so by reinventing management itself such that it can support the development of humanity. These calls return to the essence of management as Drucker originally conceived The Practice of Management as intimately connected to a new version of man – the Industrial Man – putting an end to earlier versions of the Economic Man. This is a critical juncture to also embrace 'human flourishing' more fully, mindful that it is anticipated to mark the makings of the 5th Industrial Revolution soon to be officially announced by the World Economic Forum in Davos, 2023. The symposium brings together a unique set of voices beyond the management field for a truly inclusive and interdisciplinary conversation which will also create room for outlining collective actions towards framing a new Management Manifesto as a key outcome of the event.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1817** | Submission: **10825** | Sponsor(s): **(HR, OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Analytics and Algorithms in Human Resource Management

Organizer: **Yao Yao**, *Telfer School of Management, U. of Ottawa*
Discussant: **Tanya Bondarouk**, *U. of Twente*
Discussant: **Dana B. Minbaeva**, *King's College London*
Author: **Steven McCartney**, *Maynooth U., Ireland*
Presenter: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Author: **Yao Yao**, *Telfer School of Management, U. of Ottawa*
Author: **Felix Diefenhardt**, *WirtschaftsU. Wien*
Author: **Verena Bader**, *WU Vienna*
Author: **Marco Rapp**, *WU Vienna*
Author: **Wolfgang Mayrhofer**, *WU Vienna*
Author: **Rein De Cooman**, *KU Leuven*
Author: **Sophie Anna De Winne**, *KU Leuven*
Author: **Nicola Lattanzi**, *IMT School for Advanced Studies Lucca*
Author: **Na Liu**, *IMT School for Advanced Studies Lucca*

The accelerating development and application of digital technologies have been one of the major forces shaping today's world of work and management. The growing use of human resource analytics (HRA) and algorithmic management has been a major trend and fashion in human resource management (HRM) in the past ten years. HRA uses enhanced information technology to collect, analyze and report employee and work data to support people-related decision-making (Margherita, 2021; Marler & Boudreau, 2017a). It enables not only advanced and nuanced description and visualization of people data but also predictive capabilities of future trends that enable HR professionals to prescribe best practices to support organizational success (Margherita, 2021; Yuan et al., 2021). Relatedly, algorithmic management (AM), which uses computer-programmed procedures to collect and analyze people data to automate HRM practices, has spread from the online gig economy, where it originated, to various sectors and industries. Despite their growing implementation and the growing knowledge of their impacts, much is still unknown about the antecedents and outcomes of analytics and algorithms in HRM. This symposium consists of four presentations that delve into different aspects of HRA and algorithmic management. With our diverse focuses, theoretical perspectives, and methodological approaches, we hope to bring together a community interested in this topic and catalyze new thoughts and dialogues to further the knowledge of the future of HRM.

Exploring the Adoption, Implementation, and Evaluation of HR Analytics

Author: **Steven McCartney**, *Maynooth U., Ireland*
Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*

The Technology Capture: The Role of Human Resource Analytics in HRM's Professional Project

Author: **Yao Yao**, *Telfer School of Management, U. of Ottawa*

HR Analytics and HRM's Strategic Positioning: Navigating the Uncertainties of an Emerging Technology

Author: **Felix Diefenhardt**, *WirtschaftsU. Wien*
Author: **Marco Rapp**, *WU Vienna*
Author: **Verena Bader**, *WU Vienna*
Author: **Wolfgang Mayrhofer**, *WU Vienna*

Algorithmic Management and Job Engagement: The Mediating Role of Exchange Relationships

Author: **Na Liu**, *IMT School for Advanced Studies Lucca*
Author: **Sophie Anna De Winne**, *KU Leuven*
Author: **Rein De Cooman**, *KU Leuven*
Author: **Nicola Lattanzi**, *IMT School for Advanced Studies Lucca*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1818** | Submission: **10455** | Sponsor(s): **(HR, OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George C**

Organizational Culture: Emerging Perspectives and Practices

Discussant: **Jennifer Chatman**, *U. of California, Berkeley*
Presenter: **Glenn R. Carroll**, *Stanford*
Presenter: **J. Yo-Jud Cheng**, *U. of Virginia*
Presenter: **Jennifer Dannals**, *Yale School of Management*
Presenter: **Boris Groysberg**, *Harvard U.*
Presenter: **Charles A. O'Reilly**, *Stanford U.*
Presenter: **Lara Yang**, *Stanford Graduate School of Business*

The symposium addresses an important set of emerging developments in the practice and study of organizational culture. The issues are of interest to several divisions (OMT OB STR HR ODC) as well as the Meeting theme of "Putting the Worker Front and Center." Although culture has long been studied and managed, intensity of interest in the topic started in the 1980s with the rise of global Japanese companies. Today, executives and scholars continue to grapple with central issues, as well as innovate in practice and scholarship. The symposium brings together some of the leading scholars in the area and offers them a forum to discuss what they see today in management practice as well as academic research. Understanding the managerial challenges Of new research, as well as the efficaciousness of various managerial actions, are key agenda items for scholars and executives of organizations and management.

Return-to-Office Decisions:A Culture Question?

Author: **J. Yo-Jud Cheng**, *U. of Virginia*
Author: **Boris Groysberg**, *Harvard U.*

Organizational Culture Change: How Microsoft Transformed Its Culture

Author: **Charles A. O'Reilly**, *Stanford U.*

A Bayesian Theory of Social Norm Perception

Author: **Jennifer Dannals**, *Yale School of Management*

Gender and Culture in Organizations: Perceptions, Beliefs and Experiences

Author: **Glenn R. Carroll**, *Stanford*
Author: **Lara Yang**, *Stanford Graduate School of Business*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1819** | Submission: **20458** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

International Expansion of Business Groups

Session Moderator: **Prashant Salwan**, *Indian Institute of Management, Indore*

IM: **The Board Structure of Affiliates in Business Groups**

Author: **Bartolome Pascual-Fuster**, *U. de les Illes Balears*
Author: **Paula Maria Infantes Sanchez**, *U. Autónoma de Madrid*

This study explores how hierarchical business groups structure the boards of directors of their affiliated firms to control a potential agency conflict with the parent firm. We explore situations with different degrees of information asymmetries between the parent and the affiliate, derived from differences in the institutional context, to study how the structure of the affiliate board of directors varies with the relevance of the potential agency conflict between both firms. We find that the proportion of outside directors in an affiliated firm is positively related to that of the parent. We also find that the institutional difference between the context of the parent firm and the affiliate increases the proportion of outside directors in the affiliate and obstructs the transmission of the parent's board structure to the affiliate. These findings are consistent with the predicted preferences of inside and outside directors at the parent firm about the affiliate board structure to control the agency conflict between both firms. Our results suggest the importance of information asymmetries between parent and affiliate inside directors to the board structure of affiliated firms. The instrumental variable analysis shows evidence suggesting a top-down causality from the board structure of the parent company to the board structure of the affiliate. Our results remain robust in both wholly-owned and non-wholly-owned affiliates.

IM: **Lubricating Institutional Friction: How Ownership Advantage Shape Location Choice of Business Groups**

Author: **Rameshwar Arora**, *O. P. Jindal Global U., Sonipat, India*
Author: **Prashant Salwan**, *Indian Institute of Management, Indore*
Author: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*

We analyze the effect of the accumulated knowledge on circumventing the institutional friction in host nations. We build on the organizational learning and institutional friction perspectives and argue that the accumulated knowledge pool of business groups (BGs) facilitates foreign location choice in favor of religiously and linguistically diverse locations. We use a longitudinal dataset of Indian Business group affiliates and find that the accumulated knowledge base lubricates the institutional friction and enhances the propensity of firms to locate in religiously and linguistically diverse countries. Our study deepens the understanding of the internationalization behavior of business group affiliates and particularly sheds light on their location choice in diverse host nations.

IM: **How Founder CEOs Influence Family Firm Internationalization: The Family Identification Effect**

Author: **Anita Kerai**, *IIM Kozhikode*

This paper investigates internationalization decision by family firms from an emerging market, India. More specifically, we study founder CEO as a source of heterogeneity for family firm internationalization. We use literature from social identity theory and socioemotional wealth perspective to hypothesize that founder CEOs can achieve family-business identity fit to pursue risky strategies such as internationalization. We also examine the shared family-business name and family ratio in TMT as boundary conditions limiting founder CEOs' impact on the internationalisation of family firms. We empirically analysed public-listed family firms from 2008-2015 and found support for our hypotheses. Our findings enrich the family firm internationalization literature as we examine how family identity influence firms' decision-making to extend the literature on family involvement and its impact on family firms.

IM: **Role of HQ-subsidiaries' Institutional Distance on the Speed of Internationalization in Family Firms**

Author: **Atul Karwasara**, *Indian Institute of Management, Ahmedabad*
Author: **Chitra Singla**, *Indian Institute of Management, Ahmedabad*

In this study, we examine the role of family-owned emerging market multinational enterprises (FoEMNE) existing headquarter-subsidiaries (HQ-subs) institutional distance on the subsequent speed of internationalization (SOI). We focus on HQ-subs governance, knowledge, and administrative distances on the FoEMNE's SOI. Drawing on the organizational learning theory and springboard perspective, we argue that existing institutional distance negatively impacts FoEMNE's SOI. However, the relationship gets weakened if family owners belong to the trading community and the presence of the founder CEO. We test our hypotheses on a longitudinal panel data set of FoEMNEs listed in the NSE500 (National Stock Exchange) over a 15-year period from 2005-2020 and find support for our hypotheses.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1820** | Submission: **20468** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

MNE Non-Market Strategies

Session Moderator: **Linlan Huang**, *Birmingham City U.*

IM: **Facilitating Innovation Adaptiveness in the Low-Carbon Sector: Role of IJV-University Collaboration**

Author: **Linlan Huang**, *Birmingham City U.*
Author: **Huan Zou**, *SOAS U. of London*

Prior studies emphasize university-industry cooperation as a non-market strategy associated with the innovation performance of firms, in which universities directly provide advanced technologies to firms for commercialization. However, the role and mechanisms of university-industry collaboration in the context of IJVs operating low-carbon technology sector of emerging markets are still under debate. In this paper, we build on the dynamic capability concept and discuss the interaction between dynamic capabilities and IJV-university relationships to understand the innovation adaptiveness of low-carbon innovation in short-term, mid-term and long-term perspectives. Based on longitudinal multiple case studies, we undertook two rounds of fieldwork in 2018 and 2020, with 37 informants in 66 semi-structured interviews. Our findings propose that IJV-university cooperation takes different forms of learning channels over time. IJVs can develop sensing, assimilation and transformation capabilities by effectively leveraging their relationship with local universities to facilitate innovation adaptiveness to meet the needs of emerging markets. To facilitate innovation adaptiveness, sensing capabilities identify knowledge gaps in learning transferred knowledge and access external knowledge to fill the gaps, while assimilation/transformation capabilities use acquired external knowledge to enhance IJV's knowledge base through integration or reconfiguration. Overall, the interaction between dynamic capabilities and external knowledge builds a sustainable competitive advantage in the domestic market and approaching international markets.

IM: **Rhetorical Management of Liability of Foreignness in Capital Market**

Author: **Yuxuan Zhao**, *Tsinghua U.*
Author: **Yijie Min**, *Guanghua School of Management, Peking U.*
Author: **Yanlong Zhang**, *Peking U.*

Since 2005, U.S.-listed Chinese firms have been mandated a “Risks Related to Doing Business in China” section in their risk-factor disclosure in annual reports under the requirements of the Securities and Exchange Commission (SEC), which enables us to explore how foreign firms can rhetorically organize their country-risk disclosure to manage liability of foreignness (LOF) in capital market. A core paradox of country-risk disclosure is that firms disclose more country risks would gain more authenticity premium at the cost of higher risk perception of investors. We deconstruct such disclosure into a structure of systematic discussion (the elaboration of macro-level law, policy, and regulation) and idiosyncratic discussion (the causality between macro-level factors and focal firm’s operations), and explore the optimal rhetorical strategies in them. Using analyst coverage as a key indicator of LOF in capital market, our findings indicate that the relationship between the length of systematic discussion and analyst coverage would be more positive if firms employ more concrete language style, less positive tone, and less passive voice, while completely opposite rhetorical strategies are suggested in idiosyncratic discussions. These findings contribute to understanding of LOF from a rhetorical perspective as well as literature of organizational rhetoric and risk-factor disclosure.

IM: **Geopolitical Power Relationships and Foreign Investment Patterns**

Author: **Michael Herbert Wolfesberger**, *WU Vienna*
Author: **Jonas F. Puck**, *WU Vienna*

Geopolitical developments and power wrestling between countries assume an increasingly important role for MNCs and their international investments. We draw on theoretical insights from political science on global country governance to study how different types of power relationships between countries influence foreign investment patterns of MNCs. Specifically, we suggest that a country with direct power – influence via dyadic dependencies – provides countries with coercive means in international politics and thus propels its MNCs to assume more depth in their foreign investments by concentrating in single countries. Conversely, we expect that a country with diffuse power – influence mediated via formal and informal institutions – has more legitimacy concerning its economic and institutional interests and thus propels its MNCs to assume more breadth in their foreign investments by spreading investments across multiple countries. Additionally, we expect MNCs to pay more attention to these power relationships when they have political connections to their home-country. We test our hypotheses on a sample of 42,934 firm-year observations (2009-2018) combining different investment databases. We find support for most of our hypotheses. This study, therefore, extends theory on how influence of an MNC’s home-country in international politics bears different implications depending on the type of power relationship.

IM: **Global Digital Platforms’ Non-Market Strategies in Response to Institutional Pressure**

Author: **Yiwen Sun**, *Alliance Manchester Business School, U. of Manchester*
Author: **Jonatan Pinkse**, *U. of Manchester*
Author: **Mercedes Bleda**, *Alliance Manchester Business School, U. of Manchester*

Global digital platforms operate across areas ranging from social media to online marketplaces and all hold dominant power in their respective areas. As governments across the globe are taking regulatory action to counter such platforms’ excess power, the question arises how these platforms respond to such interventions in return. Platforms, with their ‘born-global’ mindset, operate in a range of different countries with contradictory, yet overlapping institutional demands. This paper analyses how platforms deal with conflicting demands from home and host-country government intervention and manage the political connections between the two parties. Taking an institutional perspective on international business, it analyses the ramifications of government intervention on digital platforms, using TikTok as empirical case. Although the US government has continuously challenged TikTok, the platform has employed various non-market strategies in response, ranging from content moderation to legal actions and measures to shake off its Chinese roots. This paper provides insight into how host country government concerns and interventions shape a dominant platform’s choices for its non-market strategy. It shows that platforms use a direct or indirect non-market response, depending on the salience of the concern at hand, and that home country involvement can both help and hinder the outcome of such political bargaining.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1821** | Submission: **20488** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Lincoln**

Internationalization and Performance

Session Moderator: **Kiyohiko Ito**, *U. of Hawaii at Manoa*

IM: **The Effects of Rival Foreign Entry and Exit Actions on Foreign Divestment Decisions**

Author: **Kiyohiko Ito**, *U. of Hawaii at Manoa*
Author: **Teresa Silvernail Hinnerichs**, *U.S. Army*

This study extends the foreign divestment research on the role of home-country rivals. Using a longitudinal dataset for the years 1972–2019 that captured foreign divestment decisions of large U.S. healthcare systems operating foreign hospitals, we analyzed the relationship between various factors and the timing of divestment. In addition to the traditional number of home-country competitors in the host country, we added the dual factors of new foreign market entries and exits of these rivals to reveal the more precise, dynamic nature of competitive interactions. We found that the recent foreign market entries of U.S. rivals into a host country and the concentration of U.S. rivals operating in a host country both decelerated foreign divestment decisions by the focal hospital, while the recent foreign market exits of rivals were not related to the focal hospital's divestment. The addition of rivals' foreign market entries and exits, in addition to the traditional number of current incumbent rivals, sheds new light on foreign divestments.

IM: **Journey to 'El Dorado': Finding Latin American Riches in Management and Organizational Research**

Author: **MARLETH JUDITH MORALES MARENCO**, *U. of Alabama, Tuscaloosa*
Author: **Stanford Westjohn**, *U. of Alabama, Tuscaloosa*
Author: **Vishal K. Gupta**, *U. of Alabama*

Management and organizational research employing a Latin American context has grown over the past two decades. Given the increased interest, we offer a review of this scholarship, mapping out contributions to the field and orienting future investigation. Consequently, this article examines publications in nine leading journals between 2000 and 2020 to describe contributions in terms of authors, institutions, and theories employed in management research in Latin America. We describe substantive literature in international management, strategic management, organizational behavior, and entrepreneurship, highlighting key findings of research based on Latin America and underlining relevant aspects to guide future research in this region. Finally, this paper aims for more research to sustain and make new contributions to the mainstream literature on international business, especially in multinational value chains, cross-cultural studies, and entrepreneurship.

IM: **Understanding Internationalization Patterns**

Author: **Leah Fischer**, *U. of Innsbruck*
Author: **Harald Puhr**, *U. of Innsbruck*

Internationalization of corporate activities is a core aspect of research in International Business. While several theories explain internationalization decisions, the understanding of non-incremental, non-linear internationalization processes remains incomplete. In particular, a large-scale empirical analysis of these deviations from "classic" internationalization theory is missing. To this end, this study applies a machine learning model to identify a set of internationalization-process clusters. Based on the clustering, the study investigates factors that determine according to which pattern individual firms internationalize and explains how firms draw on the organizational learning process. Thereby, the study outlines that multiple theoretically distinct internationalization patterns may exist in parallel but apply to different firms. The study's findings contribute to a more dynamic understanding of the heterogeneity of processes by which firms expand their foreign operations.

IM: **Motive Complexity of Chinese Multinationals in the African Context**

Author: **Yuanyuan Li**, *California State U., Los Angeles*

This research explores the FDI motive complexity of Chinese multinational enterprises (CMNEs) in Africa. Most of the literature on MNEs considers a single motive and seldom discusses that firms engage in multiple goals and desire flexibility in internationalization, especially in dynamic environments. This research combines the institutional logic theory and the real options theory (ROT) to explain what triggers CMNEs to implement strategic flexibility with respect to their FDI motive selection in an African context, as the environmental dynamism in Africa offers a perfect condition to test firm behavior under uncertainty. Examing a sample of 3142 outward FDI projects from 2030 Chinese MNEs between 2000 and 2014, the results suggest political uncertainty contributes to the FDI motive complexity of MNEs in Africa. MNEs' idiosyncratic responses to political uncertainty based on their ownership structure also is investigated. The findings provide the policy implication that improving local institutional quality in African countries can help lessen the degree of resource exploitation by foreign MNEs.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1822** | Submission: **20495** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

Identity and Firm Practices

Session Moderator: **Miikka J. Lehtonen**, *Rikkyo U. College of Business*

IM: **Humor-Based Identity Work and Its Implications in Complex Organizational and Cultural Environments**

Author: **Alexei Koveshnikov**, *Aalto U.*
Author: **Miikka J. Lehtonen**, *Rikkyo U. College of Business*

Drawing on 44 in-depth personal interviews with Nordic expatriates living and working in Tokyo, Japan, in this study, we explore how expatriate individuals make sense of their use of humour in their identity work as they navigate and cope with the complexities and contradictions of their novel and unfamiliar organizational and/or cultural environments. We also examine how through such humour-based identity work expatriates (re)construct their own subject positions in the new environments, the subject positions of relevant others, and the key attributes of the host country's culture. We argue that doing so carries emancipatory potential for expatriates as it allows them to discipline and relate to the other and the host cultural context in ways beneficial for them.

IM: **Identity Rhetoric for Corporate Diplomacy**

Author: **Jin-Su Kang**, *NYCU*
Author: **Sunghoon Kim**, *U. of Sydney Business School*
Author: **Chuan-Kai Lee**, *National Tsing Hua U.*
Author: **Huan-Yu Lin**, *NYCU*

The geopolitical tensions, as exemplified by the US-China trade disputes and Russia-Ukraine conflicts, are a major challenge to multinational enterprises (MNEs). Amid this, the notion of corporate diplomacy—MNEs' nonmarket strategy to respond to or shape international relations—receives growing scholarly attention. Our study advances the literature on MNEs' corporate diplomacy by focusing on how MNEs adopt rhetorical strategy to deal with 'polylithic pressures,' a situation in which MNEs find themselves caught in the conflicts between their country of origin and a host country of their major business operation. We analyze the cases of two high-profile Taiwanese companies, Foxconn and TSMC, and how they portray their (supra)national identity during which international politics around this territory substantially fluctuated (2000-2020). Based on results, we propose the model of corporate diplomacy under polylithic pressure: Depending on geopolitical tension and geopolitical interdependence, we suggest a range of rhetorical strategies around their (supra)national identity, including globalizer, glocalizer, arbitrager, and hedger.

IM: **Constructing an Organisational Identity of Unfluidity: National Identity Work in Huawei, 1987-2020**

Author: **Keyan Lai**, *U. of Edinburgh business school*
Author: **Johann Fortwengel**, *King's College London*

How multinational enterprises (MNEs) answer the question of 'who we are' has important implications for their global business. Having a fluid organizational identity allows them to downplay their national identity and avoid geopolitical controversy. In this paper, we present a case of an unfluid organizational identity, where national identity was consistently emphasized as core to who we are. Our inductive, longitudinal case study of Huawei reveals the process through which it constructed its identity by drawing on a key ideological shibboleth of the ruling Chinese Communist Party. We argue that the ideological imprinting resulted in the dominance of national identity and the unfluidity of its organizational identity. Our paper changes the way we think about national identity in today's multi-polar world order.

IM: **Do Liberal and Conservative-leaning CEOs Approach De-internationalization Differently?**

Author: **Yannick Thams**, *Florida Atlantic U.*
Author: **Luis Alfonso Dau**, *Northeastern U.*

We explore MNCs' de-internationalization at the onset of the 2022 Russia/Ukraine crisis, based on their CEO's political ideology. Using motivated cognition logic, we propose the differences between conservative- and liberal-leaning CEOs regarding their attitudes toward change and social justice influence their receptivity to stakeholders' demands regarding de-internationalization. Using a sample of US MNCs, we find support for our arguments. This research is of scholarly importance as this crisis may intensify the terrains of contestation which MNCs represent for stakeholders that are making claims over their location decisions, often perceived as a sign of acceptance into a country's political actions.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1823** | Submission: **20490** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Trading Activity in MNEs

Session Moderator: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*

IM: **Cultural Product Adaptation and Export Performance: A Study of Chinese Online Novels**

Author: **Yanan Lin**, *Central U. of Finance and Economics*
Author: **Song Lin**, *Central U. of Finance and Economics*
Author: **Jingyu Yang**, *U. Of Sydney*

Accompanied by the cultural industry becoming the major driver of the global economy, international markets are increasingly important for cultural product producers to grow their businesses. Using the data of Chinese online novels translated and distributed via webnovel.com to foreign readers from 2018 to 2021, this study examines how adaptations in terms of the surface and deep structure of a cultural product affect its performance in international markets. The results reveal that title adaptation is positively while content adaptation is negatively related to a novel's export performance. Meanwhile, the positive effect of title adaptation becomes weaker, and the negative effect of content adaptation becomes stronger for novels with high cultural specificity and high initial product popularity in international markets. Our study contributes to the international business literature on the adaptation of cultural products, especially those introduced from developing country markets to developed country markets and advances current knowledge on cultural specificity and product popularity in cross-cultural research. It also carries several implications for producers engaged in international businesses of cultural products.

IM: **The Effects of Export Market Re-Entry and Time-Out Period on Innovation**

Author: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*
Author: **Josep Rialp**, *Autonomous U. of Barcelona*
Author: **Fernando Angulo-Ruiz**, *MacEwan U.*

While flourishing research has analyzed exporters' ex-post improvements on innovation via the learning-by-exporting (LBE) effect, we know little about how exporters' time-out periods and re-entry to foreign markets impact their knowledge stock and LBE processes. To analyze these issues, this paper draws on organizational learning and dynamic capabilities perspectives to assume that as international markets provide exporters with access to innovation knowledge and capabilities, re-entering those markets will enable firms to benefit again from these innovation inflows. Furthermore, re-entrants may be able to leverage their market-specific export heritage from prior entries. Still, export heritage may be subject to decay, so we also hypothesize that a long time-out period will have a negative effect on innovation outcomes at the time of re-entry. Finally, we argue that in markets with higher innovation levels exporters may experience greater depreciation of their export heritage, causing a long time-out period to have a larger negative impact on learning outcomes that in those markets with lower innovation levels. This paper tests these assumptions by drawing on a sample of 1151 Spanish manufacturing firms from 1990 until 2016. The results offer relevant implications for research, managers, and policymakers.

IM: **SME Performance After Exit from Exporting: Does it Always Decline?**

Author: **Andrea Kuiken**, *Faculty of Economics and Business, U. of Groningen*

The present study focuses on the conditions under which exit from export markets influences the performance of small-, and medium-sized firms (SMEs). Using longitudinal data from Swedish manufacturing firms, I find that exit can benefit firm performance if firms have high levels of available slack, whereas it can harm performance when levels of potential and recoverable slack are high. Moreover, I hypothesize and find that environmental dynamism has a positive moderating effect on the relationship between exit and SME performance. These findings add to the current literature on SMEs' export development and performance by adopting a contingency perspective and showing that exit from exporting can benefit SME performance under certain circumstances. Moreover, with the changing international environment, this paper makes practitioners more aware that in some situations, it might be beneficial for the firm to exit from exports.

IM: **Introducing 'Block Transaction' To IB Theory: An Appreciative Inquiry through the Lens of 'Commons'**

Author: **Atilla Onuklu**, *Bilkent U.*
Author: **Theodore L. Hill**, *Fox School of Business, Temple U.*
Author: **Charles Dhanaraj**, *Daniels College of Business, Department of Management*

We conduct an appreciative inquiry into the implications of the blockchain for the substantial and increasing transaction costs involved in managing international trade exchanges. Our inquiry introduces the concept of a "block transaction" which reframes the series of sequential transactions between highly interdependent parties as a single set of simultaneous, interdependent transactions. This reframing shifts the locus of governance control to the localized community of parties involved in the trade exchange and admits Ostrom's commons governance remedies as a complement to transaction cost economics market and internalization remedies to the challenges of bounded rationality and opportunism in international trade.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1824** | Submission: **20454** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division GWU-CIBER Best Paper on Emerging Markets Award Finalists

Session Moderator: **Yamlaksira Getachew**, *Babson College*

IM: **On the Location Choices of African Multinational Enterprises: Do Supranational Institutions Matter?**

Author: **Yamlaksira Getachew**, *Babson College*
Author: **Roger Fon**, *London School of Economics and Political Science*
Author: **Elie Chrysostome**, *SUNY Plattsburgh*

In this article, we examine the roles of supranational institutions in the location choices of African multinational enterprises (MNEs). In doing so, we first consider the main effect of supranational institutions. We then examine whether and how such institutions interact with national institutions to influence MNE location choices. Using data from intra-African investments across five African Regional Economic Communities (RECs), we find empirical evidence suggesting that supranational institutions promote foreign investments of African MNEs. However, we find that these effects of supranational institutions are stronger in host countries with better national institutions, suggesting that supranational institutions complement (rather than substitute) national institutions in influencing the location choices of African MNEs. By taking intra-African FDI and RECs as empirical contexts, the study not only contributes to filling a critical gap in our understanding of international business and institutions in Africa but also generates useful policy insights for the African Continental Free Trade Area (AfCFTA), which began operations on January 1, 2021.

IM: **Does Rapid Internationalization Enhance Innovation Performance of Emerging Market MNEs?**

Author: **Xiaoyuan Li**, *Sichuan Normal U.*
Author: **Yong-Suhk Pak**, *Yonsei U.*

Multinational enterprises from emerging market (EMNEs) rapidly expand to foreign countries to seek strategic assets and expand their knowledge bases. Based on organizational learning theory and a portfolio perspective, we examine how EMNEs' internationalization speed influences their innovation performance and which characteristics of subsidiary portfolio moderate this relationship. We tested the research hypotheses using data from listed Chinese MNEs between 2012 and 2019. The results revealed an inverted U-shaped relationship between EMNEs' internationalization speed and their innovation performance. More importantly, different characteristics of the subsidiary portfolio have significant different joint effects with internationalization speed on EMNEs' innovation performance. Irregular expansion of foreign subsidiary portfolio steepens the impact of internationalization speed on EMNEs' innovation performance. In contrast, institutional diversity of host market portfolio flattens the effect of internationalization speed and innovation performance of EMNEs.

IM: **Evidence of "Double-loop Springboard" Under De-globalization in China**

Author: **Nam Kim**, *Korea U. Business School*
Author: **Changwha Chung**, *Korea U.*
Author: **Young Bin Kim**, *Korea U. Business School*

In contrast to previous studies on springboard theory suggesting that emerging market multinational enterprises (EMNEs) increase their competitiveness through outward internationalization, we use the double-loop springboard theory to verify the roles of inward internationalization and outward internationalization of Chinese multinational enterprises (CMNEs) under the context of de-globalization. Additionally, we advocate the importance of technological alliances to resist de-globalization and maintain CMNEs' innovation achievements. By examining the bilateral foreign direct investment (FDI) between Organization for Economic Co-operation and Development (OECD) countries and China, our empirical results based on country-level and firm-level analyses suggest that after 2016, CMNEs' inward internationalization improves innovation performance rather than outward internationalization. Moreover, technical alliances enhance the effect of inward internationalization on innovation during de-globalization.

IM: **The Evolution of Agglomeration and Location Choice in Emerging Markets: Software Firms in Bangalore**

Author: **Vijayaraghavan Venkataraman**, *Indian Institute of Management, Bangalore*
Author: **Anna Lamin**, *Northeastern U.*
Author: **Sachidananda Benegal**, *IIM Indore*

We explore how the location decisions of domestic entrants change over time in an emerging economy. In these contexts, foreign firms are viewed as having sophisticated technological capabilities and protecting these capabilities from diffusing to domestic firms. Simultaneously domestic firms are attempting to upgrade their capabilities. Over time, domestic firms should absorb some knowledge and improve their capabilities. We argue that in early time periods domestic entrants will prefer locations with foreign firms over locations with domestic incumbents. But in later time periods, this will reverse. We test our arguments using 5,936 domestic software firm entrants during 2000-2014 into Bangalore.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1825** | Submission: **11523** | Sponsor(s): **(IM, ENT, DEI)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams B**

Crossing the Chasm: Unlocking the Next Global Frontier of Female Entrepreneurship

Organizer: **Denise R. Dunlap**, *UMass Lowell*
Discussant: **Denise R. Dunlap**, *UMass Lowell*
Organizer: **Beth Kroner Humberd**, *UMass Lowell Manning School of Business*
Moderator: **Lani Faith Gacula**, *U. of Massachusetts, Lowell*
Presenter: **Kimberly A. Eddleston**, *Northeastern U.*
Presenter: **Lakshmi Balachandra**, *Babson College*
Presenter: **Pisitta Vongswasdi**, *WHU Otto Beisheim School of Management*
Presenter: **Eliana Crosina**, *Babson College*

The landscape surrounding female entrepreneurs has transformed significantly over the past 50 years. In 1972, there were 400,000 female owned businesses, a number that has risen to 13 million today (Poggesi, Mari, De Vita, and Foss, 2020; Women in Business Statistics, 2022). Indeed, female entrepreneurs and the businesses they run contribute significantly to economic growth and social development (GEM, 2016). To capitalize further on this growth, the literature advocates that females should play an even larger role in entrepreneurial endeavors (Yadav and Unni, 2016; Sarfaraz, Faghih and Majd, 2014). Despite the progress realized for female entrepreneurs, there remain ongoing challenges (Panda, 2018; Jennings and Brush, 2013). For instance, female entrepreneurs only account for 22.4% of entrepreneurial businesses overall, and the majority of these are small in scale, home-based and in non-technical disciplines focused on service and retail (Poggesi, Mari, De Vita, and Foss, 2020; Women in Business Statistics, 2022). Further, although women have made extraordinary strides in more technical related fields (Lee, Sugimoto, Zhang, and Cronin, 2013; Wang et al., 2020), females face persistent inequalities in entrepreneurial activities involving science, technology, engineering, and math (STEM) (Ding, Murray, and Stuart, 2006; Gans, Hsu and Stern, 2008; Thelwall, Bailey, Tobin, and Bradshaw, 2019; Wang et al., 2020). The inequalities facing female entrepreneurs are attributed to both psychological factors such as gender stereotypes and perceptions of STEM fields as masculine-typed; and structural factors, such as the lack of role models, limited access to networks, and engrained organizational cultures (Botella, Rueda, López-Iñesta and Marzal, 2019; Hardey, 2019; Vitores and Gil-Juárez, 2016; Vorley et al., 2022). Extant research demonstrates that female entrepreneurs' talents are often underestimated and even discounted (Tesfaye and Wainikka, 2022), which creates considerable difficulties in obtaining the financial and infrastructural support necessary for launching and growing new ventures (Panda, 2018). The challenges are exacerbated further for female entrepreneurs in developing countries, due to the lack of opportunities and resource constraints (Panda and Dash, 2014; 2016; Verhuel et al., 2006; Panda, 2018), and for female minority entrepreneurs, who encounter challenges based on both their gender and racioethnic identities (Smith et al., 2019; Rosette et al., 2018). While the landscape for female entrepreneurs has improved over the past five decades, significant obstacles to success undoubtedly remain; so, what now? The goal of this symposium is to dig into the challenges female entrepreneurs continue to face as the frontiers and boundaries of business expand. Drawing on a core concept in the entrepreneurship literature coined by Geoffrey A. Moore, we aim to shed light on how female entrepreneurship can collectively "cross the chasm" (Moore, 1991) and transition into more significant growth and success in the coming decades. To do so, we bring together accomplished scholars to share their novel empirical findings about the contexts facing female entrepreneurs and the factors that contribute to, and detract from, their ongoing effectiveness and success. Such a discussion is necessary if we are to reshape the entrepreneurial landscape for future generations of women.

From Family to Family Business?: The Interplay of Relationships & Identity in a New Family Firm

Author: **Eliana Crosina**, *Babson College*

The Entrepreneurial Orientation of Women CEOs in Family vs NonFamily Firms

Author: **Kimberly A. Eddleston**, *Northeastern U.*
Author: **Remedios Hernández-Linares**, *U. de Extremadura*
Author: **María Concepción López-Fernández**, *U. de Cantabria*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*

Unpacking female minority founders' intersectional identity work in startup context

Author: **Pisitta Vongswasdi**, *WHU Otto Beisheim School of Management*
Author: **Julia Katharina de Groote**, *WHU Otto Beisheim School of Management*
Author: **Janine Vanessa Heinrich**, -
Author: **Jamie Jocelyn Ladge**, *Northeastern U.*

It's a guy thing: How the gender imbalance in VC produces gender bias investment effects

Author: **Lakshmi Balachandra**, *Babson College*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1826** | Submission: **20934** | Sponsor(s): **(MC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Adams A**

Change Management and Consulting in VUCA Environment

Session Moderator: **Aldine Bell**, *Weatherhead School of Management, Case Western Reserve U.*

MC: **How Emotional Reactions to Change Efforts Influence Perceptions of Project Outcomes**

Author: **Aldine Bell**, *Weatherhead School of Management, Case Western Reserve U.*

There is a consensus in the change management literature that emotions have a significant role in the workplace. It has been studied and applied across the human resource domain including recruitment and selection, training, performance management, as well as within the customer service setting. This study has the potential for expanding that application within the context of organizational change efforts. Our data show that change agents rely on three focal areas (personal commitment to the project, resonance of relationships with colleagues, and work-life balance) as they gauge their role and maneuver through the highly complex and often stress-inducing nature of change efforts. We report that as affective qualitative components (executive sponsorship, shared vision and organizational readiness) in change efforts were less prominent, change agents become more inclined to seek and engage in external activities to maintain work/life balance. Interestingly, their outlook on project outcomes were more positive, notwithstanding final evaluations by third parties. This research offers insights to project management leaders and consultants that will enable them to develop and encourage a positive emotional setting throughout the project lifecycle as well as project change agents so they will focus on their self-care and well-being during organizational change efforts

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MC: **Enduring in VUCA Environments**

Author: **Kurt Motamedi**, *Pepperdine U. - GSB*

Enduring social systems prosper and effectively respond in volatile, uncertain, complex and ambiguous (VUCA) environments and crises. Endurance is comprised of three mutually synergic processes of willfulness, adaptability, and capability (cope-ability). Will determines the drive and the commitment to achieve the overarching purposes. Adaptability is the capability to understand and make necessary adjustments to address requisite external factors. Copability is the internal processes that help maintain a sense of well-being and wholeness. Enduring social systems strive to achieve their will through adapting and coping. Those feeble are less capable of adapting while sustaining their internal wholeness. When facing complexity and change, the enduring willfully strives to build and maintain external relevance to adapt and sustain internal efficacy and coherence. The endurance to succeed is driven by the purposeful will and synergy of adapting and coping for responding to externally induced changes while assuring a well-functioning system internally. This article explores endurance as a requisite determinant of social systems' effectiveness, well-being, and revitalization in VUCA environments.

MC: **Facilitating Behavioral Change in Individuals with T2D: Considerations for Healthcare Consultants**

Author: **Yolonda Freeman-Hildreth**, *Case Western Reserve U.*

The prevalence of Type 2 Diabetes (T2D) in the U.S. has increased dramatically over the past forty years, despite advances in medical treatment. Unfortunately, African Americans experience higher rates of diabetes-related complications, morbidity, and mortality than other ethnicities. This paper uses grounded theory to explore the relational interactions that motivate long-term behavioral change in African Americans. Thirty African American individuals with T2D were interviewed. Findings revealed significant differences among the characteristics of participants who successfully adhered to their self-management plan and those who struggled with adherence. Notably, our analysis revealed that long-term adherence was impacted by unique internal and external motivational factors influencing participants' motivation to maintain long-term adherence. This research provides implications and recommendations for healthcare consultants working within healthcare organizations or non-profits to improve current T2D management. In addition, this research provides insight into African Americans' perspective of self-management burden along with tensions experienced as patients attempt to gain power and control over the disease.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1827** | Submission: **20938** | Sponsor(s): **(MC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Project, Investment, and Stock Market Management Consulting Practices

Session Moderator: **Shabir Ahmad**, *Al Yamamah U.*

MC: **Identifying Critical Success Factors for Construction Projects in Saudi Arabia**

Author: **Shabir Ahmad**, *Al Yamamah U.*
Author: **Kamran Ahmed Siddiqui**, *College of Business Administration, Imam AbdulRahman Bin Faisal U.*
Author: **Tarig Eltayeb**, -
Author: **Faisal Aftab**, *College of Business Administration, Imam AbdulRahman Bin Faisal U.*
Author: **Yazeed Alsuhaiban**, *College of Business Administration, Imam AbdulRahman Bin Faisal U.*

The construction projects of process industry plants are complex due to the involvement of numerous stakeholders and uncertainty in environmental factors. The internal and external factors affecting the successful execution of the projects vary across industries and countries. It is vital to identify the critical factors for a geographic region and devise the appropriate strategies for the successful execution of the projects. This study aims to identify the critical success factors for construction projects in Saudi Arabia. To achieve the objective, data collected through questionnaire surveys from 342 project managers, directors, engineers, staff, and construction directors were analyzed in SPSS. The findings showed that construction industry projects in Saudi Arabia are usually constrained by five major factors including the project manager's qualification and experience, project management practices, timely availability of skilled manpower and equipment, clarity of project definition and scope, and weather conditions, The findings imply that Saudi construction firms need to recruit professionally qualified project managers, establish project management office (PMO), revisit supply chain strategies, and provide alternate working hours during tough weather conditions. Further implications, recommendations, and future research directions are discussed in the end.

MC: **An Interpretive Study of Senior Managers' Conceptions of Project Portfolio Management Work**

Author: **Mariano Garrido-Lopez**, *Western Carolina U.*
Author: **Veronique Ambrosini**, *Monash U.*

Project Portfolio Management (PPM) is a discipline central to strategy implementation. Few empirical studies provide accounts of the key activities involved in PPM. Specifically, better insights need to be developed into the work that senior managers perform in PPM and into their competences. Current rationalistic approaches to the study of competence are limited because of their dualistic ontology, according to which, competence could be described as comprised of two separate components, some attributes that the worker possesses externally related to a list of work attributes. This research applies the interpretive research approach known as phenomenography to overcome this limitation. Phenomenography suggests that it is the meaning that work takes on for workers as they experience it that constitutes competence, rather than a set of attributes. Hence, we need to understand how senior managers conceive of their work in PPM. Analysis of the interviews with 32 senior managers revealed four different conceptions of PPM work, each with multiple attributes. The conclusions confirm the existence of a hierarchy of conceptions in PPM work of increasing complexity, richness and inclusiveness. This research makes a contribution to the PPM literature by providing an interpretive understanding of what constitutes senior managers' competence in PPM.

MC: **Foreign Direct Investment Decision Making: Perceived Environment Uncertainty and Digital Capability**

Author: **Lei Li**, *U. of Nottingham Ningbo China*
Author: **Yun Zhou**, *U. of Nottingham Ningbo China*
Author: **Wenjun Tu**, *Ningbo U.*
Author: **Yuxue Luo**, *U. of Nottingham Ningbo China*
Author: **Zhiang Lin**, *U. of Texas at Dallas*

This paper seeks to further advance the research in foreign direct investment (FDI) decision making by drawing upon the behavioral theory of the firm (BTF) and digital transformation perspective. We contend that FDI decisions are subject to perceived environment uncertainty and digital capability of top managers in the volatile, uncertain, complex and ambiguous (VUCA) environment. We illustrate different types and levels of environmental uncertainty and explore the impacts of top managers' perceived environmental uncertainty and digital capability on FDI decision making in terms of location, entry mode and timing. Overall, we enrich the application of BTF in firm internationalization by bringing to the fore the digital capability of decision makers. There are significant practical implications for policy makers, consultants and managers in face of FDI decision making.

MC: **The Quest for Abnormal Returns: More than a Century Evolution on Investment Strategy in Stock Market**

Author: **Sharneet Jagirdar**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*
Author: **Pradeep Kumar Gupta**, *L M Thapar School of Management, Thapar Institute of Engg. and Technology, India*

The present study reviews more than a century of research on investment strategy in stock markets in the quest for abnormal returns. The study summarizes the previous literature of more than 100 years and identifies the conflicts and the relationships that arise from such a wide variety of existing studies. The period under study is divided into three sub-periods to bring coherence and capture the characteristics of time with a chronological study of events namely Classical, Neoclassical and Modern. The classical era is dominated by CAPM, Fundamental analysis, Efficient Market Hypothesis and Random Walk Hypothesis. The neoclassical era marks the renaissance of technical analysis and the Modern era belongs to behavioral finance and technological advances in social media. This study helps present and future scholars identify previous researchers' ideas and create new theories in investment strategy in stock markets. The main contribution of this study is to provide a coherent picture of the seminal works on investment strategy in stock markets along with the current state of research.

MC: **<u>How Can Consultants Contribute to Organizational and Strategic Design for Attracting FDI</u>**

Author: **Mukhtar Abubakar Yusuf**, *Business Analyst and Independent FDI Decisions Researcher*

This study examines the factors that influence the interactive effects of investment facilitation services on investment promotion services and the ease of doing business on foreign direct investment decisions. The study's main aim is to develop working analytical tools for the consultants in FDI. Predictions were made using various Artificial Intelligence (AI) Algorithms models. The study provides in-depth insight into the dynamics of complex FDI decisions. We use structural equation modeling in the prescriptive component using preexisting data obtained from Qualtrics online survey. The results indicate that although there was a non-significant interaction effect, we may still consider moderation to be present for all values as they all fall within the confidence interval for effective FDI decisions. We used Support Vector Machine with varying models on the predictive component to evaluate the accuracy of predicting classes of individual investment risk decisions. We also use the ARIMA model in R and Python to forecast FDI inflows over the next decade. Naïve Bayes and Logistic Regressions have substantial classification accuracies. In addition, we predict that over the next ten years, there will be a steady above-average FDI Inflow. We suggest that IPAs use their investor services by establishing a new Investment Facilitation Center through Public-Private-Partnership to attract potential and undecided investors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1828** | Submission: **20206** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

Removing Barriers

Session Moderator: **Shuang Frost**, *Aarhus U.*

MED: **Making “Liminal Community”: Identity Transformation of Black Women Tech Founders**

Author: **Shuang Frost**, *Aarhus U.*
Author: **Yuson Jung**, *Wayne State U.*
Author: **Marlo Rencher**, *TechTown Detroit*
Author: **Dawn Batts**, *TechTown Detroit*

Social inequality not only shapes resource access for minority entrepreneurs, but also limits their dreams and aspirations. Entrepreneurship education programs can play an important role in addressing this problem, but merely including them and teaching business skills does not guarantee their success. Attention to minority entrepreneurs’ identity transformation as part of entrepreneurship education can address inequality in productive ways. By returning to the anthropological roots of liminality, we highlight the community dimension that is understudied in management literature on identity work. Through an ethnographic study of STEEP, an educational program in Detroit focused on a culturally-relevant and context-sensitive entrepreneurial training for Black women tech founders, we demonstrate that individual and collective identity transformations are intertwined and shaped by their situated community, and how community building can sustain the identity beyond the liminal space-time. We propose a new concept called “liminal community,” an intentionally designed temporary organization with the explicit purpose of facilitating collective and individual identity transformation, and argue for its effectiveness in fostering emancipatory entrepreneurial identity that disrupts normative imaginations.

MED: **Bridging the Parenthood Penalty in Degree Completion & Management Career Growth**

Author: **Jennie L. Walker**, *U. of Arizona Global Campus*
Author: **Brandy Havens**, *U. of Arizona Global Campus*
Author: **Misty Resendez**, *U. of Arizona Global Campus*
Author: **Scott Schaller**, *Indiana Institute of Technology (Indiana Tech)*
Author: **Maja Zelihic**, *U. of Arizona Global Campus*
Author: **Tiffany Ho**, *Indiana Institute of Technology (Indiana Tech)*
Author: **Asia Ghazi**, *U. of Arizona Global Campus*
Author: **Gwendolen Stutler**, *U. of Arizona Global Campus*
Author: **Kerissa Kuis**, *U. of Arizona Global Campus*

One in four students pursuing post-secondary degrees today are working parents. The rise of online and hybrid degree programs has opened access. However, this population faces many obstacles to complete their degrees, most notably socio-economic challenges. Research reveals that many post-secondary student parents have incomes at or below the poverty level and work while pursuing their degrees. They also tend to largely be from traditionally marginalized communities with limited support systems. Retention and completion statistics for this population are low, even compared to other non-traditional student populations. The stakes are high, as degree completion can facilitate career growth and provide financial stability for their families. This study explores the specific challenges working parent post-secondary students (WPPSS) who aspire to management-level roles face in completing their education and advancing their management careers. The findings point to success strategies and resources that higher education institutions and employers can consider sponsoring to enable their success, thereby creating stronger human resources bench strength in organizations and potentially lift these students and their families out of poverty.

MED: **Universal Design in Business Schools: How Management Education Can Help Advance Equity for PWD**

Author: **Toschia M. Hogan**, *Chaifetz School of Business, Saint Louis U.*
Author: **Yifeng Fan**, *Fairfield U.*
Author: **Sean E. Rogers**, *U. of Rhode Island*

Management education is uniquely positioned to advance equity and global access for people with disabilities. It has the potential to do so by progressively shaping disability-related attitudes and behaviors among future organizational leaders and decision-makers while also extending business education and learning opportunities to an increasing number of students with disabilities who can go on to influence corporate behavior. We argue, however, that business schools largely miss this opportunity to influence the hearts and minds of the next generation of leaders because of an overreliance on a deficit-focused, exception-driven approach to disability education and management. As a result, differences in individual ability are viewed as an aberration needing accommodations and caretaking rather than a contribution to the learning environment. In response, we offer universal design – an architecture-inspired concept that seeks to make constructed environments and processes usable by as many people as possible – as a means to reform the way business schools think about disability and inclusive learning. Through universal design, management education can be essential in alleviating social injustice for people with disabilities.

MED: **Escaping the Penalty of Marginalization through Management Education**

Author: **Indu Khurana**, *Hampden-Sydney College*
Author: **Jagannadha Tamvada**, *U. of Southampton*
Author: **Daniel Lee**, *U. of Delaware*

Drawing on the Social Dominance Theory and the Integral pheno-practice of well-being framework, we develop two new constructs: penalty and degree of marginalization. We then examine their impact on the occupational choice and economic returns of marginalized individuals in India. Using a large-scale administrative dataset, we demonstrate that socioeconomic inequalities manifest as the penalty of marginalization and limit occupational choice and subsequent earnings. The degree of marginalization suggests that the penalty varies significantly across social classes. Our findings provide evidence of positive externalities associated with management education in higher earnings and better occupational choices. However, though management education improves economic returns for those pursuing it; it, unfortunately, remains accessible only to a privileged few. Since most marginalized individuals typically cannot access or have limited access to management education, economic inequalities are perpetuated and exacerbated. Our findings have important implications for policymakers and business schools, as we highlight how management education reinforces existing socioeconomic inequalities and, therefore, underscores the need to limit barriers to access.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1829** | Submission: **20214** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Business Schools: Getting it Right

Session Moderator: **Yuchen Carrie Wang**, *U. of California, Irvine*

MED: **Tackling the Relevance of Management Research as a Scholarly Enterprise**

Author: **Yuchen Carrie Wang**, *U. of California, Irvine*
Author: **Shaun Michael Pichler**, *California State U., Fullerton*
Author: **Gerardo Okhuysen**, *U. of California, Irvine*

The relevance of scholarly research is a central concern in the field of organizations and management, leading to an ever-growing body of literature. However, the same challenges and solutions seem to be repeated periodically with little progress made. In this review, we address this dissatisfying state of affairs and suggest directions to move the conversation forward. First, we present the different discussions and perspectives prominent in the literature. We build our critique based on two repetitive themes others have noted: the fragmentated nature of the conversations and the simplistic treatment of relevance within them. Next, we add to this critique with insights from peripheral perspectives in the literature, specifically on the nature of social science and on management education. Then, using our review and critique as a starting point, we propose three potential ways of redefining relevance that integrate the fragmented perspectives in a meaningful way. These three proposals help inform a more comprehensive understanding of the relevance of management research.

MED: **Getting Lost in Your Values: Espoused Values as a Representation of Enacted Organizational Values**

Author: **John Edward Fiset**, *Sobey School of Business, Saint Mary's U.*
Author: **Raghid Al Hajj**, *Gulf U. of Science and Technology*
Author: **Bui K. Petersen**, *Sobey School of Business, Saint Mary's U.*

As international business schools have been compelled to adapt to increased competitive pressures and demands to increase the integration of sustainability practices, many of these organizations have taken on the features of large corporations to increase their responsiveness to these stakeholder requirements. One of the features that have become increasingly important is explicitly articulating the school's core values. As values serve as a primary way of communicating central principles and beliefs and act as the bedrock for how decisions are made, clearly expressing these values plays a vital role in shaping institutional practices and how internal and external stakeholders evaluate the institution. The current study explores the proliferation of values among business schools and examines the manifestation of organizational authenticity—the coherence between a school's espoused and enacted values. Using a sample of 841 accredited post-secondary business schools from 62 countries across six continents, we map espoused values using two established values frameworks developed by Bourne, Jenkins, and Parry (2019) and Cardona and Rey (2008). Our results reveal a disconnect between espoused and enacted values that might undermine perceptions of organizational authenticity. Rather, we find evidence that the greater the number of espoused values, the lower the odds of value enactment. We discuss the theoretical and practical implications of this unanticipated finding and present suggestions for future research in this domain.

MED: **Business and Beyond: A Systematic Literature Review Exploring how Business Disciplines (don't) Work**

Author: **Martin Sposato**, *Zayed U.*
Author: **Paolo Mura**, *Zayed U.*
Author: **Heather Jeffrey**, *U. of Birmingham*

Academics (should) play a key role in creating a better world, but this paper seeks to explore how together we really are. Taking a sub-discipline (tourism) and mapping out its knowledge in parent disciple (business) journals the paper finds that even within (arguably) the same discipline we are not as together as we could be. The paper provides data on how tourism is conceptualised in business journals; the main keywords used to represent tourism-related work, the principal methodological approaches employed, the tourism and hospitality journals cited, and the affiliations of the authors. Overall, the analysis shows that business articles' understanding of tourism is rather narrow, confined within a limited number of publications originating from Western institutions, which merely frame tourism as a business or an industry. This body of knowledge rarely refers to the political and socio-cultural power structures underpinning tourism and overlooks the depth and complexity of the field discussed in niche tourism journals. Moreover, as tourism knowledge in business journals is mainly driven by quantitative, positivist stances, it does not reflect the diversity of non-positivist and critical developments characterising the field.

MED: **Holding Out for a Hero: The Need for Courage from Business Management Faculty**

Author: **Evan Hayden Offstein**, *Frostburg State U.*
Author: **Ronald L. Dufresne**, *Saint Joseph's U.*
Author: **J.Stephen Childers**, *Radford U.*

Most of the thinking regarding faculty development centers on improving instructor knowledge and expertise along with pedagogical tactics and skills to convey that expertise. Often lost in these dominant developmental approaches is the faculty-as-leaders paradigm where faculty enact, model, and demonstrate certain noble and needed leadership behaviors. In this essay, we express grave concern at this omission and advance a rather provocative position. Namely, we suggest that management faculty would go a long way in advancing the profession by exhibiting and modeling what many consider the most righteous and important of all leadership virtues—that of courage. In making the case for courage, we identify several potent forces, trends, and variables implying that faculty courage is needed now more than ever. Invoking several disciplines and theories across a multitude of varying stakeholders, we contend that cowardice, rationalization, disengagement, and excuse-making prevent faculty from exercising courage. This is unfortunate because courage, above, perhaps, all else is needed now to protect the profession, the institution, the students, and the search for knowledge, itself.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1830** | Submission: **12982** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Student-Centered Learning and Agency in Unprecedented Times

Panelist: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*
Panelist: **Dianna Dinevski**, *Humber College Institute of Technology and Advanced Learning*
Panelist: **Jan Hendrik Roodt**, *Te Pukenga*
Panelist: **Steve Henry**, *Te Pukenga*
Panelist: **Thomas Iskov**, *VIA*
Panelist: **Niels Bjerre Tange**, *VIA*

We were invited during May 2021 to join a small and focussed group of researchers working in the student-centered learning (SCL) space. The aim of our agreement was to open up opportunities for collaborative studies for students and staff. The idea was, at the time, that people would have the opportunity to visit physically and interact with like- minded learners and professional staff around matters of mutual interest in the practice-based and work-based education environment. During the COVID pandemic, other ways had to be found to work around the restrictions on travel and interaction. The invitation for collaboration involved three separate institutions from three countries and the call was to initiate our research based on the question: How can we move toward a joint research agenda for delivering professional practice programmes on the basis of the SCLT- review that makes sense both from a comparative perspective and from three, individual, institutional viewpoints? This is our story.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1831** | Submission: **20528** | Sponsor(s): **(MH)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Origin Stories: Management History as a Lens to Understand Current Practices

Session Moderator: **Nicholous Mark Deal**, *Mount Saint Vincent U.*

Why is management the way it is? A standard answer is 'origin'. Namely, current practices depend on what occurred in the past. Accordingly, these papers look at the origins of current management practices.

MH: **French Language as a Missing Context in Histories of 'Doing' Business Education in Canada**

Author: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Author: **Rene Arseneault**, *Business administration faculty, Laval U. (Québec, Canada)*

Developing histories of business schools have long been a staple in the research of management and organization studies. Until recently, most of the work historicizing these institutions have neglected specific national contexts like Canada. Even within the histories of Canadian business education there is a missing French perspective. What we do in this research is advance an understanding of why this neglect of Canada's second official language exists in the first place and, in the process, problematize the role Anglocentrism has played in business education writ large. We forward a new history of French business education in Canada by offering three narratives from the recent past including: the (mis)representation of the French language across Canadian universities; a disadvantage of French business scholars in mobilizing knowledge in French scholarly outlets; and the prominence and impact of Anglocentrism that presents a conundrum for faculty in French-speaking universities to publish their scholarship in English outlets.

MH: **Origins of Management Education: A Historical Analysis of the Four Principles of Management**

Author: **Robert Lloyd**, *Fort Hays State U.*
Author: **Daniel P. Mertens**, *Jacksonville State U.*
Author: **Premysl Pálka**, *Tomas Bata U. in Zlin*
Author: **Salvador Villegas**, *Northern State U.*

Abstract Purpose: The purpose of this paper is to map the antecedents and precursory frameworks to the four principles of management. Moreover, a description of its codification and coalescence as a unified framework is provided, which critically reviews key theoretical underpinnings of management principles found in academic research and management textbooks. Design/methodology/approach: A historiographic approach reviewed seminal works for theory origins of the four principles of management, by analyzing 260 management textbooks from 1935 to 2013 to document their adoption in management education. This study employed critical hermeneutics (Prasad, 2002) to explore the framework's progression by providing the context of cultural, political, and economic influences. Findings: This research study tracked and mapped the creation of the four principles of management as it became the commonly accepted framework in management education. Today, every predominant Management Principles textbook utilizes the four-principle framework – plan, lead, organize, control - as the basis for teaching students the rudiments of managerial duty. Originality: Through a critical analysis into the formation of the four principles of management, this research not only provides a historical account of its construction, but as importantly, the influencing factors that led to its development. This research fills a gap in critical literature as a post mortem exegesis has never been conducted on the four-principle framework in the after-years of its amalgamation. Research limitations/implications: There is limited research on the application of the four-principle framework in contemporary management, despite its ubiquity in management education. Our historical account of its formation provides insights into its adoption and utilization in modern education context. The primary limitation of the study design derived from the lack of access to every management textbook in the study period (1917-2013). However, data saturation was achieved for the scale of textbooks and writings which was reviewed.

MH: **Alternative Institution Building As Ethics Leadership, Engagement and Praxis Method:**

Author: **Richard P. Nielsen**, *Boston College*
Author: **Elizabeth Hood**, *Boston College*

Albert Hirschman (1915-2012) developed an actor-agent based theoretical framework for politically and ethically acting in contexts of decline, including ethical decline, in "organizations, institutions, and states" which he termed "Loyalty, Voice, and Exit." Bernstein (1971) interpreted joined ethical and political activity as a form of Aristotelian praxis. The business ethics literature is reviewed to consider how the Hirschman model has been utilized in this literature. Initially, Hirschman considered these methods as mutually exclusive alternatives (Hirschman, 1970). Over the next 40 years Hirschman (1995, 1998; Adelman, 2013), as well as others in the area of business ethics who were influenced by the framework, expanded consideration of Hirschman's three praxis archetypes beyond use as alternatives to include sequential and simultaneous applications of the methods as well as a wide variety of different types of internal and external organizational voice methods. However, there is a type of situation and a key action method that Hirschman and the literature has not considered where employees-members of an organization simultaneously are loyal to the organization's espoused historical ethics mission, cannot support what they consider the current problematical organizational deviation from the ideals, do not believe that any internal or external voice methods can be effective, and believe that other organizations in the actors' accessible institutional field that they might exit to are not substantially different. The ethics leadership, engagement, and praxis method of "alternative institution building," in a sense a creative, developmental schism and then transformation, can: expand Hirschman's theoretical framework; and, provide a practical imitative model for how the organization the actor is exiting from as well as other organizations and institutions can transform to be more consistent with their espoused ethical missions. Two case examples are discussed from the perspectives of the historical agents: (1) the Norwegian ethical natural resources development and ethical investing model; and, (2) John Bogle's experience in developing the Vanguard alternative low-cost index and consumer-investor cooperative ownership and governance model of mutual fund investing. The agent-actor based historical case method of Jonas Ahlskog (2021: 59) which he referred to as "invoking the perspective of meaning of historical agents….is committed to understanding the meaning and significance of actions and events from the perspective of historically situated agents" is used in analyzing the cases. We do not all have to agree with the ethical action choices of the specific actors or the contemporary contexts where the method might be applicable, but it is a method that has succeeded for many actors, and can extend the Hirschman agent-actor based theoretical framework.

MH: **Forgotten Foundations: Alternative Worker-Centric Visions of the Good of Management and Enterprise**

Author: **Stephen Cummings**, *Victoria U. of Wellington*
Author: **Christina Lubinski**, *Copenhagen Business School*
Author: **Ellen O'Connor**, *Senior Research Fellow, Barowsky School of Business*
Author: **Christop Viebig**, *Copenhagen Business School*

Conventional histories present a view whereby the foundations of management as a discipline were revealed by thinkers like Frederick Taylor and Henry Gantt: mechanical engineers well suited to advancing the subject. Relatedly, the good of management – the end that management sought to serve – was defined as an economic efficiency that maximized the financial profit ratio of outputs over inputs. We examine three intellectual networks, centred around Boston, Paris and Leipzig, that developed alternative views of the good of enterprise and management in the early decades of the 20th century. At the cusp of the formation of management as a discipline, these networks created visions of management that viewed organizations as social beings; alternative views of management education; and regarded conservation, social association, and maximizing community and worker well-being as the goods that management should serve. We explore the re-inventive power that recovering these forgotten foundations could promote today.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1832** | Submission: **20138** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Leader Experiences and Behaviors

Session Moderator: **Verena Krause**, *UCL School of Management*

MOC: **We Don't Need Another Hero: The Perils of Unauthorized Proactive Followership**

Author: **Carmit T. Tadmor**, *Tel Aviv U.*
Author: **Verena Krause**, *UCL School of Management*
Author: **Etti Doveh**, *Technion Israel Institute of Technology*
Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*
Author: **Barry M. Staw**, *U. of California, Berkeley*

We often hear stories of corporate heroes who had to buck higher authorities to improve organizational or stakeholder welfare. Yet, little is known about the consequences of this behavior for the employees who undertake such unauthorized action. Drawing on and extending the emerging literature of followership, we suggest this display of unauthorized proactive followership threatens supervisors and consequently is hazardous to employees' performance evaluations. A field study and three experiments demonstrate that, relative to passive followers who obediently do as they are told, not only is there substantial risk of derogation if unauthorized proactive followers fail (the rebel backlash effect), but there is also no reward and even denigration if they succeed (the unsung hero effect). Supervisor sense of threat mediates these negative effects. Thus, although organizations may benefit from unauthorized proactive followership, we warn that the best career advice for employees may be to just do exactly as they are told.

MOC: **Goaded into Gab: How Formalized "Management by Walking Around" Can Foster Organizational Complacency**

Author: **Alex Bolinger**, *Idaho State U.*
Author: **Tyler Burch**, *Idaho State U.*

Despite the appeal of "management by walking around" (MBWA) among practitioners, researchers have found that formalized organizational MBWA initiatives frequently hinder the organizational outcomes that they are intended to facilitate. To explain this puzzling finding, we theorize how the formalization of MBWA can create perceptions of ritualization that both consciously and subconsciously hinder information sharing between supervisors and their direct reports and, in turn, foster organizational complacency. We describe the role of "gab" as an insidious consequence of formalizing MBWA. We describe how gab occupies the space between employee voice and silence, distinguish it from concepts such as small talk and gossip, and theorize its potential effects on organizational complacency. Our discussion concludes with a framework for a more relational approach to implementing MBWA.

MOC: **My Youth Never Ends: How Do Executives' Zhiqing Experiences Impact Firm Perks?**

Author: **XIANJU ZENG**, *College of Management, Shenzhen U.*
Author: **KAI ZENG**, *College of Management, Shenzhen U.*
Author: **Zi Xuan Chan**, *U. of Macau*
Author: **Yishu CAI**, *Department of Management, Business School, The Chinese U. of Hong Kong,HK*

Our paper contributes to the literature by examining how the experiences of corporate executives influence their compensation and how the intra-firm context affects their experiences. We test our theory with data from Chinese corporate executives' Zhiqing experience, an early life experience related to the nationwide policy that required educated youths from urban areas to live and work in rural areas, which is significant and influential but underexplored in management research. We explore how the executives' Zhiqing experience affects the perks of firms. By integrating the theories of upper echelons and imprinting, we propose that the past Zhiqing experiences of executives are negatively associated with perks, due to the frugal lifestyles that were formed in their youth. In addition, we find that executive compensation and firm slack strengthen the relationship between executives' Zhiqing experience and firm perks. Our theory is supported by a sample of Chinese A-share listed firms on the Shanghai or Shenzhen Stock Exchanges between 2013 and 2016. These findings have implications for the literature on perks, early life experiences, and imprinting theory.

MOC: **Feeling Excluded from Followers: How Leader Structure Schemas Affect Daily Leader Self-esteem Threat**

Author: **Huong Pham**, *U. of St. Gallen (HSG)*
Author: **Karolina Wenefrieda Nieberle**, *Durham U.*
Author: **Angela Kuonath**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Dieter Frey**, *Ludwig Maximilian U. of Munich (LMU)*

While a formal leadership role may make individuals feel unique within their team, it can be a challenge for their daily experience of meaningful social connections at work. Our research aims to understand how leaders' daily experience of exclusion from their followers affects their leader self-esteem and subsequent well-being beyond work. Drawing on Optimal Distinctiveness Theory, we argue that daily exclusion from followers threatens the self-esteem of leaders who have a rather shared (vs. hierarchical) understanding of leadership (i.e., leadership structure schemas; LSS), because these leaders see exclusion as a signal of failed leadership. Daily leader self-esteem threat will in turn interfere with leaders' personal lives beyond work. In an experience sampling study across one work week (N = 140 leaders, 506 data points), we found support for our overall model: For leaders with shared LSS, but not for those with hierarchical LSS, daily exclusion from followers resulted in leader self-esteem threat, and subsequently in perceived work-life interference on the given day. Our findings advance the understanding of daily triggers of leader self-esteem threat as well as its cognitive boundary conditions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1833** | Submission: **20153** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

Tuesday Coolness: A Collection of Creative & Innovative MOC Papers on a Variety of Topics

Session Moderator: **Devin Rapp**, *U. of Utah, David Eccles School of Business*

Join us for fun and 8 pecha-kucha style presentations of innovative, "cool" MOC research.

MOC: **Dirty Heroes? Healthcare Workers' Experience of Mixed Social Evaluations During the Pandemic**

Author: **Devin Rapp**, *U. of Utah, David Eccles School of Business*

The sudden onset of the COVID-19 pandemic ushered in an unprecedented era of public admiration for healthcare workers. Indeed, the title "healthcare heroes" became a ubiquitous moniker for healthcare providers of all stripes during the pandemic, a sentiment reflected in countless television ads and banners. Paradoxically, these same "healthcare heroes" who were publicly celebrated for their work in the fight against the novel coronavirus also faced stigma for their work amidst the virus and infected patients. Using grounded theory, we explore how members of an occupation experience and respond to mixed—even conflicting—social evaluations. We contribute to the literature on stigma and social evaluations by showing how targets of stigma evaluate their evaluators through nuanced logical and emotional processing and, moreover, that such processing can lead recipients of mixed evaluations toward a number of outcomes not previously theorized. We also develop the concept of "hero-washing" to describe occasions when workers are publicly lauded yet given insufficient resources by their organizations and/or the public. Finally, we illustrate how mixed evaluations manifested within many of the same actors according to evaluative dimensions of work (i.e., physical, social, moral) and the intervening factors that influenced their salience in a given context.
Keywords: stigma, dirty work, social evaluations, heroes, health care, COVID-19 pandemic

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MOC: **When Can Culture's Deficit on Individual Creativity be Mitigated? The Role of Empowerment**

Author: **Shu-Cheng Chi**, *National Taiwan U.*
Author: **MingJie Tsai**, *National Taiwan U.*
Author: **Ray Friedman**, *Vanderbilt U.*

We propose that the relatively lower level of creativity of employees in collectivistic cultures (compared to those in individualistic cultures) is due to their lower generalized self-efficacy. However, this cultural difference decreases when employees feel high level of psychological empowerment at work. Online samples from Taiwan and the U.S. confirmed our hypotheses. We discuss implications of our findings in terms of culture, generalized self-efficacy, psychological empowerment, and creativity.

MOC: **CEOs as a Prism: How CEO Self Promotion Affects Journalists' Evaluation of Controversial Firm Event**

Author: **Junbeom Park**, *U. of Illinois*
Author: **Michael Kay Bednar**, *U. of Illinois*

In this study, we investigate whether and how corporate leaders' tendency toward self-promotion can influence the tenor of journalists' reporting about controversial corporate events. Prior studies have suggested that CEOs are increasingly using self-promotion tactics to shape how external audiences perceive corporate actions. Drawing from the research on the social judgment process, we argue that CEO self-promotion can enhance the perceived competence of leaders and prompt journalists to render relatively more positive articles about corporate layoff announcements. We further identify conditions under which the self-promotion effect is attenuated. Specifically, we find evidence that the effectiveness of CEO self-promotion will depend on CEOs' tenure, gender, and level of compensation. We find strong empirical support for our hypotheses by utilizing a comprehensive media coverage dataset for large U.S. publicly traded companies between 2007 and 2017. Our results help to reconcile equivocal findings about the self-promotion effect in corporate leadership and make important contributions to research on social evaluation by highlighting limitations to the effectiveness of media as a social arbiter of corporate activities. More broadly, our study suggests that individual characteristics of CEOs can serve as a prism through which corporate actions may be differentially perceived by journalists.

MOC: **Individual Differences in Escalation of Commitment: A Multi-level Adaptive Learning Perspective**

Author: **Kin Fai Ellick Wong**, *Hong Kong U. of Science and Technology*
Author: **Jessica Yuk Yee Kwong**, *Chinese U. of Hong Kong*

Previous research has observed stable individual differences in making decision under escalation situations. Conventionally, this observation is explained by traits or dispositional factors. In this paper, we offer a multi-level adaptive learning (Wong & Kwong, 2018) as an alternative, positing that the stable individual differences can be developed (a) from an equal starting point that no individual differences among all simulated learners, and (b) without the presumption of influences due to dispositional factors. This idea was exam in three computer simulations of the multi-level adaptive learning. The results showed that after sufficient trials of learning, simulated individuals developed (a) stable escalation tendency, (b) stable individual differences of the escalation tendency, (c) the stability of individual differences decrease as more learning occurs, and (d) the test-retest correlation representing the individual differences decreases as the test-retest interval increases.

MOC: **Beyond Cognition: An Action Perspective on Intuition Effectiveness in Strategic Decision Making**

Author: **Tim Kastrup**, *Uppsala U.*
Author: **Arisa Shollo**, *Copenhagen Business School*

Managers' intuition can support effective strategic decision making under certain conditions. In a world where AI is overtaking continuously what once were exclusive human decisions, we revisit the question of intuition effectiveness. According to scholarly belief, effective intuitions are rooted in domain-specific tacit knowledge, so-called complex domain-relevant schemas (CDRS). Contrary to that, Kahneman and Klein's (2009) conditions for the development of expert intuition suggest that strategic decision making does not permit the development of valid CDRS. If it is not managers' CDRS, what explains the positive relationship between intuition and strategic decision making effectiveness under certain conditions? In response to this puzzle, we explore the possibility that expertise-based intuitive strategic decision making is effective for reasons beyond cognition. Based on Brunsson's (1982, 1990) action perspective on organizational decision making, we develop an action model of intuition effectiveness in strategic decision making which highlights socio-emotional links between expert intuition and action mobilization. In conclusion, we suggest that intuitive strategic decision making is effective, not despite the social dimension of expertise, and not despite the emotional dimension of intuition, but because of it.

MOC: **Moderated Mediation Model: Innovative Work Behaviour, Contextual Intelligence, Mindfulness, P. Empowerment** ☯

Author: **Jyotsna Bhatnagar**, *Management Development Institute, Gurgaon*
Author: **Rajesh Chandwani**, *Indian Institute of Management, Ahmedabad*
Author: **Parul V. Gupta**, *Associate Professor, Strategy, Management Development Institute, Gurgaon, India*

Innovative work Behavior(IWB) continues to be investigated by scholars, yet scholarly work on it's antecedents in Entrepreneurial context is sparse and few. Drawing on social cognition theory, we emphasize that the mental schemas of entrepreneurs shape their perception of the world and affect how information is integrated; both of which determine their IWB. We situate our study in the objectivism-subjectivism continuum and adopt a sequential mixed methods explanatory time lagged design to investigate the phenomenon. Rooted in self-regulatory theory we theorize how contextual intelligence links with Mindfulness and, when moderated by psychological empowerment, leads to innovative work behaviour (IWB) among entrepreneurs from India. In the first study, we empirically tested the hypotheses on a sample of 177 alumni, from reputed business schools. In the second study, we analysed comparative cases from an incubator situated in one of the leading business schools in India, as well as participants from our personal network. We hypothesize that both CI and mindfulness are positively related to IWB, such that a positive relationship between CI on IWB is both direct and mediated by mindfulness. We further state that PE moderates the positive relationship between CI and mindfulness and between CI and IWB. The study institutes the criticality of mindfulness in the entrepreneurial process by explicating its role in fostering innovative work behaviour (IWB). This study contributes to the literature domain of Innovative work behaviour as most studies on innovation have investigated macro level parameters rather than individual level parameters like CI, PE and Mindfulness .

MOC: **Breakthroughs: The Art of Intelligent Failure**

Author: **Valentina Forrer**, *Free U. of Bozen-Bolzano*
Author: **Alessandro Narduzzo**, *Free U. Bozen, Bolzano*

Extensive literature in management and organization shows that learning from failures is a problematic issue dominated by ambivalence. On the one hand, failure is framed as an unavoidable step in most of the learning processes, on the other hand, organizations are reluctant to learn from failures, and failures are avoided, if possible. In fact, while firms are traditionally described as risk-taking agents, there is a strong cognitive resistance to assume and take unnecessary risks, even in domains like the management of innovation characterized by uncertainty. However, failing "on purpose" through intelligent failure may be the only way to make breakthrough innovation. This paper aims to obviate the marginality to which IF has been confined in the academic literature, positioning and framing the intelligent failure concept in the learning from failure literature, investigating in a conceptual mode why and how organizations should fail on purpose while innovating. The elaboration of a positioning framework developed in this paper raises awareness of IF and proves its importance in supporting the acquisition of new knowledge in the organizational context. Indeed, through processes of knowledge creation and destruction that lead to incremental and breakthrough innovation, IF can drive organizations in revising the sets of assumptions that form their established knowledge systems. This study, combining several theories, provides a comprehensive view of the potential of IF, the related implications, and a future research agenda highlighting the need for further empirical analyses.

MOC: **Biased Interpretation of Performance Feedback: The Contingency Role of Risk**

Author: **Ran Quan**, *Syracuse U. Whitman School of Management*

This study examines how managerial risk perception change the interpretation of performance feedback and consequently, shape a firm's risk taking in response to it. Our formal analysis suggests that managerial risk perception of the firm's strategic decision prompts managers to interpret performance feedback differently. When the firm decision is perceived as low risk, positive performance feedback increases a firm's likelihood of persisting in prior strategic decisions, while negative performance feedback leads to strategic change and promotes exploration of new strategies. When the firm decision is perceived as high risk, positive performance feedback elicits gain framing from managers, thus discouraging the firm to continue prior risky behavior, while negative performance feedback elicits loss framing from managers and leads to more risk taking. We test the predictions empirically using 9242 M&A deals in the years 2006 to 2020. The results are consistent with the hypotheses and are robust to different empirical operationalizations of firm risk taking.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1834** | Submission: **12768** | Sponsor(s): **(MOC, CM, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

In the Eye of the Beholder: Advancing Feedback Research with a Focus on Perceptions

Organizer: **Ting Zhang**, *Harvard Business School*
Organizer: **Hayley Blunden**, *American U., Kogod School of Business*
Discussant: **Avraham N. Kluger**, *Hebrew U. of Jerusalem*
Speaker: **Erik Santoro**, -
Participant: **Frank Flynn**, *Stanford U.*
Participant: **Benoit Monin**, *Stanford Graduate School of Business*
Speaker: **Yingyue Luan**, *Cambridge Judge Business School*
Participant: **YeunJoon Kim**, *U. of Cambridge*
Participant: **Myung Chung**, *Cambridge Judge Business School*
Participant: **Michael White**, *Columbia Business School*
Participant: **Tuna Cem Hayirli**, *Harvard Business School*
Presenter: **Nate Fulham**, -
Participant: **Matthew A. Diabes**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Binyamin Cooper**, *Morgan State U.*
Participant: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Participant: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*
Participant: **Eliana Polimeni**, *Northwestern Kellogg School of Management*

In this symposium, we advance feedback research by considering how perceptions guide effective feedback interactions. By perceptions, we mean how providers and recipients view one another and their relationship, as well as how they view the feedback being relayed and tasks being evaluated. This symposium brings together leading scholars to consider the role of perceptions at each stage of a feedback interaction – at the beginning, when givers are considering feedback delivery, in the middle, when it is delivered and interpreted, and after the interaction, when its consequences unfold. In doing so, the symposium examines the implications of feedback interactions across multiple levels, building from the dyadic level, to the group level, crowd level, and ultimately, the societal level, yielding policy-relevant insights. The presentations were also selected to exhibit the breadth of methodologies that are being applied to explore the role of perceptions in feedback interactions. The papers include findings from surveys, archival field data, and experiments. Together, these presentations propose theories and offer practical implications that will advance our understanding of – and insight into how to improve – feedback processes.

Mistaking Employee Silence for Satisfaction and Other Manager Misperceptions

Author: **Erik Santoro**, -
Author: **Frank Flynn**, *Stanford U.*
Author: **Benoit Monin**, *Stanford Graduate School of Business*

Unpacking the Power of Feedback: Investigating the Structure of Effective Feedback

Author: **Yingyue Luan**, *Cambridge Judge Business School*
Author: **YeunJoon Kim**, *U. of Cambridge*
Author: **Myung Chung**, *Cambridge Judge Business School*

Interpreter of Maladies: How Feedback Aggregators Interpret Conflicting Feedback

Author: **Ting Zhang**, *Harvard Business School*
Author: **Michael White**, *Columbia Business School*
Author: **Tuna Cem Hayirli**, *Harvard Business School*

Candid Disclosure in Team Debriefs

Author: **Nate Fulham**, -
Author: **Matthew A. Diabes**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Binyamin Cooper**, *Morgan State U.*
Author: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*

The Failure Gap

Author: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Author: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*
Author: **Eliana Polimeni**, *Northwestern Kellogg School of Management*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1835** | Submission: **20445** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Spiritual Leadership and Innovation in the Workplace

Session Moderator: **Mahdi Vesal**, *U. of Technology Sydney Business School*

This session will explore the intersection of spiritual leadership, workplace spirituality, and innovation. The papers will cover topics such as managing high workplace spirituality and employee flourishing during crises through the role of servant leaders, improving the triple bottom line through personal spiritual leadership and workplace spirituality, and cultivating innovative work behavior through workplace spirituality, with a focus on moderating working conditions. Attendees will gain insights into the potential benefits of integrating spirituality into leadership practices, fostering workplace spirituality, and promoting innovation in the workplace. Overall, this session aims to provide valuable perspectives on how spirituality can enhance individual and organizational outcomes.

MSR: **Managing High Workplace Spirituality and Employee Flourishing in Crises: The Role of Servant Leaders**

Author: **Mahdi Vesal**, *U. of Technology Sydney Business School*
Author: **Muhammad Aftab Alam**, *Macquarie Business School, Macquarie U.*

Employee flourishing has been emphasized as a vital determinant of organizational success and continuity in the long term. Although previous research has acknowledged the role of a spiritual work environment in promoting the well-being of employees, we lack understanding regarding whether workplace spirituality, constituted by meaningful work, sense of community, and organizational value alignment stimulate employee flourishing. Furthermore, despite recent studies highlighting the potential dark side of workplace spirituality, research has remained largely silent on diminishing outcomes of workplace spirituality, especially in the face of stressful and crisis situations such as COVID-19 pandemic. This paper builds on self-determination theory to investigate the potential benefits and drawbacks of individual dimensions of workplace spirituality on employee flourishing. We further provide a systematic assessment of the moderation effect of servant leadership in the relationship between each dimension of workplace spirituality and employee flourishing. An analysis of data obtained from 405 senior employees of Indian SMEs during the recent COVID-19 lockdown indicates that while meaningful work and sense of community drive employee flourishing, organizational value alignment has a curvilinear relationship with employee flourishing. Furthermore, while the above-mentioned linear relationships are strengthened, the curvilinear relationship is attenuated when CEOs adopt a servant leadership style. Our findings and discussion have substantial theoretical and practical implications for how practitioners can enhance or inhibit employees' positive emotions in difficult times.

MSR: **Improving Triple Bottom Line through Personal Spiritual Leadership and Workplace Spirituality**

Author: **Usman Riaz Mir**, *U. of Management & Technology Sialkot*

Using theoretical grounds of social learning and spillover theories, this study empirically tested the leadership model for maximizing the triple bottom line. Personal Spiritual Leadership was taken as a fundamental facilitator to cultivate a spiritual culture that helped improve performance across the triple bottom line. The study hypothesized the impact of personal spiritual leadership on the triple bottom line through the mediation of workplace spirituality. Using cluster sampling, data were collected in two waves with four months of time lag from employees of export-oriented large manufacturing organizations in Sialkot, Pakistan. Results from 304 cases supported the proposed mediation across the triple bottom line. The model's predictive power is more substantial for pro-environmental behavior than employee performance and psychological well-being. Multiple implications were discussed, along with future directions.

MSR: **Workplace Spirituality to Cultivate Innovative Work Behaviour with Moderating Working Conditions**

Author: **Damini Saini**, *Indian Institute of Management Raipur*
Author: **NAVAL GARG**, *Delhi Technological U.*

The twenty-first-century labour market needs employees who proactively develop innovations and face complexity and change. Professionals in the current organizations are expected to exhibit innovative behaviour that can realize, sustain and implement new ideas. Drawing from broaden and build theory, the present study explores the direct effect of workplace spirituality (WPS) on the innovative work behaviour (IWB) of 516 employees in supply chain companies in India. It also investigates the moderating effect of perceived working conditions on the relationship between employees' WPS and IWB. The relationship between the four dimensions of WPS (swadharma, a sense of community, authenticity, and lokasangraha) and IWB is investigated with the help of correlation and hierarchical regression analysis. The study also examines the moderating effects of three dimensions of perceived working conditions (decision authority, social support, and autonomy) using PROCESS macro in SPSS. Results revealed that four measurements of WPS significantly predict IWB among employees of selected companies. Also, the results suggest the significant moderating effects of decision authority, social support, and autonomy on IWB.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1836** | Submission: **16483** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Making Calling Spiritually Whole

Organizer: **Sunny Jeong**, *Wittenberg U.*
Organizer: **Orneita Burton**, *Abilene Christian U.*
Panelist: **Susan Brownlee**, *The Center for Leading in Community*
Panelist: **Timothy Ewest**, *Houston Christian U.*
Panelist: **Lee Robbins**, *Golden Gate U.*
Panelist: **Christina M. Walker**, *Lenoir-Rhyne U.*

The definition of calling is believed to be fundamentally rooted in religious and spiritual domains as a transcendent summons (Dik & Duffy, 2009; Dik, Eldridge, Steger, & Duffy, 2012). Therefore, contemporary trends for research on calling in management and organizational literature exclude religious and spiritual orientations (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997; Wrzesniewski, 2012), and thus do not consider calling a management construct. As such, concepts associated with calling are used loosely and often interchangeably with vocation, career, and job, and dismiss the complementary spiritual goals of service and personal transformation (Cho, 2021; Oswalt, 2000). This symposium intends to bring a component of spirituality back into the research on calling by addressing three salient questions: 1) What is the (spiritual) nature of calling? 2) How does a sense of calling emerge? 3) How do we explore and expose the "dark side" of calling? By doing so, we restore a spiritual component to calling in management scholarship which we believe will broaden the parameters of this research beyond the areas of vocation, career, and job.

Session Type: **Paper Session**
Program Session: **1837** | Submission: **20865** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Stay in the Moment: Understanding the Impact of Mindfulness on Employee Outcomes

Session Moderator: **Mariana Toniolo-Barrios**, *Simon Fraser U.*

OB: **Unpacking the Black Box of Mindfulness: The Psychological Mechanisms of Mindfulness**

Author: **Mariana Toniolo-Barrios**, *Simon Fraser U.*
Author: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*

Whereas some people consider mindfulness a tool that allows individuals to step fully into their lives and approach their daily challenges more successfully, some consider mindfulness a tool that simply helps individuals not to be overly reactive to and overwhelmed by their daily experiences, and others even criticize it as being a practice that promotes passivity and numbness towards experiences. These contradictory views are also reflected in scholarly research on mindfulness, as there are theoretical claims asserting that mindfulness allows individuals to better respond to life situations whereas the definition of mindfulness characterizes it as being a neutral, non-evaluative state of mind. This raises the question of whether mindfulness makes individuals more active and agentic or more passive and neutral instead. To unravel the seemingly paradoxical effects of mindfulness, we systematically review empirical research on mindfulness to identify the psychological mechanisms of mindfulness. Then, based on the findings, we develop an organizing framework that identifies the major categories of mechanisms, and we put forward an integrative theoretical model to explain the psychological processes generated by mindfulness. Specifically, we posit that the mechanisms of mindfulness occur in a sequence of three overarching processes that unfold over time: dereification producing non-evaluative experiences in the very short run; reorientation producing positive modulated experiences in the short run; and internalization producing durable changes in one's self-determined behavior in the long run. Finally, we explain how the model can inform future research.

OB: **Breaking The Negative Spiral: A Diary Study of Employee Mindfulness and Job Crafting**

Author: **Yuen Shan Noel Wong**, *Hang Seng U. of Hong Kong*
Author: **Eko Yi Liao**, *Hang Seng U. of Hong Kong*

Employee mindfulness is beneficial to one's psychological wellbeing, regulation of feelings and emotions, and goal achievement at work. Regarding mindfulness as fluid states—that one's mindful experiences can change by time or situation—how mindfulness may sustain or decline throughout a workday is yet to be fully investigated. Specifically, much less is known about whether a low-level of morning mindfulness will carry negative impact on employees' work behaviors during the day and lead to low-level evening mindfulness. In addition, theoretical conceptualization and empirical research are yet to be extended in understanding whether the two mindfulness dimensions (i.e., mindful awareness and mindful acceptance) may demonstrate different day-level changes and exert distinct effects on employees' work outcomes. To address these research gaps, we adopted the Conservation of Resource Theory with a diary approach in exploring the daily cycle of employees' mindful awareness and mindful acceptance, and how they distinctively relate to employees' proactive behaviors such as job crafting. Specifically, we explored a negative spiral of mindfulness—whether and how a low-level morning mindfulness relate to a low-level evening mindfulness. Furthermore, we investigated the reciprocal relationship between mindfulness and job crafting from which morning mindfulness relates to day-time crafting behaviors, which in turn influence evening mindfulness. Regarding the two mindfulness dimensions as distinct cognitive resources, we proposed that low mindful awareness unfolds with a resource maintenance mechanism with its association with one's emotional exhaustion, while low mindful acceptance involves a resource restorative mechanism via triggering employees job crafting behaviors in reviving their mindfulness experiences. We surveyed 603 employees with various background with a four-day diary study. Our findings largely support the proposed. Theoretical and practical implications are also discussed.

OB: **Processing Organizational Paradox: The Role of Mindfulness**

Author: **Sophia Town**, *Fordham U.*
Author: **Gail T. Fairhurst**, *U. of Cincinnati*
Author: **Sarah Tracy**, *Arizona State U.*

How leaders navigate paradoxical tensions at work may result in productive or unproductive outcomes for the organization. In this qualitative study, we chose to explore whether and in what way leaders who practice mindfulness uniquely navigate paradoxical tensions at work. To do this, we interviewed two similar groups of senior leaders about their experience navigating paradoxical tensions. While the groups were demographically similar, the first group of leaders (N = 42) reported a long-term, regular mindfulness practice (in the form of meditation) and the second group of leaders (N = 35) did not report such a practice. Using grounded theory methods, we analyzed differences in how the two groups described the way they processed (made sense of) and responded to (took action toward) past or current paradoxical tensions at work. Results show that both groups' descriptions of how they navigated the paradoxical tensions reflect five different processing practices: rational, verbal, emotional, physical, and what we term suspended processing. Findings reveal differences in how the two groups make sense of paradoxical tensions and suggest that by drawing on mindfulness, leaders may engage in a more comprehensive and holistic approach to navigating paradoxical tensions than when mindfulness is not incorporated.

OB: **How Mindfulness Qualifies the Relationship between Negative Emotions and Developmental Outcomes**

Author: **Pisitta Vongswasdi**, *WHU Otto Beisheim School of Management*
Author: **Jochen I. Menges**, *U. of Zurich*
Author: **Jane Kirsten Le**, *WHU Otto Beisheim School of Management*

While prior work has argued that negative emotions can be detrimental to learning, leadership development theory and practice continue to advocate for emotionally challenging programs. Integrating the functionalist theory of emotions and the transactional model of stress and coping, we suggest that mindfulness plays a key moderating role in alleviating the known downsides of negative emotional experiences to achieving developmental benefits. Results from three studies support our hypothesis that the relationship between negative emotions and developmental outcomes depends on the extent to which one is mindful. While we found that negative emotions were inversely related to learning satisfaction outcome, the relationship between negative emotions and learning performance was more nuanced, depending on mindfulness: In study 1 with full-time residential MBA students participating in an action learning module, we found mindfulness to be a critical condition that helped to mitigate the negative effect of negative emotions on learning performance, and in study 2 we further demonstrated a positive effect on learning performance with EMBA students. In study 3, we ran a controlled intervention to show that challenge appraisal is the key mechanism explaining the interactive effect of mindfulness and negative emotions on learning performance. We discuss the contributions to the leadership development literature and the practical implications for leadership training.

Session Type: **Paper Session**
Program Session: **1838** | Submission: **20787** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

Walking the Tightrope: Understanding Work-Home Conflict

Session Moderator: **Solomiya Draga**, *U. of Toronto*

OB: **Oppositional Occupations and Automatic Script-based Mechanisms of Work-Home Conflict**

Author: **Solomiya Draga**, *U. of Toronto*
Author: **Katherine Ann DeCelles**, *U. of Toronto*

Departing from predominant temporal and affective explanations of work-home conflict, we introduce novel theory to explain how some forms of work are particularly likely to foster conflict with family members. We argue that while all occupations have entrenched and prescriptively normative cognitive behavioral scripts that guide effective work task execution, some occupations' cognitive behavioral scripts are predominantly adversarial in nature and are largely inappropriate outside of the work domain. We label such occupations as "oppositional," and articulate four underlying dimensions of adversarial thoughts and behaviors (intellectual, interpersonally hostile, authoritarian, and physical) that are part of oppositional work. Further, we propose how each dimension of adversarial thoughts and behaviors might be inadvertently triggered at home, suggest the likely consequences for workers' family lives, and discuss for whom this might be most likely. We conclude with a discussion of how the consideration of oppositional occupations contributes to management theory and can generate research across work-home conflict, boundary theory, and occupations literatures, as well as practical implications.

OB: **Changing Placements: A Punctuated Equilibrium Model of Work-Family Role Boundary Reconstruction**

Author: **Matthew Piszczek**, *Wayne State U.*
Author: **Joseph Yestrepsky**, *Wayne State U.*

Drawing on punctuated equilibrium models of change and cognitive dissonance theory, we extend boundary theory through a conceptual model that explains how and when individuals may tear down and rebuild boundaries around the work and family roles. We argue that divergent external change events compel individuals to enact role boundaries inconsistent with those held internally in the mind, resulting in varying amounts of cognitive dissonance. We further argue that high levels of cognitive dissonance may require a revolutionary change in the deep structure of one's internally drawn role boundaries, resulting in a significant change in the extent to which work and family roles are segmented or integrated. We also argue that divergent changes that lead to low cognitive dissonance can be mitigated with boundary management tactics that create only incremental changes to work and family role boundaries. Our model advances a dynamic perspective of boundary theory and returns focus to the boundary placement process which is often overlooked in work-family research, with important theoretical implications for understanding of work-family processes and constructs.

OB: **Alone Together – Couples' Work-home Boundaries, Work-to-Home Conflict, and Loneliness in Remote Work**

Author: **Alejandro Hermida Carrillo**, *LMU Munich School of Management*
Author: **Felix Bölingen**, *LMU Munich School of Management*
Author: **Ingo Weller**, *LMU Munich*

Extant work has examined how individual traits interact with those of co-workers and managers to explain well-being at work. But what happens when work takes place in one's own living room, far away from the office? Incorporating boundary, balance, and family systems theories, we propose that fit among employee and romantic partner preferences for segmentation (vs. integration) of the work and home domains plays a critical role in understanding experiences of work-to-home conflict and loneliness of both partners, especially when working from home (WFH). In study 1, we test our theoretical model on a unique longitudinal dataset of 170 dual-earner couples during the COVID-19 pandemic. Using dyadic response surface analysis we find that, at high WFH intensity, fit in integration relates to lower work-to-home conflict than fit in segmentation, and that incongruence is harmful for males but surprisingly beneficial for females; work-to-home conflict mediates the effects of boundary preference configurations on employee loneliness after 8 weeks. In study 2, we use a higher-powered longitudinal sample of 1,561 dual-earner couples to replicate our effects of employee work-to-home conflict on employee loneliness and to test for crossover effects on partners' loneliness. We find strong evidence for both effects. Taken together, our findings hint that integration is an overall better strategy for couples to handle a world of blurred boundaries, and that work-to-home conflict is a powerful predictor of loneliness of couple members. We provide insights useful for individuals choosing their preferred WFH deals in the new world of hybrid work.

OB: **Compensatory Effect of Guilt: How and When Work-to-family Conflict Affects Unethical Pro-family Behav**

Author: **Geng Liu**, *Jiangxi Agricultural U.*
Author: **Yi Han**, *Zhongnan U. of Economics and Law*
Author: **Shuwei Zong**, *Southwestern U. of Finance and Economics*

Integrating the appraisal model of self-conscious emotions with gender role identity theory and moral identity theory, we develop a theoretical model that explains how work-to-family conflict (WFC) serves the instrumental function of spurring employees' unethical pro-family behavior (UPFB), examining the mediating role of feelings of guilt, and the moderating role of gender and moral identity in this relationship. Based on an analysis of 231 three-wave data, the hypotheses were tested and the results showed that WFC had a positive indirect effect on employees' UPFB via guilt, indicating guilt as a linking mechanism between WFC and employees' UPFB. We also found that female employees felt more guilt than more employees when experiencing WFC, thereby engaging in more UPFB. Moreover, morality identity moderated the positive effect of guilt on employees' UPFB as well as the mediating effect of guilt between WFC and employees' UPFB. This showed moral identity was a boundary condition qualifying the association between guilt and employees' UPFB. The theoretical and practical implications of our research were discussed. Limitations and directions for future research were also offered.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1839** | Submission: **20797** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

Methodological Advances in OB Research

Session Moderator: **Ranran Li**, *Vrije U. Amsterdam*

OB: **Revisiting Situational Strength: Do Strong Situations Restrict Variance in Behaviors?**

Author: **Ranran Li**, *Vrije U. Amsterdam*
Author: **Daniel Balliet**, *U. of Amsterdam*
Author: **Isabel Thielmann**, *Max Planck Institute for the Study of Crime, Security and Law, Freiburg*
Author: **Reinout De Vries**, *Vrije U. Amsterdam*

The idea that strong situations restrict variance in behaviors has been treated as a maxim in psychology. Prior work has, however, offered inconclusive support for this proposition. Here, we test the restricted variance hypothesis as derived from the situational strength framework with a preregistered meta-analysis (k = 301, N = 25,670), in the context of cooperative behavior observed within the standardized social dilemma paradigm. We found that strong, compared to weak, situations – characterized by the presence of punishment/rewards, low levels of anonymity, and low levels of uncertainty – indeed restricted variance in behaviors. Furthermore, four independent raters rated the perceived situational strength within a subset of studies (k = 138, n_studies = 41). Supporting the restricted variance hypothesis, situations hypothesized and/or perceived as strong were indeed associated with less variance in behaviors. We discuss the many important theoretical implications that have arisen, and how future work can apply this perspective to advance an understanding of the relation between personality and behavior.

OB: **A Review of Aggregate versus Lower-Level Correlations: When Does Correlation Strength Differ?**

Author: **Andre Havrylyshyn**, *Binghamton U.-State U. of New York*
Author: **Mark Maltarich**, *U. of South Carolina*
Author: **Sam Strizver**, *U. of South Carolina*

We review over 10 years of published multilevel results where authors have provided correlation tables containing both lower-level and higher-level correlations of the same variables. We use these 630 correlations to determine the degree of heterology in the strength of relationships across levels. Across all studies, we find that aggregate correlations are larger than lower-level correlations, but the effect size is modest (correlation difference of .02 in the weighted analyses). This finding suggests that heterologous relationships are not always observed simply as a function of aggregating variables and suggests that finding evidence of differences across levels likely reflects important theoretical processes. We further explored whether heterologous correlations were more likely to be observed for certain types of variables such as whether they are observable or whether they assess affect, behavior, cognition, or trait variables. Finally, we examine the role of specific study characteristics such as group size, whether the items had an individual or group referent, and whether the study was lab or field based. Results identified specific areas of research that appear particularly ripe for developing theory about why relationships differ across levels.

OB: **Development and Validation of the Brief Competitiveness Inventory**

Author: **Tyler Nicole Abayon Fezzey**, *U. of Alabama*
Author: **Peter Harms**, *U. of Alabama*
Author: **Justin A. DeSimone**, *U. of Alabama*

This article introduces a new measure of competitiveness, the Brief Competitiveness Inventory (BCI), developed based on both theoretical and empirical considerations. Two samples (N = 463 and N = 301) are used to assess the factor structure, reliability, convergent and discriminant validity, criterion-related validity, and incremental validity of the BCI. The BCI demonstrates adequate internal consistency as evidenced by coefficient alpha, inter-item correlations, and empirical reliability estimates. In addition, the BCI demonstrates strong convergent and discriminant validity with other competitiveness measures as well as with their nomological networks. Further, the new measure demonstrates incremental validity over an existing competitiveness measure and the Big Five Inventory. Analysis of the BCI using the Graded Response Model indicates that the BCI demonstrates adequate empirical reliability and is effective in assessing individuals with slightly low to moderately high levels of latent competitiveness.

OB: **The Multidimensionality of Overemployment: Development and Initial Validation of a New Scale**

Author: **Julia Hiemer**, *Technical U. of Applied Sciences Würzburg-Schweinfurt*
Author: **Maike Andresen**, *U. of Bamberg*

Recent research has conceptualized overemployment, i.e., working more than preferred, as a multidimensional and subjectivist construct that goes beyond the economic conceptualization of overemployment as a work hours mismatch. However, there is not yet any universally accepted and reasonably complex measure of overemployment. To address this issue, we developed a multidimensional overemployment scale (MOS). It is the first psychometrically tested scale for overemployment that can be used in both human resource management practice and research. In study 1 (N=26 and N=27), items were generated, and their content validity was assessed. In study 2 (N=303), we identified three dimensions of overemployment: work time duration, density, and distribution (on tasks). In study 3 (N=500) and study 4 (N=350), we tested the reliability and validity of the MOS across different samples. We confirmed the three-dimensional structure and provided evidence for construct validity by relating the MOS to traditional overemployment measures and to work–life balance. We tested the correlations with well-being, job attitudes, and work behavior for criterion validity. The MOS can be used in research to develop knowledge on overemployment and its antecedents and outcomes, and in practice for organizational diagnosis or coaching.

KEY TO SYMBOLS

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Give and Take: Providing and Receiving Employee Feedback

Session Moderator: **Wei Zhang**, *Department of human resources, School of Government, Beijing Normal U.*

OB: **Offering Feedback Makes My Day: An Enrichment Perspective of Feedback Provision**

Author: **Wei Zhang**, *Department of human resources, School of Government, Beijing Normal U.*
Author: **Irene E. De Pater**, *School of Business and Law, Edith Cowan U.*
Author: **Bin Wang**, *School of Management, Shanghai U.*
Author: **Baihe Song**, *Hong Kong U. of Science and Technology*
Author: **Jing Qian**, *Beijing Normal U.*

Departing from the well-established research on the effects of workplace feedback on the receiver, the current study focuses on the feedback provider. Drawing on the enrichment perspective, we propose that it may beneficial for leaders to provide feedback to their subordinates, because it can increase the perception of their prosocial impact and, thereby, positively affect their vitality. We conducted a two-week daily diary study with two daily measurements among 92 leaders. Multi-level analyses revealed that daily providing feedback was positively related to leaders' daily vitality through increased perceived prosocial impact. The indirect relationship between feedback provision and vitality through perceived prosocial impact was moderated by the quality of the relationships leaders have with their subordinates, such that this positive relationship was stronger for leaders who had low-quality relationships with their subordinates. Our findings highlight the beneficial effect of leaders' daily feedback provision in shaping their daily vitality.

OB: **Developmental Leadership and Employee Feedback Seeking Behavior: The Role of Goal Orientations**

Author: **Yao Song**, *Central U. of Finance and Economics*
Author: **Zhen Wang**, *Central U. of Finance and Economics*

Organizations operate in complex and dynamic environments, which place a premium on employees' proactively seeking information to develop. For the purpose of realizing organzational development, organizational leaders are being confronted with demands to equip employees with the skills to succeed in this new environment. An issue organzation faced up is taht to identify and cultivate a leadership style that can lead and impact employees to seek information proactively to develop and grow. Against this, we believe that developmental leaership is one of the most directly related to employee development. However, the existing literature, has paid scant attention to this question. To answer this issue, we base on goal orientation theory and propose that developmental leadership affects both employees' learning and performance via two mediations, learning goal orientation (LGO) and performance goal orientation (PGO). Furthermore, leaders' high performance expectations (LHPE) could strengthen the positive effects of developmental leadership. We tested our hypotheses using a two-wave survey of 416 employees in China. As predicted, developmental leadership affects employees' learning and performance through LGO, and LHE could strengthen these indirect effects. However, developmental leadership only promotes employees' performance through PGO, and this conditional effect will be stronger when the leader conveys higher expectations.

OB: **Organizational Performance Feedback and Challenge and Hindrance Appraisals**

Author: **Renata Mellupe**, *U. of Southern Denmark*
Author: **Stephan Billinger**, *U. of Southern Denmark*

Although response to a stressor is a continuous and dynamic process, most organizational research treats it as a static event. This experimental study addresses largely overlooked temporal aspects of the work stressor-performance relationship with a focus on task difficulty and challenge and hindrance appraisals. Specifically, we examine how task performance, provided as organizational performance feedback (i.e., the simultaneous display of objective feedback and upward social comparison feedback) is related to changes in challenge and hindrance appraisals in a low and high difficulty cognitive task. Task difficulty was manipulated in the n-back task. In a sample of 267 participants, we find that task performance, provided as organizational performance feedback, mediates change in challenge and hindrance appraisals. This finding supports the proposition that individual responses to a stressor are dynamic and change during a demanding encounter and that task performance, provided as organizational performance feedback can explain these changes.

OB: **How Subordinate Feedback Seeking is Associated with Supervisor Innovative Work Behavior**

Author: **Yanyan Liu**, *Business School, Nankai U.*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*
Author: **Qian Shanshan**, *Business school, Guangdong U. of Foreign Studies*

Research on feedback seeking has focused on its benefits for the seeker, the team and even the organization, but far less research has explored how feedback seeking impacts the target of feedback seeking. In this study we explore how feedback seeking impacts one important target of feedback seeking, i.e., the supervisor. Drawing upon emotional labor theory model, we examine how subordinate feedback seeking impacts the supervisor deep and surface acting, and how this consequently impacts the supervisor innovative behavior. We further explore the impact of the supervisor liking of the subordinate on this relationship. We theorize that when the supervisor liking of the subordinate is high, the subordinate feedback seeking will be positively related to the supervisor deep acting, further benefiting supervisor innovative work behavior. In contrast, when the supervisor liking of the subordinate is low, subordinate feedback seeking will be positively related to supervisor surface acting, in turn hindering supervisor innovative work behavior. We found support for our hypotheses across 339 supervisor-subordinate dyads. Our findings demonstrate the impacts of subordinate feedback seeking on supervisor innovative work behavior from the emotional labor theory and the importance of supervisor liking of the subordinate in the process.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

Exploring the Dark Side of Leader Behavior

Session Moderator: **Aristides Isidoro Ferreira**, *ISCTE - Instituto U. de Lisboa*

OB: **Overshadowed Leadership: The Grey Areas of Leadership Malpractice**

Author: **Aristides Isidoro Ferreira**, *ISCTE - Instituto U. de Lisboa*
Author: **Amalia Pérez-Nebra**, *U. de Zaragoza*
Author: **Paula Da Costa Ferreira**, *CICPSI, Faculdade de Psicologia, U. de Lisboa*

In times of uncertainty and absence of resources leaders may cause harm to their subordinates. Although the empirical research focuses on abusive supervision, we propose a scale of an overshadowed leadership construct, which may inform future research on the grey areas of leadership malpractice. In six studies we investigate the viability and importance of this construct. We develop and test a new instrument to measure overshadowed leadership, test the equivalence between different countries, examine the connections of overshadowed leadership with other constructs in a nomological network, and demonstrate its predictive validity for outcomes. The current findings proposed a reduced scale to evaluate a new unethical leadership dimension which is well supported by robust theoretical models that open interesting lines of research for future studies. Therefore, theoretical and practical implications, as well as limitations and future research are discussed at the end of the paper.

OB: **Observed Supervisor Being Abused, Perceived Leader Effectiveness, and Supervisor-Directed Deviance**

Author: **Guangdi Tian**, *U. of International Business and Economics*
Author: **Min Cui**, *U. of International Business and Economics*
Author: **Mingpeng Huang**, *U. of International Business and Economics*

Recent research on supervisor being abused has focused on its trickle-down effect on supervisors' further abusive supervision behavior. We take a third-party perspective to investigate its effect on employee's reaction to supervisors. Integrating organizational role theory and social role theory, we propose that observed supervisor being abused is positively related to supervisor-directed deviance via employee perceived leader effectiveness, this relationship is stronger for male supervisors. Results of a multi-wave field study supported our hypotheses. Our findings offer some important theoretical and practical implications.

OB: **When Creativity Suffers Due to Abusive Supervision: Moderated-Mediation on Workplace Loneliness**

Author: **Sudhanshu Maheshwari**, *S P Jain Institute of Management and Research*
Author: **Ashneet Kaur**, *assistant professor*
Author: **Mantasha Firoz**, *Goa Institute of Management*
Author: **Aamna Khan**, *Indian Institute of Technology Patna*

The present study draws on the conservation of resource perspective to hypothesize that abusive supervision directly affects subordinates' experiences of loneliness at work, which further affects their creative process engagement (CPE). The study also explored the moderating effect of psychological safety in the relationship. Through a two-wave research design (n = 216 employees), results revealed that abusive supervision positively affects workplace loneliness but negatively affects CPE. The results further demonstrated that psychological safety, when introduced as a boundary condition in the relationship between abusive supervision and workplace loneliness, it imparts a negative effect. Overall, the study revealed the link between destructive leadership in the form of abusive supervision and employees' creativity disposition via workplace loneliness, which weakens employees who perceive high psychological safety in the organization. More generally, it contributes to the ongoing discussion in the literature on the relationship between abusive supervision and CPE. Theoretical and practical implications and directions for future research are offered.

OB: **On the Structure and Nomological Network of Gaslighting in the Workplace - A Leadership Perspective**

Author: **Babatunde Ogunfowora**, *Haskayne School of Business, U. of Calgary*
Author: **Kaitlyn Guenther**, *Department of Psychology, U. of Calgary*
Author: **Josh Bourdage**, *Department of Psychology, U. of Calgary*

In recent years, the term gaslighting has become popular for describing deliberate attempts to undermine another person's reality by making them feel "crazy." Although it has mostly been studied in romantic relationships, recent work suggests that gaslighting occurs in other contexts where power imbalance exists. The current research aims to a) conceptualize gaslighting within the leader-employee relationship, b) differentiate between leaders' use of gaslighting tactics and employees' psychological experience of being gaslighted, c) develop and validate measures to captures these two constructs, and d) develop and test a comprehensive nomological network around them. First, we adapted and developed items based on a review of the broader gaslighting literature. Next, we tested the psychometric properties of our measures in two working adult samples (N = 314 and N = 398) and provide initial evidence of convergent and discriminant validity. Finally, we examine the proposed nomological network in a time-lagged study of 632 employees and 194 supervisors. The results show that employee experienced gaslighting state mediates the adverse effect of leader gaslighting tactics on self-focused (e.g., organizational-based self-esteem), performance-focused (e.g., task performance), supervisor-focused (e.g., supervisor-directed impression management), and coworker-focused (e.g., ostracism by coworkers) outcomes. Many of these indirect effects were stronger when the employee reported higher (versus lower) LMX relationship quality with the leader. We conclude with a discussion of the theoretical and practical implications of these findings.

KEY TO SYMBOLS

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Session Type: **Paper Session**
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Thinking Outside the Box: New Perspectives on Employee Creativity

Session Moderator: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana*

OB: **Sweet Dreams or a Nightmare: Work Intensity, Stress, Sleep and Creativity**

Author: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana*
Author: **Leja Dolenc Grošelj**, *U. Medical Center Ljubljana*
Author: **Amadeja Lamovšek**, *School of Economics and Business, U. of Ljubljana*
Author: **Mojca Marc**, *U. of Ljubljana School of economics and business*
Author: **Miha Skerlavaj**, *U. of Ljubljana, School of Economics and Business*

A high-demand high-intensity knowledge work context is set up to positively challenge and foster creative work, yet it also suffers from the adverse effects stemming from producing hindrance stressors. Based on the extended Job Demands-Resources model in combination with the Conservation of Resources theory, we propose that individuals' sleep patterns and quality over time represent important off-work resource replenishment mechanism in reversing potentially negative effects of work intensity on creativity. In an experience sampling study (twice a day) of 30 knowledge workers, combined with objectively-measured nightly sleep in a natural environment (using clinically-validated EEG-measuring headbands; resulting in 340 matched observations), we showed that generally, work intensity contributed to higher creativity. However, it also led to increased perceptions of stress, in turn decreasing creativity. Sleep quality has proven to be an important moderator in this mediated relationship, with key differences being observed across different operationalizations of this resource-replenishing construct. On a daily basis, subjective perceptions of sleep tended to be more important in contributing to coping with work intensity demands. However, objectively-measured sleep indicators did prove to matter in cumulative effects across multiple nights. Our study has important theoretical, practical and methodological implications for research of creativity, sleep and work performance.

OB: **Who You Know And What You Know: Multicultural Experience, Task And Relational Creativity**

Author: **Margaret A. Shaffer**, *U. of Oklahoma*
Author: **Hong Ren**, *U. of Wisconsin, Milwaukee*
Author: **Siu Yin Cheung**, *Hang Seng U. of Hong Kong*
Author: **Dilek Yunlu**, *Northeastern Illinois U.*
Author: **Olivier Wurtz**, *ESCP Business School*
Author: **Sarah E. Henry**, *U. of Oklahoma*
Author: **Akram Al Ariss**, *Toulouse Business School*

Drawing on conservation of resources (COR) theory (Hobfoll, 1989), we develop a model linking multicultural experience with task and relational creativity via creative process engagement. We also propose internal and external networks as boundary conditions on these relationships. Results from three waves of data supported our hypotheses, demonstrating that multicultural experience provided employees with the resources they need to engage in the creative process, which in turn led to both task and relational creativity. In addition, internal networks strengthened the positive relationship between creative process engagement and relational creativity while external networks strengthened the positive relationship between creative process engagement and task creativity. By applying the COR theory to examine the relationship between multicultural experience and creativity, we make several contributions to the creativity literature

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OB: **Different Curvilinear Effects of Challenge/Hindrance Stressors on Creativity: The Role of Resource**

Author: **Jie Wang**, *U. of Nottingham Ningbo China*
Author: **XIAOLING YANG**, *U. of Nottingham Ningbo China*
Author: **Hong Deng**, *Durham U. Business School*

Researchers usually argue challenge stressors are beneficial while hindrance stressors are detrimental to work outcomes (e.g. LePine, 2022). However, inconsistent relationships between challenge/hindrance stressors and performance are found in empirical findings and meta-analysis work. This study aims to address the different effects of challenge and hindrance stressors on employee creativity and the contextual role of job resource. Building on challenge-hindrance framework and Job Demands and Resources (JD-R) model, the present study posits that challenge stressor of job required creativity and hindrance stressor of role ambiguity influence employee creativity differently through intrinsic motivation. Specifically, we argue that the indirect relationship between challenge stressor and creativity through intrinsic motivation exhibits an inverted U-shape; whereas the indirect relationship between hindrance stressor and creativity through intrinsic motivation exhibits a U-shape. We further identify job resource adequacy for creativity as an important moderator that influences individuals' intrinsic motivation. The data collected from 333 employees and 63 supervisors (two-wave time-lagged) showed support of these predictions. We discuss the implications of these findings for theory and practice.

OB: **Balancing Creative Tensions: A Leader-Paradox Model of Creativity**

Author: **Bradley J. Alge**, *Purdue U.*
Author: **Christopher James Hartwell**, *Utah State U.*
Author: **Jared Law-Penrose**, *Le Moyne*

Integrating micro-based concepts of creative tension with macro-based concepts of paradox (e.g., exploitation vs. exploration) and leader ambidexterity, we develop a leader-follower model suggesting that the conditions for individual creativity are most favorable when a follower is willing to be vulnerable and take risk in situations that are viewed as moderately ambiguous. The leader plays a critical role in influencing creative cognitions critical to the creative process. Moreover, the distance between a leader and follower serves as an important contextual constraint affecting key cognitions, but one that can be managed through the strategic use of transformational and transactional behaviors. We discuss implications for creativity and innovation, and how leaders help build organizational ambidexterity one relationship at a time.

OB: **Effects of Shared Managerial Coaching Perceptions on Creativity: Moderated Polynomial Regression**

Author: **Chunghyun Oh**, *Binghamton U.-State U. of New York*
Author: **Jinhee Moon**, *Binghamton U.-State U. of New York*

Although the benefit of managerial coaching (a manager provides one-on-one feedback to guide and inspire job improvements) has been empirically and practically outlined, we need more knowledge and understanding of how these give-and-take interactions embedded in the coaching process influence follower outcomes. To unfold this dyadic nature of managerial coaching, we investigate how shared perceptions of managerial coaching act as an antecedent of follower creativity. Furthermore, drawing on the leadership process framework, we examine leader gender and job autonomy as personal and situational moderators that could alter the relationship between shared perceptions of managerial coaching and follower creativity. Applying polynomial regression with response surface for a sample of 174 leader-follower dyads, we obtained support for the positive effect of shared perceptions of managerial coaching on follower creativity. This result confirms the dyadic premise of managerial coaching by demonstrating that follower creativity is the highest when leaders and followers share high-level managerial coaching perceptions. In addition, our result indicates that this relationship is strengthened when (1) leaders are female and (2) followers perceive a high job autonomy situation. The moderating effects of the personal and situational factors offer leadership insight into the boundary conditions of shared managerial coaching and follower creativity. Keywords: Managerial coaching; shared perceptions; follower creativity; leader gender; job autonomy

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Session Type: **Paper Session**
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New Directions in Innovation Research

Session Moderator: **Timea David**, *ESSCA School of Management*

OB: **If You Only Knew: Contrastive Motivations in Envied Employees' Knowledge Behavior**

Author: **Timea David**, *ESSCA School of Management*
Author: **Hsi-An Shih**, *National Cheng Kung U.*

Employee innovation largely depends on effective knowledge transfer among coworkers, yet adverse work events might obstruct this process. The current study explores an understudied, but regularly occurring, affective work experience, namely that of being envied by others at work, and examines how perceptions of being envied may motivate opposing knowledge behaviors. We use an evolutionary framework to illuminate the contrastive motives for knowledge hiding and sharing, respectively, and their effect on employee innovation. The study further examines how the zero-sum game beliefs of the envied individual may moderate these mechanisms. We test a moderated mediation model through a multisource survey design involving 225 employees. The results are consistent with the idea that perceptions of being envied are linked to both knowledge hiding and knowledge sharing; however, the indirect effect of being envied on innovation is observed only through knowledge sharing. Furthermore, we find that the indirect positive link between perceptions of being envied and innovation through knowledge sharing is weaker when the envied employee holds high zero-sum game beliefs.

OB: **Aversive Workplace Conditions and Innovative Behavior: An Individual–Organization Relationship View**

Author: **Thomas Ng**, *U. of Hong Kong*
Author: **Haoran Xu**, *Department of Management and Strategy, The U. of Hong Kong*
Author: **Yinuo Zou**, *U. of Hong Kong*
Author: **HAOYANG CHEN**, *U. of Hong Kong*

Many management studies of the effects of work contexts on employees' innovative behavior adopt a motivational perspective to explain the psychological process. Advancing the literature, this study argues that the mechanism underlying the relationship between aversive workplace conditions and innovative behavior can be informed by a positive individual-organization relationship perspective, which suggests that psychological connectedness to the organization is the basis for individuals to engage in innovative behavior. Meta-analytical data from 488 samples (N = 169,521) provide support for the proposed theoretical processes: aversive workplace conditions weaken positive individual–organization relationships, and employees then withhold their innovative behavior. Crucially, a positive individual–organization relationship remains a significant mediator even when we control for the mediating effects of creative motivation and job motivation. These results highlight the value of the positive individual–organization relationship view.

OB: **A Resource-based Perspective between Organizational Cronyism and Innovative Work Behaviour**

Author: **Muhammad Aamir Shafique Khan**, *Jiangsu U.*
Author: **Jianguo Du**, *School of Management, Jiangsu U.*
Author: **Tehreem Fatima**, *Lahore Business School, The U. of Lahore*
Author: **Muhammad Waqas**, *Lahore Business School, The U. of Lahore*
Author: **Shuai Jin**, *Jiangsu U., China*

Organizational cronyism is a pervasive phenomenon in the South Asian region, where favors are granted to certain employees (i.e., associates, friends, acquaintances, etc.) based on non-merit factors that result in the formation of in-groups and out-groups. The current study aimed to find out the impact of organizational cronyism on out-group employees' innovative work behavior through a moderated mediation interplay of knowledge hiding and organizational cynicism. A three-wave data collection was done from 372 employees working in the software development organizations of Pakistan and the data were duly analyzed via PROCESS models 4 and 7. The results affirmed the hypotheses based on the tenet of Conservation of Resources (COR). The results revealed that the out-group employees indulge in knowledge hiding that in turn, impacts their innovative work behavior. Moreover, this indirect impact amplifies in the presence of organizational cynicism.

OB: **Serious Games as an Organizational Learning Tool for Sustainable Innovation: A French Case**

Author: **Ouiam Kaddouri**, *Leonard de Vinci Business School*

This study investigates serious games as a tool for organizational learning and the extent to which they can enable managers to understand, learn, and develop knowledge about urban innovations. In particular, we aim to determine whether serious games can be a substitute for traditional market exploration or traditional organizational training and enable managers to learn about sustainable innovations, such as smart cities. To answer this research question, we constructed a database through the design and creation of a serious game on smart cities for the business managers of the French subsidiary of a multinational company operating in the construction and energy sector and, through a questionnaire, collected data on the manager's post-game learning experience along with their characteristics. The analysis of the overall database enabled us to draw a set of results with both theoretical and managerial implications. The main contribution of this paper is to test the pertinence of serious games as a tool to address a pressing need for organizational learning about sustainable innovations.

OB: **Can the Organizational Innovation Climate Certainly Encourage Employees to Seek Knowledge?**

Author: **FANCHAO ZHUO**, *Business School of Hunan U., China*
Author: **LING YUAN**, *Business School of Hunan U., China*
Author: **Qihai Huang**, *Huddersfield Business School, U. of Huddersfield, UK*

As an important factor influencing organizational innovation, the influence of organizational innovation climate on knowledge behavior of employees has received increasing attention from knowledge management scholars. This study explores the role of ability-based Mianzi stress and individual psychological resilience level in the mechanism of organizational innovation climate's influence on employees' knowledge seeking behavior from the perspective of ability-based Mianzi, combining situational strength theory and situation construal theory, through empirical analysis of 543 valid survey data of knowledge workers collected at three time points. The results of the study indicate that the organizational climate of innovation positively influences employees' knowledge seeking behaviors; the ability-based Mianzi stress plays a mediating role between the organizational innovation climate and employees' knowledge seeking behaviors; employees' psychological resilience level negatively moderates the influence of the organizational innovation climate on ability-based Mianzi stress and knowledge seeking behaviors, and also moderates the indirect effect of ability-based Mianzi stress between the organizational innovation climate and employees' knowledge seeking behaviors. The higher the level of psychological resilience, the weaker the mediating effect of ability-based Mianzi stress and the knowledge seeking behavior.

Session Type: **Paper Session**
Program Session: **1844** | Submission: **20847** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

New Perspectives on LMX Research

Session Moderator: **Hee Man Park**, *Pennsylvania State U.*

OB: **Developing Inclusive Teams and Fostering Knowledge Sharing: Role of LMX Disagreement**

Author: **Hee Man Park**, *Pennsylvania State U.*
Author: **Sung Mo Kang**, *Cornell College*
Author: **Na Yoon Kim**, *Wilkes U.*

Leadership is a key determinant of team member outcomes. Particularly, dyadic relationships between leaders and members (LMX) have been shown to influence members' proactive behaviors such as knowledge sharing. However, research has reported discrepancies between leaders and members regarding expectations of exchange relationships, which further influence employee outcomes. Yet, we have limited evidence on how LMX disagreement influences knowledge sharing. To address this theoretical problem, we draw on theories of LMX, and perceived inclusion and suggest that LMX disagreement has negative indirect effects on knowledge sharing through perceived inclusion. We further identified distributive justice climate as an important boundary condition for the proposed relationships of the effects of LMX disagreement. Specifically, we propose that the negative effects of LMX disagreement on knowledge sharing via perceived team inclusion are significant and stronger when distributive justice is low but not significant and weaker when distributive justice is high. With the multi-level data collected with 115 supervisors and 427 subordinates at multiple time points, we found support for our model.

OB: **Change-oriented Behavior as Double-Edged Sword: Leader Divergent Reactions Hinged on Goal Congruence**

Author: **Jih-Yu Mao**, *U. of Nottingham Ningbo China*
Author: **Xianhui Ning**, *Southwestern U. of Finance and Economics*
Author: **Guanglei Zhang**, *Wuhan U. of Technology*

Employee change-oriented behaviors can bring about organizational change but can also disrupt existing practices which are often overseen and managed by leaders. As such, employee change-oriented behavior likely stimulates both positive and negative leader responses. In this research, we examine the double-edged-sword effect of follower change-oriented behavior. Drawing upon the literature on person-environment fit and social exchange, we propose leader-follower goal congruence as a critical contingent factor determining leader responses to follower change-oriented behavior. The results of a scenario experiment (i.e., Study 1) and a multi-wave, multi-source survey (i.e., Study 2) reveal that follower change-oriented behavior leads to high leader-member exchange when leader-follower goal congruence is high, which in turn leads to leaders giving followers high performance ratings. In contrast, follower change-oriented behavior engenders leader status threat when leader-follower goal congruence is low, which in turn drives leaders to abuse followers. Implications for theory, practice, and future studies are addressed.

OB: **Which Leader-member Friendship Can Promote Exploitation? Professional or Personal**

Author: **Hongjiang Lv**, *School of Economics and Management, Southeast U.*
Author: **Lufeng He**, *School of Economics and Management, Southeast U.*
Author: **Man Cao**, *Southeast U.*

Friendship is a more intimate, enduring, and stable relationship than other informal relationships. Especially for leaders and members, friendship can convey work-related instrumental information and personal emotional information. Drawing on social information processing theory, we divided the leader-member workplace friendship networks into two types, namely professional-oriented friendship networks and personal-oriented friendship networks. Through social network methods, we defined and measured the leader's professional-oriented friendship networks and personal-oriented friendship networks, and analyzed the influence mechanisms of two types of leader's friendship networks on the leader exploitation activities. Using a multi-source social network data analysis, we found that leader's professional-oriented friendship networks and personal-oriented friendship networks were positively related to the leader exploitation activities via the leader psychological safety centrality (i.e., psychological safety obtained from members). Meanwhile, member-only psychological safety density weakens the positive effect of professional-oriented friendship networks but not personal-oriented friendship networks on leader's psychological safety obtained from members. On the whole, we provided a new theoretical framework and measurement for future research on friendship networks. In addition, we concluded by discussing theoretical and practical implications.

OB: **The Curvilinear Effect of LMX Differentiation: How Employees Evaluate and Respond to LMXD Legitimacy**

Author: **Sihong Huang**, *Hong Kong Baptist U.*
Author: **Siting Wang**, *Hong Kong Baptist U.*

Although substantial research assumes employees' legitimacy perception of leader-member exchange differentiation (LMXD) as a critical mechanism that influences the relation between LMXD and employees' behaviors, few studies examine how employees form the legitimacy perception of LMXD. Drawing from LMX theory and legitimacy framework, this paper examines employees' evaluating process of LMXD legitimacy and their subsequent behavioral responses. Specifically, we use perceived LMXD legitimacy (i.e., employees' perception that team members' LMXs are matched with their contributions to the team) to capture employees' legitimacy judgment of LMXD. We theorize that LMXD has an inverted U-shaped relationship with perceived LMXD legitimacy, and this curvilinear relationship is moderated by perceived team political climate. Furthermore, we expect that perceived LMXD legitimacy enhances employees' in-role performance and interpersonal helping. Using surveys from 207 leaders and 1163 employees, we found support for our predictions. An inverted U-shaped relationship between LMXD and perceived LMXD legitimacy was found, and this curvilinear effect became more pronounced for employees with high levels of team political perception. In addition, perceived LMXD legitimacy was linearly, positively related to employees' in-role performance and interpersonal helping. Theoretical implications and future research directions are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1845** | Submission: **20589** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Communication Research in Organizational Behavior

Session Moderator: **Zachariah Brown**, *HKUST Business School*

OB: **Local and Global Status Concerns Independently Predict Jargon use Among Psychologists**

Author: **Zachariah Brown**, *HKUST Business School*
Author: **Eric Anicich**, *U. of Southern California*
Author: **Adam Galinsky**, *Columbia Business School*

When do academicians utilize circumlocutions and sesquipedalian pleonasms to elucidate discoveries and promulgate pedagogical proclamations? That is, when do scientists use jargon to describe their research? We argue that a speaker's social goals, above and beyond their communicative ones, influence their language use. The current research explores the use of one form of language—jargon—to symbolically signal a speaker's social standing. Existing theories in sociology, economics, and linguistics, which suggest that higher-status and embedded individuals within professional networks use more jargon than lower-status and newer members. In contrast, we propose that low status, both global (e.g., organizational status within an industry) and local (e.g., individual status within a team), increase jargon use in the hopes of securing higher status from audiences. To test our hypotheses, we constructed a novel dataset using seven years of academic poster titles presented at the largest annual personality and social psychology conference (N = 8,239). As public presentations, posters represent a highly evaluative context where people hope to secure respect from an audience. Analyses revealed that both global and local status concerns independently predicted jargon use in poster titles. For global status, the status of the authors' universities predicted jargon use; authors from lower-status schools included more jargon in their poster titles. For local status, first authors with a co-author from a higher-status university included more jargon in their titles. These results suggest that individuals use jargon to secure status, regardless of whether the source of their status concerns are global or local.

OB: **Fast-talking, Loud-voiced and Silver-tongued: Patterns of Prosody and Sales Performance**

Author: **James Oldroyd**, *Brigham Young U.*
Author: **Cody Jackson Reeves**, *Brigham Young U.*
Author: **Shawn Nissen**, *Brigham Young U.*

Prosody or the way in which we speak carries significance. It has the power to shape perceptions of speakers such as the degree to which they are influential, charismatic or trustworthy. Much of our understanding of prosody explores the link between a speaker and his or her perceived characteristics. Using a unique dataset of 351 phone calls collected from 99 sales reps and potential customer's phone calls, we extend our understanding of prosody by building measures of prosody for both parties and link these to sales outcomes. We suggest that base patterns of prosody, similarity in prosodic styles and mimicry of the prosodic style of the customer by the sales rep is associated with sales success. We find that the effects of prosody are more nuanced such that the customer's prosody is more predictive of sales success. This suggests that sales successful may be better indicated by customers' vocal prosodic features rather than by the prosodic features of sales reps

OB: **Ghosted? The Impacts of Ghosting in Interpersonal Communication**

Author: **Coral HY Zheng**, *Cambridge Judge Business School*
Author: **David Stillwell**, *Cambridge Judge Business School*

With the advancement in modern technologies, online communication has become prevalent. While online communication provides us convenience, it also makes withdrawal easier, simply by stop responding to the message sender. However, past research lacks quantitative findings regarding the impact of ghosting on the recipient's emotional as well as social outcomes. Thus, the current study aims to fill in this gap, examining the effect of ghosting when it is compared to explicit rejection. In another line, I will also explore the role of uncertainty: will holding response amplify or dampen the negative impact of rejection and ghosting? Along these two questions, I also investigate how individual characteristics affect the above effects. These individual characteristics are self-esteem, rejection sensitivity, and intolerance of uncertainty. Limitations and further directions are discussed in the end.

OB: **Information Desynchronization in Leader-follower Dyad**

Author: **Yuchang Liang**, *Guanghua School of Management, Peking U.*
Author: **Yuntao Dong**, *Peking U.*
Author: **Zhixue Zhang**, *Peking U.*

Leaders are a central source of information for followers. Given the knowledge-intensive and informationally interdependent nature of the contemporary workplace, synchronizing information via downward communication is crucial for evaluating leader effectiveness. Nevertheless, previous work suggests that followers suffer from information desynchronization, a state of informational unalignment with their leaders. What types of information are uniquely possessed by leaders? Why and when leader's unique information fails to become shared in leader-follower dyad? This study investigates these key issues through a qualitative study. We conducted open-ended structured interviews with 95 middle managers from a wide range of industries. We identified three major types of information exclusive to leaders and six categories of restrictors in information synchronization. We further integrated these inductive analyses into a process model toward information desynchronization, theorizing three distinct mechanisms through downward communication along a gradient of information bandwidth (i.e., the volume of information flow): withholding, gatekeeping, and disintegration. Our findings contribute to the literature on leader downward communication and knowledge management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1846** | Submission: **20671** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Here, There, and Everywhere: New Directions in Remote Work Research

Session Moderator: **Madeline King Kneeland**, *Babson College*

OB: **A Longitudinal Study of the Shift to Remote Work on Task and Personal Networks**

Author: **Madeline King Kneeland**, *Babson College*
Author: **Elinor Flynn**, *The Wharton School, U. of Pennsylvania*
Author: **Frances J. Milliken**, *New York U.*

What began as a temporary solution to slow down the transmission of COVID-19 became a large-scale shift in the remote and hybrid work landscape. Although there is evidence that organizational networks and communication changed in the first several months of the pandemic (e.g. Yang et al., 2022), it is unclear which effects were a function of the crisis context and which were likely to endure. This study is a longitudinal investigation following a sample of 416 individuals of how the shift to remote work affected their organizational networks—both task and personal networks—beyond the initial shock of transitioning to remote work. In this paper we theorize and find evidence that the changes in the characteristics of employee task and personal networks have persisted years into the pandemic, and that men and women are maintaining their networks differently. We find evidence that these network changes are related to feelings of inclusion within and attachment to their organizations with downstream consequences on turnover. Our study contributes to an emerging perspective on the tradeoffs that long-term remote work provides, which is of mounting theoretical and practical importance.

OB: **Where's Your Head At? Exploring Role Transitions among Remote Workers**

Author: **Christopher Wiese**, *Georgia Institute of Technology*
Author: **Lindsay Dhanani**, *Rutgers U., School of Management and Labor Relations*
Author: **Michael Hunter**, *Pennsylvania State U.*
Author: **Yuhua Li**, *Georgia Institute of Technology*

Transitioning between work and nonwork roles is vital for employees as it facilitates critical work, family, and well-being outcomes. However, these transitions are particularly challenging for remote employees given that they need to switch between roles without the physical and temporal separation that traditional employees have. Given the rise of remote work, it is therefore important to understand the role transition process among remote employees and what characteristics of the transition lead to positive work and nonwork outcomes. The current paper correspondingly collected data from remote employees across four weeks to examine the role of cognitions during the commute and the perceived effectiveness of the commute in determining employees' reattachment and detachment. We also then examined reattachment and detachment as predictors of job satisfaction, engagement, and work-family conflict. Results indicated that perceived effectiveness of the transition is related to reattachment and detachment. We additionally found that reattachment was significantly related to work outcomes (i.e., job satisfaction and engagement) whereas detachment significantly predicted work-family conflict. These findings indicate the importance of employee perceptions about their role transitions and suggest that remote employees would benefit from developing role transition rituals. Organizations can also leverage our findings to facilitate role transitions among their remote employees.

OB: **Is Teleworking Working the Same? Comparing Remote versus In-person Employees' Fit and Work Outcomes**

Author: **Mengyue Fan**, *U. of Nevada, Reno*
Author: **Alexis Hanna**, *U. of Nevada, Reno*
Author: **Bret Simmons**, *U. of Nevada, Reno*
Author: **Jinyu Hu**, *U. of Nevada, Reno*

In the post-pandemic world, increasing numbers of organizations adopted remote work, and numerous workers now work from home. To progress knowledge of the remote work experience and the impact of working from home on organizational behavior and outcomes, we argue that more studies must compare samples of remote workers and in-person workers. To pursue this goal, we used a large sample of workers across jobs and industries to compare perceptions of person-environment fit, psychological experiences of work, and important work outcomes based on work context. This study tested a multi-group mediational model and found that relationships between fit, psychological experiences, and performance and turnover differed between remote and in-person workers. Although Person-Environment fit was important across the board, burnout was particularly important for remote workers, whereas engagement was particularly important for in-person workers. These findings have important implications for managers and organizations regarding how best to help employees achieve maximize their fit with their jobs and ultimately improve job performance and turnover intentions depending on whether they work in the office or work from home.

OB: **Managing Distributed Work: An Integrative Framework**

Author: **Julia Elisabeth Hoch**, *California State U., Northridge*
Author: **Steve W J Kozlowski**, *U. of South Florida*
Author: **James Dulebohn**, *Michigan State U.*

This review integrates the current literature and research on how to manage distributed work. First, we present a three-dimensional structure of distributed work that includes geographic distribution, electronic communication media usage, and cultural and national diversity. Each of these three dimensions is accompanied by its unique set of theories (i.e., social identity theory and information processing approach; media richness theory) and each pertains to a unique set of practical implications. Second, we present an input-process-output approach for the management of this type of work. The approach utilizes three input factors of structural supports, supervisory direct leadership and shared leadership by the colleagues, and emphasizes the role of mediating states, such as cognitive, motivational or emotional states, on distributed work outcomes, such as performance or satisfaction. It further highlights the degree of distribution of work itself as a moderator on the association between inputs, mediating factors and distributed work outcomes. Future directions for research and implications for leadership and management of distributed work are discussed.

Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

What Time Is It? Understanding Temporal Issues in Organizations

Session Moderator: **Biyun Hu**, *Shanghai International Studies U.*

OB: **Whether and Why do Time Theft Motives Matter?**

Author: **Biyun Hu**, *Shanghai International Studies U.*
Author: **Dizhen Lu**, *School of Business and Management, Shanghai International Studies U.*
Author: **Liang Meng**, *Shanghai International Studies U.*
Author: **Dishi Hu**, *U. of North Carolina Greensboro*

Though often viewed as harmful by employers, employee time theft may be functional and constructive. In two studies, we identify motives of employee time theft and examine the impact of time theft driven by different motives. Specifically, in Study 1, we used a qualitative method to identify 13 types of time theft motives. In Study 2, we used a scenario-based experiment to examine how time theft associated with different motives affects employee work outcomes. Overall, we found that employees engage in time theft for not only self-oriented but also others- and work-oriented motives, and time theft driven by different motives have differential effects on employee work effort and organizational citizenship behavior. Implications for research and practice are also discussed.

OB: **A Change of Pace: A Latent Profile Analysis of Pacing Styles at Work**

Author: **Craig Leonard**, *U. of Guelph*
Author: **Jeffrey R. Spence**, *U. of Guelph*
Author: **Deborah M. Powell**, *U. of Guelph*
Author: **Michael Daniels**, *U. of British Columbia*

When working towards a deadline, individuals allocate their effort over time in a multitude of ways, referred to as pacing style. The different styles that employees use to pace their work to meet deadlines have important implications for individual work outcomes, most notably performance. To date, researchers have largely focused on pacing styles in isolation, assuming that individuals have a dominant style that they use for all deadlines. However, individuals may use a combination of pacing styles for different tasks or deadlines. This consideration is important because the specific combination of pacing styles an individual uses provides a fuller picture of how they allocate time and effort as they approach deadlines. In an effort to advance the understanding of pacing style, we present two studies that use latent profile analysis to identify profiles of pacing styles and reveal how combinations of styles relate to work-related antecedents (e.g., role overload, work boredom) and outcomes (e.g., task performance, creative performance, emotional exhaustion). Our results reveal that combinations of pacing styles can provide a more nuanced understanding of how individuals distribute their effort over time in working toward deadlines and its impact in the workplace.

OB: **The Double-edged Sword of Time Pressure: A Meta-analysis of Investigating How and When Time Pressure**

Author: **Sidi Sui**, *School of Management, Shandong U.*
Author: **Sitong Liu**, *Shandong U.*
Author: **Chenghao Men**, *Shandong U.*
Author: **Haobo Tian**, *School of Management, Shandong U.*

Time pressure is always harmful? Not always. Previous research on the relationship between time pressure and creativity has been inconsistent. To clarify this association, based on cognitive appraisal theory of stress we synthesized 118 articles with 122 independent samples (N= 68523) using meta-analytical method and explored how and when time pressure affects employee creativity. The results demonstrated that burnout and learning orientation mediated the effects of time pressure on employee creativity. We further indicated the moderating role of national culture, mainly focusing on uncertainty avoidance and individualism/collectivism. When uncertainty avoidance is high and individualism is low, time pressure affects employee creativity negatively; When uncertainty avoidance is low and individualism is high, time pressure affects employee creativity positively. We also discuss the theoretical and practical implication and propose future research directions.

OB: **Leading from Diversity: The Team-level Antecedents and Consequences of Team Temporal Leadership**

Author: **Jiaxin Xue**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Jing-hao Zhang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Yuhui Li**, *Renmin U. of China*

Team temporal leadership has an important influence on team effectiveness, but little is known about the antecedents of team temporal leadership. By integrating the functional leadership theory and self-improvement literature, we focus on the contextual antecedents of team temporal leadership and propose time urgency diversity and leader time urgency interact to influence team temporal leadership, namely the urgent leaders tend to do more time management behaviors according to members time urgency diversity. We also argue that by facilitating team temporal leadership, the interaction of time urgency diversity and leader time urgency would indirectly increase team temporal consensus and, subsequently, team task cohesion. We empirically test the proposed model by a study of 56 R&D project teams. Our study contributes to the literature by identifying the temporal team composition might drive leaders to impose time management behavior.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1848** | Submission: **20873** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

Dynamics of Understanding Organizational Citizenship Behavior at Work

Session Moderator: **Emily David**, *China Europe International Business School (CEIBS)*

OB: **Trickle-down Effects of Corporate Social Responsibility on Employee Outcomes: Leader Role Modeling**

Author: **Emily David**, *China Europe International Business School (CEIBS)*
Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*
Author: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*

Corporate social responsibility (CSR) initiatives are increasingly being viewed not only as tools that benefit society but also as important drivers of employee behaviors. However, little is known about why and under what circumstances firm CSR practices relate to employee behaviors in their non-work lives (i.e., work-family positive spillover) and those directed towards their coworkers (i.e., organizational citizenship behaviors or OCB). With the aim of shedding light on this cross-level trickle-down effect, we conducted a multi-wave, multi-source study in 48 organizations. Aligned with social-learning theory, the results revealed that firm-level externally-focused CSR practices were positively related to employee OCB toward coworkers and work-family positive spillover via the role-modeling dimension of family-supportive supervisor behaviors (role-modeling FSSB). We also found that the aforementioned indirect effect of CSR practices on OCB toward coworkers through role-modeling FSSB was stronger among employees working for supervisors experiencing lower rather than higher work-family conflict. This study contributes to the work-family literature given by construing firm activities as the "source" in a trickle-down sequence and by moving firm-level correlates of role-modeling FSSB beyond family-family supportive policies and practices.

OB: **In-role to Extra-role: A Goal-based Analysis of Pro-environmental Behavioural Spillover**

Author: **Wenjing Guo**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Kerrie Unsworth**, *U. of Leeds*
Author: **Christian Bretter**, -
Author: **Matthew Christopher Davis**, *U. of Leeds*

Organisations are increasingly recognizing the need to engage their employees in pro-environmental behaviour, both within and outside their allocated job roles, but no consideration has been given to how engaging in one form of behaviour will affect the other. By integrating the proximity perspective of goal theories and crowding-out literature, we investigate how, when, and why employees' performance in in-role pro-environmental tasks can influence their extra-role pro-environmental behaviour. We propose that performance in in-role pro-environmental tasks can positively spillover to extra-role pro-environmental behaviour via employees' pro-environmental goal commitment when they have low level of intrinsic motivation for helping the environment, while this spillover effect will be negative when they have high level of intrinsic motivation. Using two experiments with employees from the retail (N = 338) and education (N = 448) industries respectively, the positive spillover in low intrinsic motivation context was supported. However, the negative spillover in high intrinsic motivation context was only supported by Study 1. Our findings make up a missing piece in organizational environmental management and pro-environmental spillover literature, and carry important implications for organisations.

OB: **Fitting In and Doing Good, or Doing Good to Fit In?**

Author: **Wouter Vleugels**, *Deakin U.*
Author: **Huw Flatau Harrison**, *Deakin U.*

A rich history of research on person-organization (PO) fit suggests that employees' fit with the organisation is positively related to organizational citizenship behaviours (OCBs). However, this prior research suffers from several shortcomings. Not only have researchers predominantly studied this relationship from an a priori defined normal causation perspective (confirmation bias), they also have overlooked the impact of variance in tenure on this relationship (representativeness bias). Moreover, past research has generally failed to consider dynamic relationships between PO fit and OCBs, assuming relationships are identical on the between and the within-person level (generalization bias). In response, we set out to perform a more thorough analysis of the PO fit-OCB relationship by investigating the causal nature of this relationship across different levels of analysis. In addition, we consider the moderating impact of employee tenure on this relationship. On the between-person level, we find that only reverse causation applies such that higher levels of OCBs increase PO fit. On the within-person level, we find that only normal causation applies, such that higher levels of PO fit increase OCBO. We find that tenure moderates within-person relationships in distinct ways, yet moderation effects did not extend to the between-person level of analysis. More broadly, our findings show that the relationship between PO fit and OCBs can deviate from the traditional, normal causation (PO fit ? OCB) logic that dominates the fit literature. Our study suggests the need for a more nuanced theoretical treatment of the relationship between PO fit and OCBs.

OB: **Designing the More or Less (In)Formal OCBs? A Status Hierarchical Approach**

Author: **Eugene Yi Cheong TUNG**, *Chinese U. of Hong Kong*

We conceptualize organizational citizenship behaviors (OCBs) as extra role (informal) social exchanges whose legitimacy has been partially given by the formal job requirements. We argue that the status hierarchy, which has grown from the formal job architecture, together inform the proactive and reactive natures of OCBs in work groups. The proposed model suggests that norm evolves from the three re-categorized types of OCBs: affirmative, balancing, and challenging with respect to particularistic relationships among managers and subordinates of all levels in the status hierarchies. Hence specifically, centralization of decision making in the leader of a unit, task interdependence among unit members, and managers' discretion in the use of power jointly explain the loose coupling between the formal job architecture and the informal social structure. Assumptions that base our arguments are discussed for generalizability and implications for organizational design.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1849** | Submission: **20863** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Gender, Family and Leadership

Session Moderator: **Lydia Gross**, *Rotterdam School of Management, Erasmus U.*

OB: **The Effects of Leadership Levels and Gender on Leader Well-being (WITHDRAWN)**

Author: **Jing Hu**, *UNSW Business School, Australia*
Author: **Tony Huiquan Zhang**, *U. of Macau*
Author: **Christopher Jackson**, *U. of New South Wales*

Some research findings suggest more well-being among leaders and others less; still, others find no relationship. To explain this inconsistency, we consider how non-leaders, mid-level and high-level leaders differ in well-being. We anticipate that mid-level leaders will have lower well-being than senior leaders and non-leaders, and that females will be more vulnerable than males to the reduced well-being associated with mid-level leadership. In Study 1, we used multi-level models and propensity score matching on a representative sample (N= 24,067), and found mid-level leaders' well-being was lower than non-leaders or high-level leaders, and that this effect was more pronounced among females. In Study 2, we collected experience sampling data from 86 workers who completed a short survey four times a day for five consecutive working days (a total of 1,634 observations). Mid-level leaders reported more end-of-day negative emotions than high-level leaders and non-leaders, mediated by heightened job demands, and the effect was stronger among female respondents. We conclude that leadership levels and gender have an important but overlooked impact on well-being.

OB: **Who Needs More Love to Counter Loneliness? Female Versus Male Leaders**

Author: **Xinyan Mu**, *NingboTech U.*
Author: **Wen Xu**, *U. of Nottingham, China*
Author: **Li Guo**, *U. of International Business and Economics*

Although "lonely at the top" – leader loneliness, is a quite prevalent phenomenon, nobody really likes being lonely. Leaders implicitly need company to counter loneliness, whereas female and male leaders experience differently to the context with companionship and love. Drawing upon the belongingness theory, we investigate gender-contingent reactions to team companionate love culture. The results of a multi-wave, multi-source survey indicate that team companionate love culture reduces leader loneliness by motivating leader self-disclosure. In addition, this indirect effect is contingent upon leader gender. Specifically, male leaders are more likely to disclose themselves and experience lower loneliness with the influence of team companionate love culture, whereas female leaders are immune to team companionate love culture. Implications, limitations, and future directions are discussed.

OB: **Leader Development by Cross-role Enrichment: Effects of Parenting Experience on Leader Effectiveness**

Author: **Cheng Wang**, *Zhejiang U.*
Author: **Zhenkun Liang**, *Zhejiang U.*

Existing leader development studies have overwhelmingly focused on on-the-job resources within the work domain and the importance of developmental experiences beyond the workplace has been far ignored. In this empirical article, we integrated role accumulation theory and family-work enrichment theory and thus put forward the perspective of cross-role enrichment to explore how becoming a parent makes individuals a better leader and examine the enrichment mechanisms within the parent-leader dyad. A survey of 357 leaders from MBA programs (Study 1) revealed that parent-role leaders were more effective than non-parent leaders after controlling the interference variables through Propensity Sampling Matching, a quasi-experimental method. Further, a two-wave survey of 387 participants who occupy both parent and leader roles (Study 2) showed that one individual's positive parenting experience was associated with his or her effectiveness as a leader. Specifically, the results of the Structural Equation Model analysis showed the effects of positive parenting experience on leader effectiveness were serially mediated by instrumental path (i.e., belief about competence malleability and workplace mentoring behavior) and affective path (i.e., sense of parental responsibility and sense of leader's responsibility). Our research contributes to the diversification of leader development practices and the deepening of the family-work enrichment perspective.

OB: **When and Why Do New Leaders Get Endorsed? The Role of Gender and Tenure in Leadership Succession**

Author: **Lydia Gross**, *Rotterdam School of Management, Erasmus U.*
Author: **Daan Alexander Stam**, *Rotterdam School of Management, Erasmus U.*
Author: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Author: **Juan Pablo Madiedo Montanez**, *Erasmus U. Rotterdam*
Author: **Ana Maria Sierra**, *Rotterdam School of Management, Erasmus U.*

Leadership succession is a frequent and inevitable occurrence in organizations. Yet, scholarly understanding of succession beyond the CEO-level is strikingly limited. We join a small but growing stream of literature on leadership succession at the team level and investigate the joint impact of new leader gender, prior leader gender and new leader organizational tenure on followers' endorsement of the new leader compared to that of the prior leader. Building on role congruity theory and contrast effect theory, we postulate that gender bias is exacerbated when there is a leader gender change. Moreover, we argue that when new leaders have high organizational tenure this conveys status and allows followers to fall back on person-specific information. Using archival data from a large multinational consumer goods company we find that, contrary to expectations, new leader gender and prior leader gender do not jointly predict new leader endorsement. In line with expectations, new leader gender, prior leader gender, and new leader tenure jointly predict new leader endorsement, such that tenure impacts the endorsement of new leaders succeeding a female, but not a male leader. We discuss implications for theory on leadership succession and gender and leadership.

OB: **Leadership Behaviors and Followers' Self-presentations as Counter-influence Tactics**

Author: **Leni Chen**, *Hong Kong Baptist U.*

Leadership research predominately treats followers as passive influence takers in the leadership processes and suggests that leadership behaviors influence follower performance by inducing followers' psychological processes. We challenge this view by proposing that followers' self-presentation tactics are important mediating mechanisms linking leadership behaviors and employee performance. Across two studies, we consistently find that authoritarian leadership enhances follower performance and promotability via employees' supplication tactics and leader's affective trust, whereas permissive leadership enhances employee performance and promotability via employees' self-promotion tactics and leaders' cognitive trust. We also theorize and demonstrate that employees are more likely develop appropriate tactics to counterinfluence their leaders if they have experience encountering the parents whose parental styles are similar to their leaders' style of leadership. In Study 2, we find that parental styles of employees' parents moderate the relationship between leadership styles and employees' self-representation tactics. Employees raised by authoritarian parents are more likely to react to authoritarian leaders using supplication tactics, whereas employees raised by permissive parents are more likely to react participative leaders using self-promotion tactics.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1850** | Submission: **10988** | Sponsor(s): **(OB, CM, MH)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Then & Now: Psychological Ownership & Territorial Behavior

Session Chair: **Craig D. Crossley**, *U. of Central Florida*
Panelist: **Jon L Pierce**, *U. of Minnesota, Duluth*
Panelist: **Kurt T Dirks**, *Washington U. in St. Louis*
Panelist: **Graham Brown**, *U. of Victoria*
Panelist: **Markus Baer**, *Washington U. in St. Louis*
Panelist: **Christopher M. Stein**, *Siena College*

This is designed to be a fun and interactive session focused on the stories and people behind some of our major management theories. As a relatively young academic discipline, we are fortunate to have many pioneers and second-generation thought leaders that have observed and participated in the evolution of our theories from inception to present day. “Then & Now” is an annual symposium that appeals to new and seasoned scholars from across the academy. This year’s session focuses on Psychological Ownership. The symposium will begin with Jon Pierce and Kurt Dirks describing how they became interested in this topic, collaborators/supporters, and how this construct developed. Graham Brown and Markus Baer will talk about how their research on psychological ownership and territoriality has expanded into entrepreneurship and marketing. The “Now” panelist, Chris Stein, will describe how his recent research on territoriality has evolved from the original body of work, and where it is likely to go next. The symposium concludes with the audience sharing their own perspectives and stories related to the ideas and people who have shaped this growing body of research.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1851** | Submission: **13420** | Sponsor(s): **(OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

New Explorations About Employee Recovery

Discussant: **Sabine Sonnentag**, *U. of Mannheim*
Presenter: **William P. Jimenez**, *Old Dominion U.*
Presenter: **Molly Minnen**, *Radford U.*
Presenter: **Andrew A. Bennett**, *Old Dominion U.*
Presenter: **Oliver Weigelt**, *Leipzig U.*
Organizer: **Andrew A. Bennett**, *Old Dominion U.*
Author: **Xiaoxiao Hu**, *West Virginia U.*
Presenter: **Daroon Jalil**, *PhD student at Old Dominion U.*
Author: **Xiaohong Xu**, *U. of Texas At San Antonio*
Author: **Charles C. Calderwood**, *Virginia Tech*
Author: **Cassandra Phetmisy**, *Rice U.*
Author: **Lauren Moran**, *Georgia Institute of Technology*
Author: **Danielle D. King**, *Rice U.*
Author: **Kimberly French**, *Georgia Institute of Technology*
Author: **Emily D. Campion**, *U. of Iowa*
Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Christine Julia Syrek**, *U. of Trier*
Author: **Katja Siestrup**, *U. of Hagen*
Author: **Shani Pindek**, *U. of South Florida*
Author: **Sheila Keener**, *Old Dominion U.*

Employee recovery from work demands continues to be of interest to scholars, individuals, and organizations. This symposium provides four new explorations about recovery during various times (i.e., evenings and weekends) through multiple mechanisms (i.e., recovery activities and experiences) using different perspectives (i.e., recovery as an end state and recovery as a process) and diverse methodologies (i.e., path analysis, multilevel structural equation models, latent growth and discontinuous growth models). Following the presentations, Dr. Sabine Sonnentag will synthesize the papers and lead a discussion with participants about the current and future state of recovery research. Overall, this symposium offers new insights about recovery from work demands and employee well-being that fit well into the 2023 AOM theme of "Putting the worker front and center".

Revenge Is a Dish Best Served Sleepy? Sabotaging Evening Recovery through Bedtime Procrastination

Author: **William P. Jimenez**, *Old Dominion U.*
Author: **Xiaoxiao Hu**, *West Virginia U.*
Author: **Daroon Jalil**, *PhD student at Old Dominion U.*
Author: **Xiaohong Xu**, *U. of Texas At San Antonio*

Antecedents and Consequences of Work-Related Rumination: A Multilevel Approach

Author: **Molly Minnen**, *Radford U.*
Author: **Charles C. Calderwood**, *Virginia Tech*
Author: **Cassandra Phetmisy**, *Rice U.*
Author: **Lauren Moran**, *Georgia Institute of Technology*
Author: **Danielle D. King**, *Rice U.*
Author: **Kimberly French**, *Georgia Institute of Technology*

Evening Recovery as Predictors of Vigor Trajectories

Author: **Andrew A. Bennett**, *Old Dominion U.*
Author: **Emily D. Campion**, *U. of Iowa*
Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Sheila Keener**, *Old Dominion U.*

The Differential Roles of Time Pressure and Unfinished Tasks for Transitions into the Weekend

Author: **Oliver Weigelt**, *Leipzig U.*
Author: **Christine Julia Syrek**, *U. of Trier*
Author: **Katja Siestrup**, *U. of Hagen*
Author: **Shani Pindek**, *U. of South Florida*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1852** | Submission: **12766** | Sponsor(s): **(OB, HR, MOC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

Let's Give Them Something to Talk About: Conversations at the Work-Family Interface

Session Chair: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Session Chair: **Yuxin Lin**, -
Session Chair: **Aqsa Dutli**, *Purdue U., West Lafayette*
Discussant: **Jessica R. Methot**, *Rutgers U., School of Management and Labor Relations*
Presenter: **Laura McAndrews Little**, *U. of Georgia*
Presenter: **Elizabeth A. Adair**, *California State U., Monterey Bay*
Participant: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **Joel Koopman**, *Texas A&M U.*
Participant: **Young Eun Lee**, *Florida State U.*
Participant: **John Bush**, *U. of Central Florida*
Participant: **Zhengguang Liu**, *Zhejiang U.*
Participant: **Theresa M. Glomb**, *U. of Minnesota*
Participant: **Patricia Caulfield Dahm**, *U. of Kansas*
Participant: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Participant: **Rachel Burgess**, *W. P. Carey School of Business, Arizona State U.*

The interest in studying workplace conversations has grown, with increased scholarship focused on different types of work-specific conversations (e.g., gossip, incivility, small talk). Yet, family also comprises an important part of employees' identity, meaning that employees may choose to integrate family discussions into the work domain, or take proactive steps to share important work moments with their family. In the current symposium, four papers aim to probe into the intersection of the work-family interface and conversations in an effort to understand how employees' conversations with coworkers or family members end up not only affecting work and home relationships, but also performance across role domains. More specifically, the current papers highlight the role of venting about family at work; discussing parenting in the workplace as a means of intellectual stimulation; sharing about work with children to shape employees' and children's identities; and conversational challenges that working parents of teenagers face.

The Maladaptive and Adaptive Effects of Receipt of Venting at Work

Author: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Author: **Joel Koopman**, *Texas A&M U.*
Author: **Christopher C. Rosen**, *U. of Arkansas*
Author: **Young Eun Lee**, *Florida State U.*
Author: **Aqsa Dutli**, *Purdue U., West Lafayette*
Author: **John Bush**, *U. of Central Florida*

The Enriching Benefits of Workplace Parenting Conversations for Parenting and Work Relationships

Author: **Yuxin Lin**, -
Author: **Zhengguang Liu**, *Zhejiang U.*
Author: **Allison S. Gabriel**, *Purdue U., West Lafayette*

Parents' Sharing of Work Experiences with their Children Shapes Parents' and Children's Identities

Author: **Elizabeth A. Adair**, *California State U., Monterey Bay*
Author: **Theresa M. Glomb**, *U. of Minnesota*
Author: **Patricia Caulfield Dahm**, *U. of Kansas*

Understanding Family-Supervisor Support of Working Mothers of Teenagers

Author: **Laura McAndrews Little**, *U. of Georgia*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Author: **Rachel Burgess**, *W. P. Carey School of Business, Arizona State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1853** | Submission: **10492** | Sponsor(s): **(OB, HR, ODC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Teams are Changing! Going into the Wild to Expand Theory on Dynamics in Modern Teamwork Settings

Organizer: **Anna Mayo**, *Carnegie Mellon U.*
Organizer: **Sebastian Raetze**, *Johannes Kepler U. Linz*
Discussant: **John Mathieu**, *U. of Connecticut*
Presenter: **Anna Mayo**, *Carnegie Mellon U.*
Participant: **Michael Alan Rosen**, *Johns Hopkins U. School of Medicine*
Participant: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Participant: **Christina T. Yuan**, *Johns Hopkins Bloomberg School of Public Health*
Participant: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Participant: **Emily F. Boss**, *Johns Hopkins U. School of Medicine*
Participant: **Rahul Koka**, *Hopkins*
Participant: **James H. Abernathy III**, *Johns Hopkins U. School of Medicine*
Participant: **Giancarlo Suffredini**, *Johns Hopkins U. School of Medicine*
Participant: **Peter A. Najjar**, *Johns Hopkins U. School of Medicine*
Presenter: **Margaret M. Luciano**, *Penn State U.*
Participant: **Semin Park**, *U. of Iowa*
Presenter: **Sebastian Raetze**, *Johannes Kepler U. Linz*
Participant: **Anne Steputat-Raetze**, *Technical U. Dresden*
Presenter: **Lena Rieck**, *Technische U. Dresden*
Participant: **Boukje Cnossen**, *Leuphana U. Lüneburg*
Participant: **Blagoy Blagoev**, *Technische U. Dresden*

In recent decades research on new teams has flourished, covering topics ranging from temporary and fluid teams to multiple-team membership, multiteam systems, and increasing virtuality. This growing inquiry has greatly advanced our understanding of modern organizational teams—teams operating in dynamic, technology-driven, and boundary-less environments—but this work may be limited. Research on each topic mentioned above has largely evolved in isolation when, in reality, they commonly coexist. Our symposium consists of four papers that reflect varied and cutting-edge research on organizational teams that encompass multiple of the often distinctly considered features of modern teams. These papers also reflect a variety of perspectives, using both quantitative and qualitative approaches, varied contexts—from emergency response to surgery and project teams—and samples that range from thousands of teams across sites to deep dives into a few or even single teams (or team systems) to offer a rich understanding of processes over time. While each paper offers a unique contribution, we have designed the symposium to allow for drawing connections across the papers. We hope to provide an engaging forum for insights and conversation at the forefront of research on new team forms, the ways they may differ from traditional teams, and the possible mechanisms for supporting teamwork in more complex and dynamic contexts that reflect many modern organizations.

Temporary Multiteam Systems

Author: **Michael Alan Rosen**, *Johns Hopkins U. School of Medicine*
Author: **Anna Mayo**, *Carnegie Mellon U.*
Author: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Author: **Christina T. Yuan**, *Johns Hopkins Bloomberg School of Public Health*
Author: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Author: **Emily F. Boss**, *Johns Hopkins U. School of Medicine*
Author: **Rahul Koka**, *Hopkins*
Author: **James H. Abernathy III**, *Johns Hopkins U. School of Medicine*
Author: **Giancarlo Suffredini**, *Johns Hopkins U. School of Medicine*
Author: **Peter A. Najjar**, *Johns Hopkins U. School of Medicine*

Exploring Episodic and Event-based Team Process Dynamics in Multiteam Systems

Author: **Margaret M. Luciano**, *Penn State U.*
Author: **Semin Park**, *U. of Iowa*

Resilience in Dynamic Multiteam Systems: An Embedded Multiple Case Study

Author: **Sebastian Raetze**, *Johannes Kepler U. Linz*
Author: **Anne Steputat-Raetze**, *Technical U. Dresden*

The Dynamics of Structuring and Silencing

Author: **Lena Rieck**, *Technische U. Dresden*
Author: **Boukje Cnossen**, *Leuphana U. Lüneburg*
Author: **Blagoy Blagoev**, *Technische U. Dresden*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1854** | Submission: **14321** | Sponsor(s): **(OB, MOC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Moralization of Work

Organizer: **Mijeong Kwon**, *U. of Colorado, Denver*
Organizer: **Julia Lee Cunningham**, *U. of Michigan*
Discussant: **Amy Wrzesniewski**, *The Wharton School, U. of Pennsylvania*
Participant: **Laura Sonday**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Jon Michael Jachimowicz**, *Harvard Business School*
Participant: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Participant: **Natalie Lynn Croitoru**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Beth Anne Helgason**, *London Business School*
Participant: **Winnie Jiang**, *INSEAD*
Participant: **Tianyu He**, *National U. of Singapore*
Participant: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Participant: **Rellie Rachel Derfler**, *U. of Maryland*
Participant: **Gamze Arman**, *UWE Bristol*

Moral perception—individuals' perception of what is right and wrong—shapes many important work outcomes. This symposium extends moral perception research by introducing recent scholarly works on the antecedents and consequences of moral perception in organizations. Specifically, this symposium asks two questions: How is the moral perception of work itself shaped and changing? What are the antecedents and consequences of moral perception and behavior at work? Using multilevel data in diverse settings, five presenters seek to answer these questions. Three presenters tackle the first question by showing (a) how employees collectively contest and deviate from a culturally upheld and valued way of relating to work, (b) how employees' positive valuation of intrinsic motivation affects their decisions to help their teammates, and (c) how the (mis)match between leaders' and followers' work orientations affects team performance. The other two presenters address the second question and investigate (a) the motivational consequence of misalignment between employees' ethical considerations and the law, and (b) the effect of observers' status and status consistency on their moral decision to stand up to abusive supervision. The discussion at the end of the symposium highlights opportunities for future research and seeks to stimulate conversations among the audience.

Collective Contestation of a Work Ethos in the Financial Independence, Retire Early (FIRE) Movement

Author: **Laura Sonday**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Discerning Saints: Moralization of Intrinsic Motivation and Selective Prosociality at Work

Author: **Mijeong Kwon**, *U. of Colorado, Denver*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*
Author: **Julia Lee Cunningham**, *U. of Michigan*

When and Why Legal Constraints Impede the Motivational Benefits of Ethical Considerations

Author: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Author: **Natalie Lynn Croitoru**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Beth Anne Helgason**, *London Business School*

Work Orientations in Teams: How Meaning of Work Matters for Team Performance

Author: **Winnie Jiang**, *INSEAD*
Author: **Tianyu He**, *National U. of Singapore*

When and Why High Status Team Members Stand Up to Observed Abusive Supervision

Author: **Oguz Gencay**, *U. of Maryland R.H. Smith School of Business*
Author: **Rellie Rachel Derfler**, *U. of Maryland*
Author: **Gamze Arman**, *UWE Bristol*

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1855** | Submission: **11879** | Sponsor(s): **(OB, MOC, HR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

Multiple Team Membership Arrangements: Putting the Worker Front and Center

Organizer: **Ozias Moore**, *Lehigh U.*
Organizer: **Tammy L. Rapp**, *Ohio U.*
Organizer: **Sal Mistry**, *U. of Delaware*
Discussant: **Bradford S. Bell**, *Cornell U.*
Presenter: **Rebecca Grossman**, *Hofstra U.*
Participant: **Jack Miller**, *Hofstra U.*
Participant: **Kayla D. Finuf**, *Hofstra U.*
Presenter: **Esther Sackett**, *Santa Clara U.*
Participant: **Anna Mayo**, *Carnegie Mellon U.*
Presenter: **Helene Tenzer**, *LMU Munich School of Management*
Participant: **Philip Yang**, *U. of Tuebingen*
Participant: **Martin Hoegl**, *LMU Munich*
Participant: **Steffen Wütz**, *ESB Business School, Reutlingen U.*
Presenter: **Manuel J. Vaulont**, *Northeastern U.*
Participant: **Jennifer Nahrgang**, *U. of Iowa*
Participant: **Nathan Black**, *U. of Iowa*
Participant: **Eean Crawford**, *U. of Iowa*
Participant: **Jaclyn Ann Margolis**, *Pepperdine U.*
Presenter: **Sal Mistry**, *U. of Delaware*
Participant: **Tammy L. Rapp**, *Ohio U.*
Participant: **Ozias Moore**, *Lehigh U.*

There are indicators we are entering a new era for MTM research, by moving beyond the structural approach that has characterized MTM research to date, to focus on important and under-researched issues, such as the nature of employees' experiences in an MTM context. Although team research suggests that the experiences of members impact team functioning, these lines of reasoning have not, until recently, made their way to MTM research. To overcome this limitation, this symposium showcases five papers that use a variety of theoretical perspectives, research designs (i.e., qualitative, quantitative), contexts (e.g., healthcare, automotive manufacturer, online panels), methodologies, and analytical methods (i.e., meta-analysis, content/thematic analysis). The symposium focuses on surfacing and advancing unanswered questions that extend theory and can offer fruitful directions for MTM research by examining critical individual and team level outcomes (e.g., individual/team performance, individual counterproductive and organizational citizenship behavior, individual learning, individual turnover intentions, organizational commitment) in the experiences of MTM employees across their teams (e.g., goals, functions, roles). We hope to provide a forum to advance unanswered questions that offer fruitful directions for MTM research.

The Pros and Cons of Multiple Team Membership: Exploring Underlying Mechanisms & the Role of Overlap

Author: **Rebecca Grossman**, *Hofstra U.*

Leveraging Expertise in Interorganizational Collaboration: Roles of Goal and Expertise Awareness

Author: **Esther Sackett**, *Santa Clara U.*

Keeping the Balls in the Air: Job Crafting in Multiple Team Membership

Author: **Helene Tenzer**, *LMU Munich School of Management*

Examining MTM Time Fracture, Attention, Residue, and Personal Resources in Predicting Performance

Author: **Manuel J. Vaulont**, *Northeastern U.*

Team Memberships, Work-Related Strain, & Performance: An Interdisciplinary Multilevel Meta-Analysis

Author: **Sal Mistry**, *U. of Delaware*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1856** | Submission: **21015** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Bottom-up Change: Mavericks, Activists, and Front-line Employees Making Change in Organizations

Session Moderator: **Ree Jordan**, *U. of Queensland*

ODC: **Let Them Disrupt You! Maverick Practice Benefits Your Organization**

Author: **Ree Jordan**, *U. of Queensland*
Author: **Terrance William Fitzsimmons**, *U. of Queensland*
Author: **Victor J. Callan**, *U. of Queensland*

This study focuses on exploring a particular form of non-conformist – the workplace maverick - who disrupts in a variety of beneficial ways. Interviews were conducted with 55 mavericks and observers of mavericks within 16 scientific and research organizations. Adopting a Bourdieusian lens, the interviews, explore how the maverick's practice in organizations involves a complex interplay between field, capital, habitus, doxa and illusio. This interplay shows how mavericks gain influence beyond accumulating traditional forms of valuable capital, but also through the recognition and conversion of other alternative forms of capital that are acknowledged as symbolically valuable by their respective leaders and organizations. In particular, six behavioral contributions are identified that combine to form a rare capital set which establishes mavericks as unique and valuable organizational agents rather than negatively disruptive employees. We propose a model of maverickism that guides future research and assists more successful efforts at organizational change.

ODC: **A Perfect Storm: Power and Activism Driving Radical Unplanned Change**

Author: **Natasha Winkler-Titus**, *U. of Stellenbosch Business School*
Author: **Anne Crafford**, *U. of Pretoria, South Africa*

Institutions are facing increasing pressures from social movements to make internal changes in response to pressing social issues. #BlackLivesMatter, #Metoo, and #Climate change have respectively pressured institutions to address racial equality, sexual harassment, and climate change. While much of the literature on social movements focuses on how these external forces influence change within organizations, less is known about how external social movements merge with internal worker demands to drive radical unplanned change. This paper focuses on marginalized workers trapped in an outsourced contract in an emerging market context, highlighting conditions that forced an organization into an unplanned change. Institutional logics was used to understand how different types of activism and power tactics influenced changes in the organization's outsourcing of labor. Through a case study of a large urban university, using a grounded theory approach, we present a non-linear process model to explain how forced unplanned organizational change occurs within a turbulent macro-socio political and economic context. Theoretically, the research provides a greater understanding of how radical unplanned change is forced onto an organization due to power tactics of their internal workforce and external social activism. Practically, it suggests managers must ensure a voice for all stakeholders to mitigate coercive forms of power tactics against the organization.

ODC: **Moving Fast, Going Big, and Playing for Keeps: The Rapid Institutionalization of Bottom-up Change**

Author: **Elisabeth Yang**, *Yale School of Management*
Author: **Julia DiBenigno**, *Yale School of Management*

Prior research suggests that frontline change ideas are especially valuable for improving organizational functioning. Yet bottom-up change processes are generally characterized as failure-prone, slow, and incremental, or as requiring heroic and politically fraught collective mobilization efforts. This paper offers a novel theoretical model that specifies how frontline change ideas can be implemented quickly, simultaneously, without protracted political battles, and in ways that seed their long-term institutionalization. We analyze data from a two-year qualitative field study of the trajectory of 33 change ideas introduced by frontline staff—bedside nurses, physicians, frontline managers, and others—to address longstanding issues at a U.S. hospital responding to the exogenous shock of the Covid-19 pandemic. By comparing ideas that had become integrated into normal operations nearly two years later to those that failed to be implemented or to persist, we induce a set of practices associated with the rapid institutionalization of bottom-up change ideas. Our study suggests that traditional bottom-up change processes designed to surmount steep barriers to change at the top and bottom of an organization, such as using a slow, experimental, "small-wins" approach or a political coalition-building approach to bottom-up change, may be less appropriate in the direct aftermath of a shock when normal barriers to change may be suddenly lowered. Shocks can temporarily shift both field-level and organizational-level opportunity structures in ways that create a favorable but unpredictably brief window of opportunity for implementing change amid these lowered barriers. We find that to seize such a moment may require an alternative set of change tactics that emphasize speed, going big, and avoiding characterizing a change as temporary or experimental.

ODC: **How Networks of Empowerment Disrupt Persistent Unethical Behavior and Foster Organizational Change**

Author: **Peggy Cunningham**, *Dalhousie U.*
Author: **Minette Drumwright**, *U. of Texas at Austin*

Unethical behavior persists within many workplaces despite internal policies designed to prevent it. Recent research found that one reason such behavior persists is because perpetrators formed networks of complicity that protected them, propagated increased unethical behavior, and created toxic organizational cultures. To investigate how such networks could be disrupted, we conducted 74 interviews in organizations where unethical behavior had persisted and was disrupted. In the face of organizational failure to disrupt persistent unethical behavior, we found that employees formed their own networks that we called "networks of empowerment." Two theories emerged for our data: social network theory provided a foundation for our findings while behavioral ethics helped explain why employees joined various networks. These networks evolved over time and took three forms. Whisper networks typically emerged first to warn others about perpetrators. If a leader emerged, whisper networks could evolve into transactional networks that used informal and formal procedures such as filing complaints against perpetrators to achieve organizational change. When societal norms supported problematic organizational behavior, transformational networks formed to span organizational boundaries and address broader issues that impacted organizations and society. Our findings contributed to the above noted theories and research on organizational change, ethical leadership, and whistleblowing.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1857** | Submission: **21037** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Narrating Organizational Change: Future-Stories and a Story of the Past

Session Moderator: **Britt Smulders**, *Eindhoven U. of Technology*

ODC: **Playing With Boundaries: Designing Future-Oriented Narratives for Strategic Renewal**

Author: **Britt Smulders**, *Eindhoven U. of Technology*
Author: **Arjan Markus**, *Eindhoven U. of Technology*
Author: **Georges Romme**, *Eindhoven U. of Technology*
Author: **Rianne Valkenburg**, *Eindhoven U. of Technology*

Narratives can be pivotal in strategy development, especially in change and transformation. In the emerging body of literature in this area, however, little attention has been paid to how one uses future-oriented narratives deliberately in strategic renewal processes. This conceptual paper, therefore, explores how organizations can use a narrative approach to imagine alternative futures while simultaneously creating discretion for action in the present. We develop a narrative approach from several propositions about playing with contextual, social, and temporal boundaries. The proposed framework contributes to the literature in three ways. For one, it extends work on strategic renewal by theorizing how future-oriented narratives can support strategic renewal. Second, we contribute to research on temporal work by exploring how one constructs distant future narratives and uses the past as a resource for imagination. Finally, this paper contributes to the literature on boundary work by using 'boundary' as a core construct for theorizing about how playing with boundaries can enhance efforts to reinterpret path-dependent views.

ODC: **Setting the Same Goals, Traveling to Different Futures**

Author: **Olli-Jaakko Kupiainen**, *Aalto U. School of Science*

This qualitative case study examines an organizational transformation through a naturalistic inquiry. In this paper, I argue that organizational members engage in temporal work to shape and change their organization discursively. I adopt an abductive approach aiming at theory elaboration. An empirical material consists of organizational members' change talk on the corporation's internal social media discussion board when the organization went through significant changes. The study explores how organizational members address organizational goals by constructing different future narratives. The findings illustrate how organizational members provide solutions to change an unsatisfactory present and create 'if-then' plans to achieve the organizational goals and aim to have a controllable future during organizational transformation. I argue that participation in online conversations reflects organizational members' proactivity in goal-striving. Therefore, they engage in future-making.

ODC: **Future Stories of Meaningful Work and Leadership in Change**

Author: **Soila Johanna Lemmetty**, *U. of Eastern Finland*
Author: **Elina Riivari**, *U. of Jyväskylä*

The meaningfulness of work is an important factor guiding working life and work in both research and practice. Meaningful work means important and satisfying work. It promotes individual growth, strengthens the belief in one's own abilities, and supports a sense of belonging. It also provides opportunities for self-fulfillment and an experience of providing benefits to others. Moreover, the meaningfulness of work is linked to a sense of well-being at work, for example in terms of motivation and job satisfaction. It is therefore important to increase the knowledge about meaningfulness at work and how to manage it. In this paper, we explore future stories of meaningful work and provide insights into meaningfulness as part of managing well-being in the changing workplace. The qualitative data for the study consists of 25 stories collected from Finnish managers in spring 2022, using the empathy-based method. We identify three changing contexts for meaningful work: change in technologies, change in expertise, and change in values. We also examine the causes and consequences of these change contexts and discuss leadership practices that can support well-being at work through increased meaningfulness.

ODC: **Rise and Demise of the Ideal Doctoral Program**

Author: **Larry M. Starr**, *Thomas Jefferson U.*

During 2014 and 2015 more than 100 stakeholders working with five facilitators applied the systems thinking-informed methodology of Interactive Planning and Idealized Design to create an "ideal doctoral program for working professionals" for the School of Continuing and Professional Studies at the request of the Provost of the University. The resulting Doctor of Management (DMgt) in Strategic Leadership launched in 2016 and Doctor of Philosophy (PhD) in Complex Systems Leadership launched in 2019 admitted more than 60 people into the world's only leadership dual-doctorate. In Spring 2020, the University announced that both doctoral programs were closed and in Fall 2022 the University announced that effective January 1, 2023, the entire School of Continuing and Professional Studies would be closed. To honor the students, faculty and alumni, a narrative of the accomplishments and complexities of this remarkable community is presented.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented · Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1858** | Submission: **21041** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Structures and Change Processes To Enable Adaptation, Learning, Agility, and Sustainability ✈💻

Session Moderator: **Daniele Mascia**, *Luiss U.*

ODC: **A Multilevel Investigation of Structural Change: Adaptation, Centrality and Collective Efficacy**

Author: **Daniele Mascia**, *Luiss U.*
Author: **Luca Giorgio**, *U. Cattolica del Sacro Cuore*
Author: **Francesca Pallotti**, *Greenwich U.*

Organizations frequently change to stay competitive in dynamic and complex environments. At the same time, however, organizational members often do not react as expected, and fail to implement structural changes. In this context, it becomes important to study under what conditions employees adapt to organizational change. This study used data from 175 employees nested in 29 work units in an organization undergoing a large-scale reorganization to explore how unit-level (work unit) exposure to structural change affects individual-level (employee) change adaptation. We propose that individual change adaptation is positively affected by work unit exposure to change and that such relationship is moderated by network centrality and perceived collective efficacy at unit level. In line with our predictions, our results revealed that work unit exposure to change is positively related to unit members' change adaptation. In addition, we found that the relationship between unit-level exposure to change and individual adaptation to change is moderated positively by work unit network centrality and negatively by collective efficacy. Overall, our findings contribute to shed more light on how unit-level characteristics – namely, collective work interdependences and collective efficacy – affect employees' individual adaptation to major reorganizations. We discuss how our findings contribute to multilevel organizational change research, and can become advantageous when designing large-scale changes.

ODC: **Outcomes of Learning Organisation: A Bibliometric Analysis and Future Research Agenda**

Author: **Mohini Yadav**, *Ph.D. Scholar, Faculty of Management Studies, U. of Delhi*
Author: **Sunil Budhiraja**, *Tata Institute of Social Sciences*

Becoming a Learning Organisation (LO) is an aspiration for every organisation as it offers internal capabilities, a competitive advantage and synergy gains to organisational members. Despite the enormous literature on the construct of LO, there is no systematic understanding and analysis on the multi-level outcomes of LO. Therefore, this study aims to synthesize, analyse and categorise the scientific literature around various levels of outcomes of LO to provide a clear future research agenda to researchers and academicians. The authors have performed bibliometric analysis using 603 research articles published in Scopus, entailing 1,345 authors from 77 countries, followed by a thematic cluster analysis using bibliographic coupling to understand the current research trends and to recommend a set of broad themes to provide direction for future researchers in this domain. The results are largely descriptive and aim at capturing a panoramic view of what has already written on the topic so far. The bibliometric analysis was conducted using different means like citation analysis, cluster analysis and keyword analysis to reveal the most significant publications, notable authors, keywords, current research trends, and future research questions. Further, the bibliographic coupling led to the categorisation of the outcomes of LO into the following five clusters (including sub-clusters): (ii) Leadership and Innovation (i) Individual Capabilities and Performance (iii) Organisational wide (iv) Post mergers, acquisitions and alliances, and (v) Knowledge Management. Based upon the gaps identified, the authors present a set of propositions which can be empirically tested by researchers in future.

ODC: **Organizational Changes in Adopting Agile Approaches: A Systematic Literature Review**

Author: **Maria Paula Perides**, *Faculty of Economics, Administration and Accounting of the U. of Sao Paulo*
Author: **Liliana Vasconcellos**, *Faculty of Economics, Administration and Accounting of the U. of Sao Paulo*

Although agile approaches to project management were originally developed for use by small software development teams, agile methods quickly began to be used by entire department processes and, in some cases, to the entire organization. Despite this quick adoption, there is a lack of studies seeking a better understanding of the changes that an organization needs to carry out for agile implementation at the organizational level. Therefore, a systematic literature review (SLR) was conducted to organize and synthesize knowledge in this field. In this study, 492 papers were identified in the first step. These were then rigorously analyzed, resulting in a final sample of 59 primary studies. As a result, a model was created, summarizing all the organizational changes implemented by the organizations that adopted agile approaches. Gaps in the literature were also identified, and recommendations were provided for future studies. In addition to contributing to the theory of agile approaches with a consolidated view of the changes that organizations need to undertake to implement the agile philosophy, it is also intended that this model will support the organizations that plan to undertake this journey of transformation, helping them plan the actions needed to achieve the desired results more consistently.

ODC: **How Agri-food Ecosystems are Organized for Implementing Ecological Sustainability: Systematic Review**

Author: **Matthew Ayamga**, *Wageningen U. & Research Center*
Author: **Maria Carmela Annosi**, *Wageningen U.*
Author: **Ayalew Kassahun**, *Wageningen U. & Research Center*
Author: **Wilfred Dolfsma**, *Wageningen U. & Research Center*
Author: **Bedir Tekinerdogan**, *Wageningen U. & Research Center*

Transitioning towards more sustainable agri-food ecosystems amidst the current global environmental change requires a shift in perspective. A perspective wherein agri-food ecosystems enact business strategies incorporating ecological concerns to address emerging environmental challenges. To unravel this perspective, we systematically reviewed the literature with the intent to extract information about: 1) the environmental challenges faced by agri-food ecosystems; 2) the business strategies incorporating ecological sustainability which are established to address the above challenges; 3) the design of agri-food ecosystems involved in the above business strategies and described as a constellation of actors, practices they enact and technological means they adopt. Drawing on this integrated view of ecological sustainability work, we discussed the configuration of agri-food ecosystems for addressing the different emerging challenges, provide the theoretical and practical contributions of the study and introduce future research avenues.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1859** | Submission: **21039** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

Team Dynamics: Adaptation, Restoration, Communication, and Change

Session Moderator: **Eva Van Baarle**, *Netherlands Defence Academy*

ODC: **Improving Organizational Responses to Sexual Boundary Violations: A Model to Restore Team Dynamics**

Author: **Eva Van Baarle**, *Netherlands Defence Academy*
Author: **Steven Van Baarle**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Jan-Willem Weenink**, *Erasmus School of Health & Policy Management, Rotterdam*
Author: **Roland Bal**, *Erasmus U.*
Author: **Guy Widdershoven**, *Amsterdam UMC*

Studying and discussing boundary violations between people is important for potentially averting future harm. Organizations typically respond to boundary violations in retributive ways, by punishing the perpetrator. Interestingly, prior research has largely ignored the impact of sexual boundary violations and retributive dynamics on teams. This is problematic as teams provide an obvious setting not only to detect and discuss troubling behavior by peers, but also for learning how to prevent future harm. Therefore, in this study we explore team-level experiences regarding sexual boundary violations and organizational responses to these incidents. Drawing on an in-depth case study, our findings shed light on the profound negative consequences of a retributive organizational response to sexual boundary violations. Additionally, our findings point to the possibility of supporting teams to recover in the aftermath of these violations. The main contribution involves a model based on our data. It demonstrates how to improve organizational responses to sexual boundary violations, mitigate the negative impact of retributive dynamics, restore team dynamics, and enable teams to learn from these violations. This model extends prior research focusing on individual actions and outcomes regarding violations. Additionally, by connecting retributive and restorative organizational responses in one model, we extend the literature on restorative organizational responses to boundary violations.

ODC: **The Long-Term Impact of Short-Term Teams: A Longitudinal Analysis of Co-authorship**

Author: **Maritza R. Salazar**, *U. of California, Irvine*
Author: **Selena Livas**, *UC Irvine*

This paper draws attention to the longitudinal impact of interdisciplinary team formation on scientific productivity. We focus on a relatively inexpensive, short-term, intervention that aimed to re-organized local collaboration networks within one research university. Our study reveals how the university's sponsorship of problem-focused teams helps to destabilize collaborator networks and fosters the formation of new co-authorship ties. Membership in these "semi-formal" organizational structures had a long-term impact on investigators' collaboration and productivity. We use a multi-level, social network analysis of data from 4,433 publications, along with team membership and departmental affiliation data, as well as external ratings of the effectiveness for our 64 teams. We find that team size, prior relationships, and gender diversity are all positively associated with team level productivity. Looking further into dyadic co-publication ties, we find that a history of prior publication is consistently the strongest predictor of collaboration. However we also find a consistently positive effect for new ties between collaborators with a prior co-author in common. Lastly, we find that the effect of the semi-formal problem-focused teams drives co-production more than formal departmental units for just shy of 10 years.

ODC: **Team Change Adaptation: Effects of Planned and Improvised Team Processes**

Author: **Annie Eunhee Kim**, *U. of Nevada, Reno*

Despite considerable scholarly efforts to understand how teams effectively adapt to a team change, most of prior studies have focused on factors predicting short-term performance after change but have relatively examined team adaptation processes in a longitudinal setting. In this research, I explore important team characteristics (i.e., team goal orientations) that influence team performance during both the immediate and recovery phases of team change adaptation. To develop a richer theory of team adaptation, I pay particular attention to two types of adaptation processes (i.e., team planned and improvised processes) and theorize how they uniquely and complementarily influence team adaptive performance. Overall, this study explains how teams effectively manage and respond to a change event, which ultimately contributes to team effectiveness during and after the change.

ODC: **Changing Virtual Team Communication by After-action Review with Objective Data**

Author: **Sixiong Peng**, *CHUO U.*

As virtual teams become more prevalent, there is a need to improve their effectiveness. After-action review (AAR) is a promising method for improving teamwork, and virtual teams can leverage naturally accumulated communication data to enhance the impact of AAR. To explore this potential, I introduced a Communication Feedback Report (CFR) consisting of various objective communication indicators extracted from video record of remote discussion. I then conducted experiment comparing virtual teams that conducted AAR with CFR and teams without CFR. The result demonstrated that providing CFR increased problem awareness on communication, help teams interpret local communication features, and facilitate sharing problems in teams, which in turn significantly changed team communication while team cohesion and the performance of idea selection were not significantly improved. The study also revealed the relationship between communication features operationalized by objective data and communication perception, cohesion, and team performance in idea selection. I discuss the theoretical and practical contributions of the findings for studies on virtual teams, AAR, and team communication.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1860** | Submission: **13579** | Sponsor(s): **(ODC, MC)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

You May Say I'm a Dreamer: Promoting Positive Organizational Change

Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Organizer: **Mirit K. Grabarski**, *Lakehead U.*
Organizer: **Hina Kalyal**, *U. of Western Ontario*
Organizer: **Maria Mouratidou**, *U. of Cumbria, UK*
Discussant: **Mel Fugate**, *Mississippi State U.*
Presenter: **Jane Day**, *PhD student at Weatherhead School of Management, Case Western Reserve U.*
Participant: **David L Cooperrider**, *Case Western Reserve U.*
Participant: **Ronald Fry**, *Case Western Reserve U.*
Participant: **Dave Ulrich**, *U. of Michigan*
Presenter: **Mette Storvestre**, *NHH Norwegian School of Economics*
Presenter: **Eric Sanders**, *Elmhurst U.*
Presenter: **Traci Smith**, *Elmhurst Presbyterian Church*
Presenter: **Hayuta Yinon**, *Oranim College of Education*

The rapidity and intensity of changes spurred by demographics, technology, COVID-19, supply chain practices, and war, among many others, require organizations around the globe to adapt and survive. Importantly, however, change does not have to be limited to fixing the wrongs and passively adjusting to the inevitable. In this symposium, we explore how change can be a positive force for a better future, and how organizations can leverage change management practices to bring out the best of the new normal using a positive organizational lens. The Positive Organizational Scholarship (POS) movement that started in the early 2000s seeks to understand organizational strengths rather than weaknesses as it focuses on positive characteristics, processes, and outcomes (Cameron et al., 2003). Rather than focusing solely on resolving problems, POS looks at change through an optimistic lens and sees it as a positive development that can advance organizations further, helping reach peak performance through strengths rather than just correcting failures. One such example of using a positive approach to change is the appreciative inquiry (AI) method. This unique method was conceived to help generate new ideas on optimal organizing (Cooperrider & Srivastva, 1987; Cooperrider & Whitney, 2005), allowing organizational stakeholders to identify their path forward by taking a strengths-based approach and highlighting capabilities to manage change. Consistent with this perspective, our symposium aims to understand the role of positive change in organizations. This collection of papers explores change processes on different levels of analysis and in different contexts, examining how change can contribute to well-being of organizations and their members, helping them to not only overcome challenges but create a better, brighter future.

Making Impact Personal: The Mind and Heart of Business Leaders Doing Good in the World

Author: **Jane Day**, *PhD student at Weatherhead School of Management, Case Western Reserve U.*
Author: **Ronald Fry**, *Case Western Reserve U.*
Author: **David L Cooperrider**, *Case Western Reserve U.*
Author: **Dave Ulrich**, *U. of Michigan*

Let's Get Aboard: Positive Collective Engagement as a Dynamic Capability in Transformations

Author: **Mette Storvestre**, *NHH Norwegian School of Economics*

Appreciative Inquiry Summit in a Suburban Church

Author: **Eric Sanders**, *Elmhurst U.*
Author: **Traci Smith**, *Elmhurst Presbyterian Church*

Formalized Curiosity: Researching the AI Research Method

Author: **Mirit K. Grabarski**, *Lakehead U.*
Author: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Author: **Maria Mouratidou**, *U. of Cumbria, UK*
Author: **Hina Kalyal**, *U. of Western Ontario*

Stories of Positive Change: Teachers' Journeys towards Fulfilling their Callings

Author: **Hayuta Yinon**, *Oranim College of Education*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1861** | Submission: **20224** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Creativity and Innovation in Organizations and Markets

Session Moderator: **Ibrat Djabbarov**, *Cranfield School of Management*

OMT: **How Theorization and Institutionalization Co-evolve Over Time**

Author: **Ibrat Djabbarov**, *Cranfield School of Management*
Author: **Andrey Pavlov**, *Cranfield School of Management*
Author: **David Denyer**, *Cranfield U.*

In this paper we explore how peripheral actors accomplish change in mature fields over time despite their low resource base and marginal position within a field comprised of actors with diverse interests and issues. We examine how through processes of sensemaking institutional entrepreneurs grasp field arrangements, issues, and interests pertaining to different categories of actors and formulate actor specific theorizations. We show how institutional entrepreneurs formulate multiple theorizations to accomplish a systemic change in a field with diverse actors which they subsequently assemble into a coherent master theorization and consolidate different categories of actors to institutionalize new arrangements. By elaborating how theorization and institutionalization co-evolve over time, our research advances our understanding of how peripheral actors navigate and negotiate mature fields to accomplish new institutional arrangements.

OMT: **Unfolding The Consecration Process: The Mobilization of Rhetorical Strategies At The Semi-Periphery** ✈ 💻

Author: **Gabriela Luz Antibas**, *Insper Institute of Education and Research*
Author: **Charles Kirschbaum**, *Insper Institute of Education and Research*
Author: **Fabio Ayres**, *Insper Institute of Education and Research*
Author: **Frederic Clement Godart**, *INSEAD*

Previous research on the creative industries has established consecration—the fact of being recognized by relevant industry stakeholders—as a central phenomenon. Through consecration, creative producers become 'separated' and seen as special. In this paper, we argue that scholars have traditionally conflated two distinct phases: first, inclusion in the critical appraisal process, and second ultimate recognition. In contrast, we argue that the mechanisms underlying these two phases must be distinguished. Consequently, we advance a 'two-stage' process of consecration, whereby producers must first attain membership, and then achieve critical recognition. To exemplify this process, we designed an abductive study in which we look at how high-end clothing producers (i.e. fashion houses) in Brazil employ rhetorical strategies in social media to participate and be awarded in the country's main fashion week, Sao Paulo Fashion Week (SPFW). Brazilian fashion offers an appropriate setting, between the core of the top fashion capitals in Europe and the United States, and the periphery of less salient ones to explore consecration processes. For that purpose, we built a unique database comprising fashion houses' posts at Facebook timelines. We identify topics associated to the houses by adopting a topic modeling approach. We conclude by discussing the critical elements of each stage.

OMT: **Towards a Conceptualization of Multimodal Theorization**

Author: **Ines Kuric**, *WU Vienna*
Author: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*

Theorization is integral to the diffusion of novel ideas. While much effort has thus gone into understanding what makes effectively communicated theorization, little attention has been paid to its expression as means of communication and to semiotic resources beyond verbal means. Addressing this concern is crucial given the potential multimodality of theorized text and its potency for refining and expanding the scope of theorization. Drawing on social semiotic insights, we offer a model of effective multimodal theorization specifying how, and under which conditions, multimodal designs – as the conjunction of content and expression – are effective in processes of the diffusion of novel ideas. We outline how effective theoretical formulations operate in a corridor of suitable complexity, which is further specified by attributes of the context of the communicational situation. We develop propositions regarding the sets of such contextual attributes that contribute to one of three archetypical configurations of multimodal theorization – expository, balanced, and suggestive – and provide examples of our typology using multimodal texts from corporate annual reports, business media, and urban planning manuals. Our work has implications for research on theorization, contributes to the emerging line of multimodal organizational research, and offers up avenues for future scholarship in the field of organizations and management.

OMT: **Leadership, Stress, and Politics: Influences on Creativity and Innovation in Emerging Markets** ☯ ✈ 💻 ✋

Author: **Mir Dost**, *Al-Maktoum College of Higher Education, Dundee, Scotland*
Author: **Khalid Al.Qatiti**, *Faculty of Business, Sohar U., Oman*
Author: **Hussain Bakhsh Magsi**, *U. PUTRA MALAYSIA*

This research explores the moderating role of empowering leadership, job-related stress, and workplace politics on the link between employee creativity and innovation output. To test the hypothesized relationships, we used a questionnaire survey to nest the data from subordinates (n=388) and their supervisors (n=151) working for the emerging markets of Pakistan. And analyzed the data by using descriptive statistics and SmartPLS-SEM techniques. The data revealed a relationship between employee creativity and innovation output. The moderating role of empowering leadership and employee job-related stress further strengthened the relationship between employee creativity and innovation. However, the creativity of employees was not directed towards innovation if they were involved in politics. The managers can benefit from the findings: a) to enhance the abilities of creative employees for innovation by practising the role of empowering leadership; b) The extent to which employees display job-related stress and enhance their innovation; and c) to be aware of the inverse effects of creative employees' involvement in workplace politics on innovation. Although the previous research was well established on the link between creativity and innovation, we knew little about the factors that can strengthen/weaken this relationship. We believe that the findings are a small effort to solve the pieces of the puzzle in the literature.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1862** | Submission: **20228** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Managing Corporate Impressions, Expectations, and Reputation

Session Moderator: **Naomi A. Gardberg**, *City U. of New York, Baruch College*

OMT: **Exploring the Real Effects of Fake News on Corporate Reputation**

Author: **Naomi A. Gardberg**, *City U. of New York, Baruch College*
Author: **Elanor Colleoni**, *U. of Milan*
Author: **Michael L. Barnett**, *Rutgers U.*

Fake news is a growing characteristic of the signaling environment with exponential growth due to the advent of social media and technology. What are its implications for corporate reputation and strategic management, which rely on accurate information to make key decisions? Drawing from signaling and communications theories, we examine the real effects of fake news on the construction of corporate reputations and the efficacy of corporate response strategies. Using an experimental design, we find that exposure to fake news negatively affects corporate reputation evaluations. In addition, signaler credibility, in terms of the framing of the news source, and reputation framing, in terms of the capability and character dimensions of corporate reputation, moderate the relationship. As expected, fake news has a greater effect on corporate reputation when it is cued to originate from a prestigious news source than other sources. Counter to expectations, though, fake news about firm capability has a greater effect on evaluations than fake news about firm character. In contrast to ignoring fake news stories, firms that responded with either a denial strategy or a denial and accommodative response strategy mitigated fake news' negative effect on their reputations. We close by discussing the implications for reputation theory, fake news research, and society.

OMT: **Speak Softly and Use a Big Stick: Decoupling Symbolic and Substantive Aggressiveness** 💻

Author: **Izuchukwu Evans Mbaraonye**, *U. of Nebraska, Lincoln*
Author: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*
Author: **Varkey Titus**, *U. of Nebraska, Lincoln*

We leverage and extend the concept of decoupling to the impression management (IM) literature to argue that decoupling does not simply allow firms to manage impressions—rather, decoupling is an IM tactic. We examine this argument within the context of corporate political activity (CPA), which entails activities meant to sway the government to a focal firm's advantage. While CPA may offer a variety of benefits to a firm, it may also provoke public ire due to its reputation as an aggressive and anti-competitive activity. We therefore propose that as firms invest in CPA, they are more likely to engage in competitively aggressive market-based behaviors while concurrently using less aggressive rhetoric—that is, firms decouple their substantive actions from their symbolic rhetoric. We then examine the contingent nature of these behaviors based on a firm's social approval, and the extent of institutional ownership concentration. We test our hypotheses on a sample of S&P 1500 firms and find support for our hypotheses.

OMT: **Expectations (Un)Fulfilled: Reconciling Outcome & Behavior-based Reputations in Football Clubs** ☯ ✈ 💻

Author: **Owen Nelson Parker**, *UT Arlington*
Author: **Spencer James Fraseur**, *U. of Texas At Arlington*
Author: **Ipek Koparan**, *Bentley U.*

For many organizations, stakeholder support is critical for future revenue opportunities and survival. Organizations often possess two distinct types of reputation that actively shape managerial discretion and stakeholder support – those for their achievements (outcome-based reputation) and those for their behaviors (behavior-based reputation). We seek to answer lingering questions in management research regarding the fulfillment of reputation-based expectations, examining how expectation fulfillment "today" shapes stakeholder support "tomorrow". We predict and examine how an organization's fulfillment of an outcome- and behavior-based reputation drives stakeholder support, and whether fulfilling one or the other set of expectations arising from an outcome-based or behavior-based reputation has a stronger effect on stakeholder support. Using quantile regression, we measure this at different points along the continuum of support. In the context of European football (soccer) clubs, using a sample of 6,371 club-seasons across 740 clubs, we find that fulfillment of match performance reputation (outcome) outweighs fulfillment of recruitment style reputation (behavior) in predicting future match attendance (stakeholder support), and that this pattern holds no matter the base level of attendance. We conclude by discussing the critical implications of these findings for research on reputation and strategic decisions and discuss nuances that could manifest differently across various contexts.

OMT: **False Signaling – A Cross-disciplinary Review and a Research Agenda** 💻

Author: **Norbert Steigenberger**, *Umeå School of Business and Economics, Umeå U.*

False signaling is an omnipresent phenomenon that damages the efficiency of markets. Despite this empirical relevance, our knowledge of what false signaling specifically is, when it occurs, and which remedies exist are scattered over different fields and little conceptual work has been done to integrate false signaling succinctly into signaling theory. This both hampers progress in the development of a central theory in management and related disciplines and restricts our ability to explain a highly problematic everyday phenomenon. To resolve this issue, this paper provides a cross-disciplinary review on false signaling by organizations and organizational agents. I outline how false signaling has been theorized, and what the reasons, consequences, and remedies for false signaling are, based on our current knowledge in different disciplines. I then outline where theory work is needed to fully incorporate false signaling into signaling theory.

Session Type: **Paper Session**
Program Session: **1863** | Submission: **20260** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Examining Collaboration and Cooperation in Today's Organizations and Institutions

Session Moderator: **Francisco Brahm**, *London Business School*

OMT: **Reciprocity and Large-scale Cooperation: Evidence from the Field**

Author: **Francisco Brahm**, *London Business School*
Author: **Christoph Loch**, *Cambridge Judge Business School*
Author: **Cristina Riquelme**, *Economic department, U. of Maryland*

Direct reciprocity—cooperating with others if they have cooperated in the past—catalyzes cooperation in dyads but may be ineffective when it comes to sustaining large-scale cooperation. In contrast, indirect reciprocity—cooperating with others if they have a cooperative reputation, gained from their past cooperation with third parties—can sustain large-scale cooperation in humans but is more complex and subtle and could therefore be unreliable. Thus, the relation between reciprocity and large-scale cooperation is yet to be fully understood. This field study analyzes cooperation of workers volunteering to help colleagues and, focusing on the growth of the group of volunteers, it documents two findings: (1) indirect reciprocity does not support large-scale cooperation as a result of decreasing returns in the reputational benefits that volunteers receive; and (2) contrary to received wisdom but consistent with recent theoretical models, modifying the population structure (via a pre-registered field experiment), so that direct reciprocity is boosted, is conducive to large-scale cooperation. Our results add experimental evidence from the field to a lab-dominated literature and may generalize to additional settings because volunteering is widespread and important in society.

OMT: **Building Solidarity in Crisis: Why and How Emergent Groups Organize Cross-boundary Collective Action**

Author: **Ralph Hamann**, *U. of Cape Town*
Author: **Jenny Soderbergh**, *U. of Cape Town*
Author: **Annika Surmeier**, *U. of Cape Town*
Author: **Christine Fyvie**, *U. of Cape Town*
Author: **Thanyani Ramarumo**, *U. of Cape Town*
Author: **Mandy Rapson**, *U. of Cape Town*
Author: **Ashley Newell**, *U. of Cape Town*
Author: **Nadia Sitas**, *U. of Stellenbosch*

The literature on emergent groups, social identity, and solidarity suggests that emergent groups commonly focus on their own place-based communities, but we witnessed the coordinated, widespread enactment of solidarity across historically divided communities during the Covid-19 crisis in South Africa. To address this puzzle, we ask, Why and how do emergent groups organize collective action across community boundaries? Based on our analysis of documents and interviews with activists from disparate, historically divided communities in South Africa, we develop a model of how activists proactively accomplish the framing and enactment of solidarity in response to crisis. Our contributions are in explaining why and how activists foster cross-community solidarity in a crisis as an organizing accomplishment, establishing an extensive network across diverse suburbs with both pre-existing and new social capital, and how these efforts create tensions that in turn shape this organizing. We identify fertile areas for future research on framing, emotions, and tensions in collective action responses to crises.

OMT: **Working With the 'Enemy': Space Collaboration Amidst Geopolitical Rivalry**

Author: **Thomas John Fewer**, *Georgetown U., McDonough School of Business*
Author: **Dali Ma**, *Drexel U.*
Author: **Diego Coraiola**, *U. of Victoria*

Although scholars have long noted the strategies to manage the regulatory, technical, and cultural barriers to cross-border collaborations, knowledge of the processes that facilitate collaboration between organizations embedded within geopolitical rivalry is scanty. To understand the mechanisms that promote this important, yet understudied form of collaboration, we conduct a historical case study of the Apollo-Soyuz Test Project, a collaboration between the space programs of the United States and the Soviet Union during the Cold War. Our study demonstrates that the antagonistic governments attempted to restrict interactions between the organizations to a more formal, 'supervised' space, which nonetheless reinforced the regulatory, technical, and cultural barriers. Noting the limitations of the politically controlled space, organizational members gradually developed a more informal, 'free' space, built on open exchange, common ground, and interpersonal trust. We observe the interplay of these spaces, including the boundary work to create and maintain the autonomy of the free space outside of political control, and the translation work to exchange problems and solutions between these spaces and overcome the politicized barriers to collaboration. We advance the literature on cross-border collaboration by showing how free spaces can be used against the divisive forces of geopolitical rivalry to support successful partnerships.

OMT: **Getting into the Vibe: Affective Temporality and Collaborative Creativity in Recording Studios**

Author: **Christina Andrea Lüthy**, *Lund U.*
Author: **Silviya Svejenova**, *Copenhagen Business School*

Although the relationship between time and creativity has fascinated scholars for centuries, little attention has been paid to the temporality of creative work, particularly in collaborative settings. In this paper, we turn to the recording studio as a particularly useful context to understand different feelings of time shape collaborative creativity. We mobilize the concept of affective temporality to account for how different affectively charged temporal durations influence creative fluency and output in collaborative creativity. Our empirical study shows how collaborative creativity in the recording studio is patterned around four affective temporalities: immersive time, performance time, waiting time and play time. We elaborate how an attuned navigation of these affective temporalities in temporal work enables both creative fluency and output in collaborative creative work and produces emotional energy which enhances the collaborative process. In the discussion, we unfold the implication of our findings for our understanding of time in creative work and in relation to how temporal work tinkers with temporal experiences.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1864** | Submission: **20190** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Power, Control, and Resistance in Repressive Environments

Session Moderator: **SM Musa**, *Erasmus U. Rotterdam*

OMT: **What if Tomorrow Never Comes? Chimeric Agency and Total Institutions in the Postmodern Era**

Author: **SM Musa**, *Erasmus U. Rotterdam*
Author: **Pursey Heugens**, *Rotterdam School of Management, Erasmus U.*

Drawing primarily on ethnographic fieldwork extended over 48 months in the world's largest refugee camp, Kutupalong-Bangladesh, we theorize the organizing dynamics and the institutional conditions of the camp and how they affect the lives of the inmates and their use of agency. We show that total institutions like refugee camps are now more driven by an identity motive than by a nation building motive that gave rise to such institutions at the first place. Through identity-control, today's total institutions make it possible to control both 'body' and 'mind' of the problem people of society. We show how these processes unfold over time at Kutupalong which evolved from a fairly open structure to an increasingly total institution, diminishing the agency of the refugees substantially and threatening their individual and collective dignity severely. From the unfolding processes we show that identity-based control is made possible through a welfare-state-like organizing that enables 'chimeric agency' – a tool to control inmates' behaviors to sustain the integrity of the camp.

OMT: **Building Resilience in Times of Rising Authoritarianism: Civil Society Organizations In Hungary**

Author: **Myrto Chliova**, *Aalto U. School of Business*
Author: **Farah Kodeih**, *IESEG School of Management*

Our paper explores how civil society organizations can effectively build resilience in the face of rising authoritarianism. Through a field study of progressive Civil Society Organizations (CSOs) in Hungary, we identified four types of resilience: operational, emotional, frame, and network resilience. Our data indicated that all four types of resilience increased across the field, but we also noted variations in the approaches used by single-issue/service provision organizations compared to multiple-issue/advocacy organizations. These differences were particularly pronounced for dimensions that extended beyond the organization and involved engagement with external stakeholders, such as frame resilience with the public and network resilience with other peer organizations. Our findings extend current research on the relationship between adversity and resilience, and provide valuable insights into the challenges currently faced by civil society organizations operating in repressive environments.

OMT: **Ad Extorquendum Veritatem: Denunciations at Inquisitorial Trial in the 14th Century**

Author: **Jose Luis Estevez**, *Väestöliitto*
Author: **Davor Salihovic**, *Masaryk U.*
Author: **Stoyan Vassilev Sgourev**, *New Bulgarian U.*

Denunciation furthers social control by providing access to hard-to-reach sections of social networks. We reconceptualize "voluntary" and "coercive" regimes of denunciation in terms of coercive pressure: the credible threat of use of violence by authorities. This allows us to articulate a processual approach to denunciation as situational in nature, adapting to shifting circumstances, rather than as a propensity characteristic of a regime. We test this approach using data from the trial of Waldensians in Giaveno, Italy, in 1335, headed by the inquisitor Alberto de Castellario. A dynamic network actor model attests that coercive pressure increases the rate of denunciation, as initial resistance gave way to cooperation, and decreases the social distance between denouncer and denounced, shifting the denunciation target from fellow villagers to congregation fellows and kinship members. The motivation to denounce was mixed in nature, as deponents simultaneously disclosed and concealed, protecting close ones until they could no more. The analysis implies that coercive regimes may be more effective instruments of social control than voluntary regimes.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1865** | Submission: **20198** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

Hiring the Best: Consequences for Organizations and Individuals

Session Moderator: **Claudia Gabbioneta**, *U. of York*

OMT: **Intra-and Inter-Group Dynamics and the Market for Quality: Examining Mobility of Elite Professionals**

Author: **Claudia Gabbioneta**, *U. of York*
Author: **John Mawdsley**, *HEC Paris*
Author: **Daniel Muzio**, *U. of York*

Knowledge-based organizations rely on the knowledge, skills, and relationships of their talented workers to build their competitive advantage. This creates incentives to recruit "the best and the brightest" professionals in their respective fields, with the expectation of improved performance. Prior research, however, challenges the assumption that recruiting talented workers necessarily improves group and firm performance, and has explored several key contingencies affecting this relationship. In this study, we investigate how intra- and inter-group factors moderate the relationship between recruiting a talented individual into a group and that group's quality-performance. Using a longitudinal panel dataset of the largest UK corporate law firms between 2000 and 2017, we show that while recruiting an elite professional into a group (legal practice) generally reduces group quality, this negative effect is weaker when the average quality of the incumbent professionals in the group is higher, and stronger when the organization comprises a higher number of other high-quality groups. Our study contributes to the strategic human capital, employee mobility, and team dynamics, literatures and has practical implications for managers.

OMT: **How Hiring Former Founders As Employees Shapes Incumbent Firms' Creative Performance**

Author: **Hangjun Cho**, *INSEAD*

Although firms searching for novel and useful information often hire people with entrepreneurial experiences, little research has addressed how such hiring will affect incumbent firms. In this paper, I explore when and how hiring ex-founders can hurt or benefit the hiring firm's performance. Drawing on the inter-organizational fit and the entrepreneurial identity literature, I theorize that the influence of the newcomers with entrepreneurial experiences may be overly amplified to the incumbents, yet the information they bring may not be equivalently 'fit' because of the idiosyncrasy of their expertise. Examining firms' hiring decisions on entrepreneurship-experienced individuals in the global high-end fashion industry from 2001 to 2019, I find that fashion firms that recently hired employees with firm-founding experiences yield a negative return for their creative performance. However, this effect is mitigated when a) the hiring firm holds a strong identity by having its own founder in its operation, and b) a more hierarchical structure of its design team presents. Overall, the results suggest that ?rms can suffer from hiring employees with entrepreneurial experiences, but they can buffer this effect with organizational capabilities. I discuss implications with additional experimental evidence supporting the suggested mechanisms.

OMT: **Breaking the Mold: Using Transformational Transitioning to Overcome Typecasting in Feature Films**

Author: **Xian Xu**, *TUM School of Management, Technische U. München*
Author: **Oliver T. Alexy**, *Technical U. of Munich*
Author: **Hamid Mazloomi Khamseh**, *Rennes School of Business*
Author: **Dilan Aksoy Yurdagul**, *ESCP Business School*

Candidates in labor markets are often advised to assume a simple, focused identity, which means specializing in a single or few categories. As typecasts, such categorical specializations become a mobility barrier for those aiming to diversify, as evaluators associate membership in one category with distinct skills and talents—and deficiencies in other categories. In this study, we look at a novel means of trying to escape a typecast: transformational transitioning, that is, candidates transitioning between categories also changing their identity by altering the features that bind them to the original category and sending out signals of competence and commitment to a new one. We test if applying transformational transitioning enhances candidates' chances of successful categorical diversification by looking at the odds of candidates who transition between genres to receive an Oscar nomination. We find that transformational transition increases the odds of successful categorical diversification, but primarily for male lead actors.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1866** | Submission: **20194** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

How Professionals Think and Work in Today's World

Session Moderator: **Ece Kaynak**, *Bayes Business School (formerly Cass), City, U. of London*

OMT: **"It Takes More than a Pill to Kill": Professional Self-Control in the Opioid Epidemic**

Author: **Ece Kaynak**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

How professions regulate misconduct within their own ranks has come under increased scrutiny. Within the medical profession, the question of the efficacy of self-control has become especially pertinent considering the opioid crisis, where physicians' over-prescribing behavior has been linked to overdose deaths. Existing theory suggests that professions may be lenient towards misconduct behind closed doors, but will discipline members guilty of misconduct when their behavior publicly casts the profession in a negative light. However, this latter insight has not been empirically tested. To understand how a profession regulates misconduct when the misconduct attracts increased public scrutiny, we gained access to a U.S. State's Medical Board's internal deliberations regarding how to discipline physicians guilty of overprescribing opioids. We found that even in the most egregious cases of physicians overprescribing opioids, the Board allowed most guilty physicians to keep their medical licenses. Our analysis uncovers how this leniency was produced in spite of heightened legislative and media attention on addressing the opioid epidemic in the State. We show that leniency was produced through three mechanisms: the bureaucracy within which the Board was enmeshed, a professional belief in rehabilitation, and personal feelings of sympathy towards offending physicians.

OMT: **Professional Identity and Role Transition in Times of Adversity**

Author: **Corentin Curchod**, *U. of Edinburgh*
Author: **Grégory Reyes**, *IAE-CEREGE, U. de Poitiers*

The literature on role identity and identity work has explained how people in occupations experience identity tensions when their occupational role changes, and how they engage in identity work to re-establish a sense of coherence. Role change proves especially challenging for professionals, as their roles tend to be more rigidly scripted and more intertwined with their self than for non-professionals. Professionals are nevertheless likely to experience role change, in particular when they are mobilized to respond to crises. Existing literature has mainly focused on incremental role change that takes place during work transition, which is of limited help in explaining identity work in situations of turmoil. The objective of this paper is to investigate how professionals maintain a coherent sense of who they are in contexts of unexpected change in role expectations. We address this issue by using interview data gathered from pharmacists in France before and during the covid-19 pandemic. We found that their professional identity encompassed a hierarchy of role identities, and that the pandemic, by giving pharmacists the role of being the main point of contact with the population regarding healthcare, led to identity tensions and a rapid recalibration between their different roles. Our findings contribute to role identity literature by showing how hybrid roles may serve as a buffer between professional identity and sudden role change. They also shed light on the dynamics between professional identity, role structure, and moral judgment.

OMT: **Connecting with the Public: How Professionals Accomplish Relational Authority in Staged Performances**

Author: **Maximilian Heimstädt**, *Weizenbaum Institute*
Author: **Katharina Berr**, *Weizenbaum Institute*
Author: **Sascha Friesike**, *Weizenbaum Institute*
Author: **Tomi Koljonen**, *U. of Liverpool*

The preconditions for professional authority are changing. To accomplish authority, many professionals today need to actively develop more attentive relations with their stakeholders. In this study we examine how professionals can accomplish such relational authority over the public during staged performances. The research context of our study are science slams, events at which scientists take the stage to present their research to non-professional audiences. Analyzing video-recordings of more than 300 science slam performances, we found that the professionals on stage accomplish relational authority through two consecutive and closely linked steps. They first alienate the public by making protective claims to their professional authority. Subsequently, they relate with the public by making claims to a shared social world. Our study contributes to research on the changing nature of expert work, by unpacking how professionals can actively forge more meaningful connections with the public as an important but mostly overlooked stakeholder group.

OMT: **Validating Feeling Rules to Communicate Client Role Expectations in Patient-Provider Encounters**

Author: **Shibashis Mukherjee**, *Ahmedabad U.*
Author: **Clayton Thomas**, *Iowa State U.*

In professional-client relationships (such as those between healthcare providers and patients), an important underexplored topic concerns the emotional, symbolic strategies that professionals use to communicate their role expectations for clients. Interviews with healthcare providers and ethnographic observations of their interactions with terminally ill patients in a free health clinic in India show that providers validate a feeling rule to usher patients into the sick role. Providers validate the feeling rule of "it is appropriate to hope for a cure" to communicate their expectations that patients should want to get better and continue to seek treatment from physicians. Our study expands the social-symbolic perspective by identifying role expectations and feeling rules as targets of action and by linking relational work to emotion work through a holistic incorporation of emotional labor theory.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1867** | Submission: **20184** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Tasks and Routines in Contemporary Organizations and Institutions

Session Moderator: **Thomas Richard Gill**, *U. of South Florida*

OMT: **An Ecological Model of Task Disruption: The Impact of Partial Automation of Jobs through AI**

Author: **Matissa Hollister**, *McGill U.*
Author: **Arvind Karunakaran**, *Stanford U.*
Author: **Lisa Ellen Cohen**, *McGill U.*

In this paper, we build on a relational perspective on tasks to develop an ecological model of task disruption that unpacks the subtle yet far-reaching impacts of task alterations as they reverberate through a web of interconnections within and across organizations. Tasks are central to organizational life, and yet they have been primarily theorized as atomistic and interchangeable plug-and-play components. We take a relational perspective of tasks as embedded into and playing an essential role in structuring a complex web of relationships among people, jobs, and roles in organizations. We argue that this relational perspective is particularly important for understanding the full consequences of task alterations occurring with the implementation of AI in organizations. We theorize first-order changes to tasks in organizations with the introduction of AI technologies, followed by how responses to initial disruptions trigger second-order effects, as additional tasks are shifted in response through a process that we call "task vacancy chains." Our ecological model also unpacks how these task disruptions will have broader consequences for jobs, job incumbents, and the organization's social fabric. We discuss the theoretical contributions of this paper and conclude by proposing directions for research on task disruption and its impacts.

OMT: **The Three Worlds of Task Complexity**

Author: **Thomas Richard Gill**, *U. of South Florida*
Author: **Thomas Gill**, *U. of South Florida*

The task complexity construct presents researchers with a quandary. While it appears useful on the surface, repeated attempts to define it rigorously have failed to gain traction in the broader research community. Our paper proposes a potential path forward by showing how many issues in past task complexity research can be reconciled by framing the construct according to Popper's 3 worlds: the world we experience, the world of human artifacts, and the "real world". Using a common framework that treats task complexity as a latent construct residing between sources and outcomes, moderated by both task familiarity and task discretion, separate models for each world are developed. The framework defines experienced complexity as occurring in the mind of the task performer while performing a single task instance, intrinsic complexity as a function of the internal characteristics of the problem space used to perform a bounded set of task instances, and extrinsic complexity as the ruggedness of the fitness landscape in which the task is performed. It then examines interactions between worlds, identifies potential research implications, and presents a hypothetical example of how the model might be applied to the task of salary determination.

OMT: **Theorizing the Interplay of Agency and Situational Novelty in Routine Enactment**

Author: **Dionysis Dionysiou**, *ALBA Graduate Business School, The American College of Greece*
Author: **Haridimos Tsoukas**, *U. of Cyprus / U. of Warwick*
Author: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*

A considerable body of empirical studies in routine dynamics research suggests that the interplay between agency and situational novelty is key to understanding the dynamics of stability and change in routine enactment. In this paper, we unpack the agency-situational novelty interplay by stressing the role of agents' experience (both situated and historical) to propose an integrative, processual-cum-integrative model of routine enactment, drawing on the work of the founding fathers of pragmatism (primarily Dewey but also James and Mead). By bringing experience into routine dynamics, particularly the interplay between cognition, habit, and emotion, as well as the temporal nature of agency, our work advances our understanding of the dynamic nature of routines as processes, always in the making, and highlights the essential role of participants' lived experience in shaping responses to novelty and the unfolding of routines in time.

OMT: **Organizational Routines and the Capacity for Trustworthiness**

Author: **Robert Hurley**, -
Author: **Chris Long**, *St. John's U., New York*

In this article we extend research on an organizational capacity for trustworthiness (CFT) by exploring how this capability is constituted via organizational routines. We present a model for how firms enact this capability in multi-stakeholder environments and outline how different manifestations of a CFT can exist as a result of a path dependent evolution of organizational routines. We also show how different paths to the embedding of routines can influence the ways in which a firm is trustworthy and untrustworthy to stakeholders.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1868** | Submission: **18320** | Sponsor(s): **(OMT, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Understanding Employee Activism

Presenter: **Raquel Renee Kessinger**, *Massachusetts Institute of Technology*
Presenter: **Brayden G. King**, *Northwestern U.*
Participant: **Grace Augustine**, *School of Management, U. of Bath*
Presenter: **Forrest Briscoe**, *Pennsylvania State U.*
Presenter: **Winslow Ariel Robertson**, *IESE Business School*
Presenter: **Alexandra Rheinhardt**, *U. of Connecticut*
Discussant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*

This symposium showcases recent research projects on when and how employees engage in activism. Employees are engaging in social movements in and around their organizations using both persuasive and disruptive tactics to oppose their companies' practices and policies and to create change. We present new insights into how employees use internal and external digital communication tools to engage in activism. We also examine factors that promote or discourage employee activism, including gender, race, past performance, organizational culture, and occupational norms. Finally, we examine the career paths of occupational activists, including how their backgrounds may change as positions are institutionalized. We contribute to social movement theories including resource dependence, opportunity structures, perceptions of risk, and organizational change as well as the literatures on occupations and employee voice.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1869** | Submission: **15772** | Sponsor(s): **(OMT, ONE)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Time Matters: A Temporal Perspective on Organizing for Sustainability and Grand Societal Challenges

Organizer: **Catriona M. Burke**, *Kemmy Business School*
Organizer: **Michael J. Morley**, *U. of Limerick*
Presenter: **Tor Hernes**, *Copenhagen Business School*
Presenter: **Valen Boyd**, *Ivey Business School*
Presenter: **Pratima Bansal**, *Ivey Business School*
Presenter: **Ali Aslan Guemuesay**, *Ludwig Maximilian U. of Munich (LMU)*
Presenter: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Discussant: **Joerg Sydow**, *Freie U. Berlin*

Emerging scholarship positions organizing as a critical, yet undeveloped aspect of navigating GSCs (Gümüsay, Marti, Trittin-Ulbrich & Wickert, 2022), with Biggart (2016: 1385) noting; "many of the problems that face global societies are organizing problems, problems that deal with systems, interfaces, culture, networks, institutions, and motivations in all their complexity – exactly the issues that need elucidation". In addition, in order to enhance not just organizational but also societal outcomes over the longer time, it is argued that time should be at the center of organizational theorizing (Bansal & DesJardine, 2014). Time and temporality are seen as fundamental (if underdeveloped) aspects of scholarship on sustainability and GSCs. From a development perspective, sustainability is viewed as an ongoing process (Reinecke & Ansari, 2015), aiming to secure intergenerational equity as an outcome. Given its processual nature, it is framed as involving long future time horizons (Bansal & DesJardine, 2014), with ambiguous distant undertones (Augustine, Soderstrom, Milner, & Weber, 2019; Hernes & Schultz, 2020). In addition, the centrality of time for sustainability and GSCs is foregrounded by their explicit future focus (albeit entangled with the past and present in various ways), coupled with the urgency frequently ascribed to them. It is precisely this urgency which is leading scholars to call for a rethink of current paradigms of organizing if we are to achieve more sustainable solutions (Pedersen, Lüdeke-Freund, Henriques & Seitanidi, 2020). In this symposium we bring together several contributions from leading scholars to consider organizing for sustainability and GSCs from the perspective of time and temporality, aspects of which remain significantly under-conceptualized. In so doing, we explore the opportunities for more novel theorizing and we call attention to possible future research avenues for organization and management scholars seeking to make academic, as well as practice, policy and societal contributions.

Theorizing the nexus between organizational time and the changing time of nature

Author: **Tor Hernes**, *Copenhagen Business School*

A systems perspective on the temporal ecology of grand societal challenges

Author: **Catriona M. Burke**, *Kemmy Business School*
Author: **Michael J. Morley**, *U. of Limerick*

Out of sync: Temporal and spatial uncoupling as barriers to the adoption of sustainable practices

Author: **Valen Boyd**, *Ivey Business School*
Author: **Pratima Bansal**, *Ivey Business School*

Prospective Theorizing: A Framework for Disciplined Imagination to Theorize the Future

Author: **Ali Aslan Guemuesay**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Juliane Reinecke**, *Oxford U., Saïd Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1870** | Submission: **16547** | Sponsor(s): **(OMT, ONE, SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Sustainability as Culture: A Dialogue on 'Big S' Sustainability and Organizations

Organizer: **Jodie Koh**, *Northwestern Kellogg School of Management*
Organizer: **Klaus Weber**, *Northwestern U.*
Panelist: **Bobby Banerjee**, *Bayes Business School (formerly Cass), City, U. of London*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*
Panelist: **Majken Schultz**, *Copenhagen Business School*

The symposium explores the intersection between culture and sustainability in organizations, through a panel discussion among four distinguished scholars that work at this intersection. The premise is that while corporate sustainability is becoming increasingly mainstream and important, organizational sustainability initiatives are often partial, uncoordinated and ineffective, because they stay at the level of adopting specific practices and technical solutions without changing the broader context of corporate practice. The panel explores the idea of 'sustainability as culture' and culture change, a more encompassing translation of sustainability into all dimensions of organization that may be required for organizations to become continuous engines of a sustainable future. Panelists draw on research on institutions, organizational and societal culture, temporality and postcolonial theory to revisit fundamental questions and identify research agendas.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1871** | Submission: **13796** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

The Disruptive and Performative Power of Rhetoric

Organizer: **Elena Bruni**, *Luiss Guido Carli U.*
Organizer: **Claudio Biscaro**, *Johannes Kepler U. Linz*
Moderator: **Clifford Oswick**, *City U. London*
Panelist: **Candace Jones**, *U. of Edinburgh*
Panelist: **Dennis Clemens Jancsary**, *WU Vienna*
Panelist: **Eero Vaara**, *U. of Oxford*
Panelist: **Dennis Schoeneborn**, *Copenhagen Business School*
Panelist: **Jean Siobhan Clarke**, *EMLYON Business School*
Panelist: **Piotr Makowski**, *Queen's School of Management, Queen's U. Belfast*

This Symposium aims to cast light on the performativity of rhetoric. If conventional wisdom considers rhetoric as an instrument of persuasion, we wish to advance the scholarly discussion on particular capacities of rhetoric. That is, the capacity of rhetoric to transform meaning, even meaning that is taken for granted, by facilitating theorization. And, the capacity of doing so surreptitiously. In fact, rhetoric manifests not only in its most obvious forms—in spoken and written language, where we might be trained or attentive to recognize it or spot it—but it can also appear in the absence of words, as well as in images, gestures, and artifacts like monuments or sculptures, where we are not too accustomed to notice it. Starting with an overview of what we mean by performativity and rhetoric, we wish to draw insights from panelists and the audience to refresh our understanding of how important is to study rhetoric for organization and management scholars, how to study it, and how to assess its performativity. To push the agenda of this Symposium, we will benefit from the insights, knowledge, and expertise of various experts who have attended to different and manifold manifestations of rhetoric and have witnessed different and various effects. The goal is to renew our understanding of how central to management is the study of rhetoric.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1872** | Submission: **15153** | Sponsor(s): **(OMT, STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Rankings, Reputation and Status: Novel Market Dynamics

Organizer: **Wooseok Jung**, *HEC Paris*
Organizer: **Amanda Sharkey**, *W. P. Carey School of Business, Arizona State U.*
Discussant: **Michael Sauder**, *U. of Iowa*
Presenter: **W Chad Carlos**, *BYU Marriott School of Business*
Participant: **Yasir Dewan**, *HEC Paris*
Participant: **Ben William Lewis**, *Brigham Young U.*
Participant: **Brian Philip Reschke**, *Brigham Young U.*
Participant: **Isaac St. Clair**, *Brigham Young U.*
Presenter: **Matteo Prato**, *ESADE Business School*
Participant: **Raquel Pruna**, *ESADE Business School*
Participant: **Anne Bowers**, *U. of Toronto*
Presenter: **Clara Depalma**, *Department of Management and Technology, Bocconi U.*
Participant: **Giada Di Stefano**, *Bocconi U.*
Participant: **Saverio Dave Favaron**, *SKEMA Business School*
Presenter: **Wooseok Jung**, *HEC Paris*
Participant: **Amanda Sharkey**, *W. P. Carey School of Business, Arizona State U.*

Third-party evaluations -- such as rankings, awards, and aggregated consumer reviews -- have grown in influence over the last decades. This change has opened several important avenues of inquiry; yet, our understanding of how third-party evaluators impact markets remains nascent. One major knowledge gap involves understanding the complications that arise as evaluators proliferate and organizations increasingly receive multiple evaluations from different evaluators. In this symposium, we compile four different empirical studies using different contexts and methods to shed light on the complexity created by heterogeneous external evaluations. Through this symposium, we hope to build awareness of the unique dynamics of markets with multiple evaluators, as well as the unexpected consequences of third-party evaluations.

Ranker Reactivity: An Investigation of Ranking Spillover Effects across Multiple Intermediaries

Author: **W Chad Carlos**, *BYU Marriott School of Business*
Author: **Yasir Dewan**, *HEC Paris*
Author: **Ben William Lewis**, *Brigham Young U.*
Author: **Brian Philip Reschke**, *Brigham Young U.*
Author: **Isaac St. Clair**, *Brigham Young U.*

Paths of Glory: How Centrality in Attention Networks Affects Status Evaluations

Author: **Matteo Prato**, *ESADE Business School*
Author: **Raquel Pruna**, *ESADE Business School*
Author: **Anne Bowers**, *U. of Toronto*

The Experts and The Crowd: How Rankings Affect Consumer Ratings

Author: **Clara Depalma**, *Department of Management and Technology, Bocconi U.*
Author: **Giada Di Stefano**, *Bocconi U.*
Author: **Saverio Dave Favaron**, *SKEMA Business School*

CSR at the Margins: Firms' Responses to Marginal Inclusion on the Vault Law 100

Author: **Wooseok Jung**, *HEC Paris*
Author: **Amanda Sharkey**, *W. P. Carey School of Business, Arizona State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Workers and Green Initiatives

Session Moderator: **Miriam Kurth**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

ONE: **Use or Lose: The Subtle Effect of Corporate Social Responsibility on Workers' Psychological Capital**

Author: **Miriam Kurth**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Increasing uncertainty in the labor markets requires a rethinking of future-proof and sustainable workforce management. Previous micro-CSR research has found that employees' perceived Corporate Social Responsibility (PCSR) influences positive behaviors and attitudes. However, there is a lack of awareness of the subtle influences of CSR as a contextual corporate factor on the psychological state of individual beneficiaries beyond the directly intended effects. We draw on social exchange and deontic justice theories to analyze the relationship between PCSR and employees' Psychological Capital (PsyCap). We also account for the under-researched nuances of CSR by distinguishing between perceptions of internally and externally oriented CSR. At a time when employees are increasingly demanding, we examine the moderating influence of their level of psychological entitlement (PE). Survey data from 1,079 employees in over 400 firms in Germany confirm the significant effect of PCSR on PsyCap, which PE moderates significantly. Contrary to our hypothesis, perceptions of externally oriented CSR influence PsyCap more than internally oriented CSR. Our results do not only contribute a part to closing research gaps. We provide practitioners with the awareness to actively use the positive side effects of CSR. Otherwise, companies lose out on the subtle, less obvious benefits associated with CSR activities.

ONE: **Acting Pro-environmentally Friendly: How to Communicate Organizational Goals**

Author: **Eva Straus**, *U. of Vienna*
Author: **Kerrie Unsworth**, *U. of Leeds*
Author: **Christian Korunka**, *U. of Vienna*

More and more organizations try to motivate employees to act in an environmentally friendly way. With two pre-studies and a longitudinal experimental study design, we investigated how organizations should frame goals to encourage employees to engage in pro-environmental behavior (PEB). An intrinsic framing (e.g., PEB contributes to the preservation of the environment) is usually considered to perform best, but in workplaces extrinsic motivators are widespread. We therefore tested an extrinsic fit-based alternative to an intrinsic framing by investigating whether a self-concordant framing that fit personal values enhanced employees' PEB. Moreover, given that the success of extrinsic framed goals is more dependent on the environment, we examined whether organizational pro-environmental support aided the extrinsic framing. Drawing on a pre-registered experimental study that is properly powered to contribute to the PEB and SDT literature, we randomly assigned 1712 participants to four groups that received either a) intrinsic reasons, b) extrinsic reasons, c) only information, or d) nothing. Using a latent change score model for data analyses, our results show that self-concordant reasons do not have a direct effect on increase in PEB but extrinsic reasons lead to a significant higher increase in PEB than intrinsic reasons or only information. Perceived organizational pro-environmental support has a direct positive effect on increase in PEB. Social norms and implications for organizations and theory are discussed.

ONE: **Shaping Employee Green Initiative. The Role of Corporate Entrepreneurship Climate**

Author: **Aldona Joanna Glinska-Newes**, *Nicolaus Copernicus U.*
Author: **Dagmara Lewicka**, *Nicolaus Copernicus U.*
Author: **Beata Glinka**, *U. of Warsaw*
Author: **Anne Keränen**, *U. of Oulu*
Author: **Yusheng Fu**, *Nicolaus Copernicus U.*

Employee green behavior (EGB) is considered a significant determinant of the successful implementation of pro-environmental policies and practices in business. In particular, employee initiative and creativity, i.e. green behaviors beyond 3R (recycling, reducing and reusing), are important in this regard. This paper aims to investigate antecedents of employee green behaviors that go beyond 3R (EGB beyond 3R). The proposed conceptual model links green human resource management (GHRM) and EGB beyond 3R, while corporate entrepreneurship climate (CE climate) mediates the link. The model was tested in a quantitative study conducted in Poland on a sample of 1,228 employees. The results suggest that the relationship between GHRM and EGB beyond 3R is not direct but entirely mediated through three dimensions of CE climate: environmental proactiveness and transparency, work discretion and stakeholder salience. The study also suggests that the mediating role of environmental proactiveness and transparency is stronger than that of work discretion and stakeholder salience, and the mediating role of work discretion is stronger than that of stakeholder salience. The study provides new insights concerning categories of EGB and its antecedents; it also sheds new light on GHRM and CE climate, and specifically their role in encouraging employee green behaviors.

ONE: **Fostering Pro-Environmental Behavior at Work: A Self-Determination Theory Perspective**

Author: **Matus Maco**, *Hyundai Engineering*
Author: **Jimin Kwon**, *Yonsei U.*

With a growing corporate interest in pursuing public goods, numerous firms today endeavor to practice corporate social responsibility. Utilizing a multilevel structural equation modeling approach, we investigated the topic of employees' pro-environmental behavior, contributing to the growing literature on 'green' issues in the workplace. We incorporated self-determination theory to examine how individuals' perceptions regarding their corporate environmental policies reflected in firm-level green psychological climate influence their environmental-specific self-regulation, and whether support of autonomy, relatedness, and competence psychological needs moderates this relationship. The relationship between environmental-specific self-regulation and employees' engagement in pro-environmental behavior was also further explained. Analysis of the data from 649 employees working in 37 major South Korean companies revealed that firm-level green psychological climate is positively related to employees' environmental-specific self-regulation and that environmental-specific self-regulation is also positively related to their pro-environmental behavior. Moreover, while we found that the positive association between firm-level green psychological climate and employees' environmental-specific self-regulation was stronger when they had a higher level of relatedness need satisfaction, interactions between firm-level green psychological climate with autonomy and competence need satisfaction did not demonstrate any significant effects. Theoretical and practical contributions together with suggestions for related future research are discussed as well.

ONE: **Ethical Leadership as a Determinant of Green Service Innovative Behavior and Competitive Advantage**

Author: **Ali NAWAZ Khan**, *School of Economics and Management Hubei Engineering U.*
Author: **Zhang Hui**, *School of Economics and Management Hubei Engineering U.*
Author: **MUHAMMAD ALI**, *a: SEM, Dongguan U. of Tech., Dongguan; b: School of Mgt, USTC, Hefei, China*
Author: **Naseer Abbas Khan**, *U. of Sargodha*

Because of growing industry awareness of environmental preservation, employee green service innovative behavior (GSIB) and competitive advantage have grown to be significant performance factors for tourism organizations. This study examined how and when the ethical leader (EL) influences the GSIB and competitive advantage of hotel workers using the natural resource-based view (NRBV). This research utilized path analysis to evaluate a moderated mediation model after collecting data from hotel workers and their supervisors. Based on the study results, EL has a positive association with GSIB and competitive advantage in the hospitality industry, which is mediated by green intellectual capital (GIC). The results also demonstrated that proactive environmental strategy (PES) improved the indirect effect of EL on GSIB via GIC. Unexpectedly, these indirect effects had no effect on competitive advantage at the various levels of PES. The implications for hospitality literature and practice are discussed.

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Paradox, Tensions, and Ambidexterity in Corporate Sustainability

Session Moderator: **Francois Labelle**, *UQTR*

ONE: **Monitoring the Dynamics of Tensions in an Industrial Symbiosis: A Paradox Perspective**

Author: **Francois Labelle**, *UQTR*
Author: **Aliénor De Rouffignac**, *U. du littoral*
Author: **Pierre-Olivier Lemire**, *UQTR*
Author: **Kadia Georges Aka**, *U. of Moncton*

Industrial symbiosis is a means to achieve sustainability at the systemic level. It involves different organizations in mutual exchanges and symbiotic collaborations to develop sustainable innovative solutions. Little is known about the dynamics of the evolution and management of tensions in an industrial symbiosis. This study seeks to fill this gap by answering this question: How do tensions emerge, evolve, and be managed in an industrial symbiosis? Based on the paradox's perspective, an analytical framework was built to monitor paradoxes in which various tensions coexist. It was applied to the case of an industrial symbiosis that aimed to establish the first forest residue biorefinery in Canada. The main results show that tensions are managed in four phases (tension identification, tension dynamics, paradox strategy, and paradox management). In particular, when a paradox leads to a tension of belonging (legitimacy and allegiance), a proactive "more-than" strategy (developing a new and creative synergy for transcending the paradox by a dynamic and interactive connection between the stakeholders) is needed under contextual factors to integratively manage the paradox and mitigate the tension. This study contributes to the sustainability management literature by suggesting a monitoring tool that can capture the dynamics of tensions and identify paradox strategies to manage them. This provides guidance for managers and other stakeholders involved in industrial ecology and symbiosis.

ONE: **Construal-Level Ambidexterity and Managing the Paradoxes of Corporate Sustainability**

Author: **Syed Eraj Hassan**, *Gustavson School of Business, U. of Victoria*

Research in the field of corporate sustainability has shown evidence of paradoxical tensions that exist at the interface of business and society. Unless these tensions are accepted and paradoxically managed, they are likely to reemerge over time. Managerial cognition has become an important area of study to understand how these paradoxical tensions are effectively dealt with by a few managers as opposed to others who eliminate these tensions. This paper proposes to build a conceptual base to understand the cognitive style or the processes by which managers deal with ambiguous informational cues of corporate sustainability. By using construal-level theory, I argue that construal-level ambidexterity is an important cognitive capability that managers use to deal with paradoxical tensions in corporate sustainability and propose ways in which it used and built over time by managers responsible for corporate sustainability.

ONE: **Willing & Able: Configurations for a Paradoxical Frame in Corporate Sustainability**

Author: **Simone Carmine**, *IESEG School of Management*
Author: **Valentina De Marchi**, *ESADE Business School*

Literature on cognitive frame in sustainability suggests adopting a paradoxical frame can support firms dealing with sustainability tensions, leading organizations to achieve better social and environmental outcomes. Against an increasing literature testifying the potential of this frame at the organizational leve, little is known about its antecedents. How can organizations develop this promising frame? Building on the existing, scattered knowledge within the literature on antecedents in paradox and sustainability research and on cognitive frame in sustainability we identify three key organizational-level conditions behind a collective paradoxical frame: sustainability relevance, resources availability, and stakeholder pressures. By mean of fuzzy-set qualitative comparative analysis (fsQCA) on original survey data, we offer a first attempt to define pathways to the development of a paradoxical organizational cognitive frame toward sustainability tensions, investigating the micro-foundations of paradox cognitive frame at the organizational level. Four paradoxical paths are identified (committed, value focused, strategic, will & able), showing the need for the concurrent presence of willingness to address sustainability – to respond to internal or external stakeholders' pressures – and the availability of resources to effectively address it.

ONE: **Does Green Ambidexterity Enhance Environmental and Economic Performance Simultaneously?**

Author: **Ming-Chang Huang**, *National Yunlin U. of Science and Technology*
Author: **Wan-Chien Lien**, *National Yunlin U. of Science and Technology*
Author: **Anchi Lai**, *National Yunlin U. of Science and Technology*
Author: **Guan-Ting Chen**, *National Yunlin U. of Science and Technology*
Author: **Mau-hsin Morris Lee**, *National Yunlin U.of Science & Technology*

Sustainability is a central issue that drives firms to adopt green transformation. However, paradox and tensions arise from environmental sustainability and economic profit, and green exploitation and green exploration are major challenges for firms in implementing sustainable strategies. Prior studies indicate that green ambidexterity may be a vital factor in balancing these tensions, but not all empirical studies support this theoretical argument. This study contributes to the literature by answering the following questions: Does green ambidexterity lead to better environmental and operational performance? Or are the relationships between green ambidexterity and performance supported in certain contingencies? By collecting data from firms' CSR reports, this investigation obtains a total of 252 firm-year panel data from 42 listed companies in Taiwan from 2014–2020 that cover a wide range of industries. The empirical results show that green ambidexterity has a positive impact on environmental performance. However, the impact of green ambidexterity on economic performance is insignificant. Industrial munificence positively moderates the positive relationship between green ambidexterity and environmental and economic performance. The empirical results indicate that green ambidexterity can improve environmental and economic performance simultaneously only in the contingency of high industrial munificence.

KEY TO SYMBOLS

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Improving Sustainability Performance: From Not our Business to Deeply Sustainable

Session Moderator: **Carina Keller**, *EBS U. für Wirtschaft und Recht*

ONE: **Not our Business: Why the Climate Crisis is Not Perceived as a Corporate Crisis**

Author: **Carina Keller**, *EBS U. für Wirtschaft und Recht*
Author: **Myriam N. Bechtoldt**, *EBS U. of Business and Law*
Author: **Karin Kreutzer**, *EBS U.*

Even though climate change poses a significant risk for organizations, they do not perceive the climate crisis as a corporate crisis and are hence not necessarily prepared to act or willing to mitigate future risks. We conduct a nineteen-month ethnographic case study of an Energy Company (EnCo) in Germany to understand why the climate crisis has not been perceived as a corporate crisis, and what we can learn from organizations' engagement with other socio-environmental corporate crises in terms of risk management. Through analysis of observational, interview, and documentary data we explore the engagement with three socio-environmental corporate crises and corporate actors' risk perception. We develop a theoretical model of corporate climate risk perception (PANNIC model) explaining socio-psychological factors that prevent organizational actors in their everyday risk work from perceiving the climate crisis as an unprecedented risk. We also show how sustainability-related risk tensions dissolve over time due to emerging risk translations. The paper contributes to the literature of climate change cognition and (bottom-up) risk management by drawing attention to the relevance of socio-psychological factors in steering corporate climate action.

ONE: **Effectively Changing Intra-organizational Behaviors for Environmental Performance**

Author: **Annemarie L. Dedden**, *Münster U. of Applied Sciences and U. of Twente*
Author: **Frank Lattuch**, *Münster U. of Applied Sciences*
Author: **Celeste P.M. Wilderom**, *U. of Twente*

Despite a broadly shared belief by most organizational members that their own organization's environmental performance should be improved, they frequently struggle to do so. Securing the required behavioral changes within their organization has frequently been identified as one of the crucial challenges encountered. Hence, there is an urgent need for actionable insights into how to develop and sustain these behavioral change processes. To this end, we systematically reviewed and compared research evidence of how intra-organizational behavior for environmental performance improvements develops over time. This review shows that extensive and long-lasting outcomes are achieved when environmental performance improving activities are advocated, role-modelled and endorsed by top and line managers. Shifts in social norms appear strongly associated with extensive and long-lasting behavioral changes, especially when they are broadly shared and embedded in a pro-environmental organizational culture. Initial evidence points towards the importance of role models throughout the organization in developing such a culture. Pro-environmental behavioral changes may be effectively instigated and sustained by: setting goals; providing instructions; facilitating desired behavior through redesigning organizational practices and procedures; and rewarding achieved outcomes. Furthermore, positive performance feedback catalyzes pro-environmental behavioral changes and employee participation in developing new practices and procedures is strongly associated with long-lasting environmental performance improvements. Heightened awareness of current environmental performance and an increase in specific knowledge of activities for environmental performance improvement appear to predict behavioral change. Initial evidence suggests that positive attitudes towards non-green aspects of improving environmental performance are crucial predictors of long-lasting and extensive pro-environmental behavioral changes.

ONE: **How to Make them Green? Antecedents of Homesharing Hosts' Sustainable Behavior**

Author: **Oliver Rossmannek**, *U. of Freiburg*
Author: **Natalie David**, *EM Strasbourg Business School, U. of Strasbourg, HuManiS UR 7308*
Author: **Carlos Sandoval Alvarez**, -
Author: **Lluís Garay Tamajón**, *U. Oberta de Catalunya*

For homesharing platforms, there is substantive pressure to become more environmentally sustainable. A major aspect of that challenge are the platform's homesharing hosts. Their accommodations offer several opportunities for more sustainability (e.g., water saving measures, more efficient heating systems, charging station for electric cars). Consequently, we analyze what drives sustainable behavior of homesharing hosts. Our empirical study is based on a large survey in Europe (offered in twelve languages) resulting in a sample of n=1,392 hosts. Building on the theory of planned behavior, we perform three analyses (I: quantitative and theory testing; II: quantitative and explorative; III: qualitative and explorative). We find that several aspects drive hosts' sustainability intentions. Platform managers should especially think about providing financial and organizational support to hosts. Moreover, it could make sense to clearly communicate guests' sustainable demands to hosts in order to improve hosts' sustainable behavior. In addition, we find that local service offices (i.e., a business model where the platform internalizes service operations from hosts) moderate the effects of sustainability antecedents.

ONE: **Portraying a Big Picture of Deeply Sustainable Firms: An Integrative Review of the Literature**

Author: **Mojtaba Mohammadnejad Shourkaei**, *PhD student at Asper School of business, U. of Manitoba*

An increasing number of scholars believe that the conventional approach to sustainable business is incapable of adequately addressing the social and ecological crises facing humankind and beyond. In response, scholars have begun promoting what in this article is called a "deep sustainability" (DS) approach that argues that firms must reconsider fundamental profit-first assumptions and become net-positive actors in terms of socio-ecological externalities. This paper reviews 92 articles and identifies 11 fundamental themes evident in the DS literature, which are further combined into three overarching constructs that are key to developing DS firms: interconnectedness, positive anarchy, and operating within planetary boundaries. The contributions and implications of the study for future research are discussed.

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Environmental Information Disclosure and Responses to it

Session Moderator: **Yanying Chen**, *Dalian U. of Technology*

ONE: **Environmental Information Disclosure, Legitimacy Pressure, and Green Total Factor Productivity**

Author: **Yanying Chen**, *Dalian U. of Technology*
Author: **Tianyi Cao**, *Dalian U. of Technology, School of Economics and Management*
Author: **Feng Liang**, *Western Kentucky U.*

As a new tool of environmental regulation, environmental information disclosure (EID) and its effect on firm environmental performance are yet to be fully explored in emerging economies. We examine the effects of EID on firm green total factor productivity (TFP) through legitimacy pressure, using China's heavy polluting firms under government monitoring as the empirical context. The findings show that EID significantly improves firm green TFP, but the positive effect is weakened by firms' bargaining power against local government in environmental regulation. The positive effects are mainly through intensified government regulation and reputation penalty. The effects of green competition only manifest in consumer product industries but not in industrial product industries. Additional analysis suggests that the positive effects of EID on green TFP are more evident among private firms, in high-tech industries, and in regions with high quality business environments, and the improvement of green TFP is mainly through technology efficiency. This study contributes to the understanding of firm level effects of environmental information disclosure in emerging markets and provides important implications on the improvement of environmental policies.

ONE: **Strategic Responses to Climate Change: A Longitudinal Analysis of Energy Company Climate Reporting**

Author: **Melanie Feeney**, *Maastricht U.*
Author: **Wim Gijselaers**, *Maastricht U.*
Author: **Pim Martens**, *Maastricht U.*
Author: **Therese Grohnert**, *Maastricht U., School of Business & Economics*

This paper explores how European energy companies, some of the world's largest emitters of greenhouse gases, have understood and responded to climate change in recent years. Finding solutions to climate change is one of the greatest challenges facing governments, corporations, and society. In response to this challenge, many companies have declared their net zero carbon ambitions by 2050. However, recent studies suggest that we need drastic climate action by 2030, not 2050. Understanding a company's framing of climate change and their responses to it can provide a good indicator for how effective a company will be in achieving positive climate change outcomes in the future. We explore how ten European energy companies have framed climate change from 2010-2019, the actions they've taken in response to climate change, and what this may signal for future climate change responses in the energy sector. Through analysing 111 energy company sustainability reports, we propose a new framework (The Climate Framing Framework) that identifies four inter-related frames that energy companies use to make sense of, and respond to, climate change. We illustrate the actions that align with these four dominant climate change frames and explore how energy company framing has either stagnated, evolved, or rewound over time. Finally, by exploring the triggers that stimulated changes in framing, we draw attention to how the actions of government, civil society, and energy companies themselves can influence future climate change responses.

ONE: **Talk is (not so) Cheap: Investor Reactions to Environmental Rhetoric**

Author: **Rodrigo Luna**, *WU Vienna*

We address the importance of rhetorical signals in extending signaling theory and contribute to the corporate social responsibility - corporate financial performance debate. We theorize that because of penalty costs, rhetorical signals of environmental responsibility can convey meaningful information about firm characteristics. All firms can cheaply emit rhetorical signals, but firms perceived as sending false signals will face negative consequences for their signaling. Using 10,245 quarterly earnings calls spanning a period of ten years (2009-2019), we find evidence that signaling environmental responsibility through rhetoric during quarterly earnings calls generally results in positive stock market reactions. However, not all firms stand to benefit equally. Firms that have displayed low environmental responsibility face penalty costs for using rhetoric signaling environmental responsibility. Additionally, we find partial evidence that the international diversification of a firm and the absence of agency concerns influence the relationship between rhetorical signaling environmental responsibility and stock market reactions. Overall, our study suggests firms should be careful when signaling through environmental rhetoric.

ONE: **Changes in the Salience of a Collective Reputation: Information Disclosure and Shareholder Reaction**

Author: **Seonghoon Kim**, *U. of California, Santa Barbara*
Author: **Matthew Potoski**, *U. of California, Santa Barbara*

A collective reputation is stakeholders' mental image about how the observable characteristics of a group indicate members' performance along difficult-to-observe attributes. Collective reputations become less salient when stakeholders receive new information about individual members' difficult-to-observe qualities. In 1989, the US EPA published the Toxic Release Inventory (TRI) which provided for the first time detailed information on the pollution emissions of large facilities in manufacturing industries. We apply multiplicative heteroskedastic linear regression models to data on 617 firms across 42 industries to examine whether shareholders evaluated firms more individually relative to their industry following the release of the TRI data. The results suggested that the TRI release reduced the salience of the chemical industry's collective reputation but did not have similar effects for companies in other industries which had weaker collective reputations for their members' pollution practices.

KEY TO SYMBOLS

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Supply Chain Sustainability II

Session Moderator: **Sangho Chae**, *Warwick Business School*

OSCM: **Public Disclosure of Sustainability Information from Critical Suppliers and Buyer ESG Risk Exposure (WITHDRAWN)**

Author: **Jesus Diego Castillo**, *U. Carlos III de Madrid*
Author: **Maria J. Montes-Sancho**, *U. Carlos III de Madrid*

This paper contributes to the sustainable supply chain management literature by exploring an alternative mechanism to prevent buyer Environmental, Social, and Governance (ESG) risk exposure from lower tiers by relying on nexus supplier public disclosure of information. Our theoretical approach complements the notion of the buyer as the main orchestrator of initiatives in multi-tier sustainable supply chain management literature by giving prominence to critical suppliers in lower tiers. Building on nexus supplier and institutional theories, we argue that voluntary information disclosure of critical suppliers relaxes the complexity and transaction cost that otherwise buyers must bear to obtain similar information. We also contend that public disclosure of sustainability information results in the involvement of other stakeholders, which aids buyers in processing complex information and gaining legitimacy of sustainability practices in lower tiers. We also examine the active role of the focal buyer by assessing buyer supply network accessibility as a moderating factor. We analyze a sample of 457 extended supply networks, up to tier three suppliers obtained from Bloomberg SPLC. Critical nexus suppliers are identified using data envelopment analysis (DEA). The buyer's ESG risk exposure is obtained from the RepRisk database for 2019. Our results show that the benefits of nexus supplier public disclosure, such as reduced buyer risk exposure, differ depending on the type of nexus supplier and the buyer supply network accessibility. The findings also highlight circumstances in which disclosures from certain nexus suppliers actually increase buyer risk exposure.

OSCM: **Small Worlds Within Global Supply Chains: Implications for ESG Controversies**

Author: **Sangho Chae**, *Warwick Business School*
Author: **Seongtae Kim**, *Aalto U. School of Business*
Author: **Byung-Gak Son**, *Cass Business School, City U. London*

With increasing public attention on corporate sustainability, environmental, social, and governance (ESG) controversies such as toxic waste spills and modern slavery are becoming more prominent in global supply chains. This paper investigates whether buying firms with heterogeneous global supply bases are more prone to ESG controversies and proposes a structural characteristic of the supply network that can mitigate the buying firms' exposure to such controversies. We characterize heterogeneity in global supply bases by the diversity of supplier countries and ESG performance variation among suppliers. Building on the literature on small-world networks, we introduce a supply network structural characteristic that we call "ego small-worldness" and suggest that ego small-worldness of a buying firm can mitigate the impact of the heterogeneity in its supply base on ESG controversies. Our analysis of the Fortune 500 firms during the period of 2010 through 2018 reveals that buying firms with heterogeneous global supply bases indeed suffer more from ESG controversies while ego small-worldness weakens the relationship between the diversity of supplier countries and ESG controversies. Our findings contribute to the literature on sustainable supply chains and small-world networks by highlighting ego small-worldness as an effective governance mechanism for global supply bases.

OSCM: **Worker Wellbeing and Firm Performance: Are Long Term Oriented Firms Better at Handling Paradox?**

Author: **Mary Parkinson**, *U. College Dublin*
Author: **Jing Tan**, *Xi'an Jiaotong U.*
Author: **Mark Pagell**, *U. College Dublin*
Author: **Frank Wiengarten**, *ESADE Business School*

The wellbeing of workers is a key responsibility of sustainable operations management, but there are mixed findings on the relationship between worker wellbeing and firm thriving. We address this question by drawing from paradox theory to test the premise that firm temporal orientation determines how firms navigate tensions in the simultaneous pursuit of worker wellbeing objectives, and more traditional firm performance objectives. We test our hypotheses drawing from a sample of US based public firms. We find that firm temporal orientation moderates the effect of decent work on market value, and also moderates the effect of worker injuries and decent work on firm innovation performance. The results suggest that a focus on the long term facilitates firms in integrating worker wellbeing with other organizational goals.

OSCM: **Exploring Circular Supply Chain Designs in B Corps: The Role of Flows and Capabilities**

Author: **Lydia Bals**, *Mainz U. of Applied Sciences*
Author: **Kelsey Taylor**, *U. of Manitoba*
Author: **Eugenia Rosca**, *U. of Groningen*

Research on sustainable supply chain design has highlighted that three types of flows — material, information, and financial — are needed to arrive at sustainable supply chain designs with sustainable outputs and outcomes. This research investigates configurations of these flows in a circular supply chain context, the significance of each flow type in enabling circularity, and the role of capabilities in managing them. The winners of environmental awards within the B Corp certification scheme have been analysed. This entails data from 200 B Corps in a secondary data analysis as well as a qualitative data analysis of 15 interviews plus additional materials around six case study firms. The results highlight the need for integrative designs of all types of flows, as well as the paramount role of capabilities in the successful implementation of circular supply chain designs, including those related to stakeholder relationship management, supply chain collaboration for improved supply chain transparency, and systemic thinking.

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Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Procurement and Adaptability

Session Moderator: **YIFAN CHEN**, *Arizona State U.*

PNP: **Organizational Capacity's Effect on Decision-making for Public Procurement in the US and Japan**

Author: **YIFAN CHEN**, *Arizona State U.*
Author: **Brian Seo**, *Arizona State U.*
Author: **Justin Michael Stritch**, *Arizona State U.*

In recent years, scholars argue that public agencies should incorporate sustainability concerns into their procurement activities. Whereas prior studies use a capacity-building approach to understand sustainability practices in local communities, few of them employ the approach to study sustainability public procurement. In addition, extant literature primarily pays attention to governments in the United States. We know little about whether the theories and findings generated in the U.S. context also holds in other countries, especially in those with different political systems or social cultures. Therefore, this study uses nationwide datasets from both the U.S. and Japan to investigate: (1) How different types of organizational capacity shape the pursuit of environmental and social sustainability in public procurement? (2) How organizational capacity affect the priority of decision-making criteria in public procurement? Our findings advance scholarly understandings by taking a capacity-building approach to examine government sustainability procurement. The results also provide insight to public managers as they develop strategies that seek to build and leverage organizational capacity towards a more sustainable and cost-effective procurement. Keywords: Organizational Capacity, Public Procurement, Environmental Sustainability, Social Sustainability, Cost-effective Performance

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PNP: **Managing for the Ripples in the Pond: Brokering for Adaptability in Disaster Management**

Author: **Lauren McKeague**, *U. of Montana*
Author: **Sophie Wenzel**, *Virginia Tech*
Author: **Robin Hargroder Lemaire**, *Louisiana State U.*

Complex disasters require both stable, predictable tasks to be managed that are common in many types of complex events, as well as novel, unforeseen tasks that challenge existing response infrastructure and necessitate adaptability in organizing and structure to accomplish. The COVID-19 pandemic was a novel disaster that required communities to manage both routine and novel tasks, providing an opportunity to explore emergent ways of organizing that adapted to the changing needs of the pandemic over time. We analyze a community-based temporary, emergent network formed in a rural region of Virginia. Drawing on both qualitative and quantitative data collected from 23 semi-structured interviews with network organizational members and partners, we find that the network structure consisted of a densely connected core group of organizations with different types of organizational brokers that employed different methods of brokering between core and peripheral members throughout the pandemic. These findings suggest the vital role that community brokers play in integrating emergent or informal peripheral groups and importantly, that they utilize different processes of brokering during different disaster stages. This study has implications for future research into the ways communities might identify and incorporate community brokers prior to future crises, as well as which types and processes of brokering might be relevant during each phase of the disaster management lifecycle.

PNP: **An Analysis of Federal Purchasing of Personal Protective Equipment in the Aftermath of COVID-19 (WITHDRAWN)**

Author: **Eric Boyer**, *U. of Texas at El Paso*
Author: **Juan Rogers**, *Georgia Institute of Technology*
Author: **Frank Spampinato**, *FSC Management, LLC*

Contract managers change contracts to respond to unforeseen events and to improve the likelihood of securing critical supplies. This study examines the prevalence, reasons for and timing of contract modifications and terminations utilized in federal purchasing of personal protective equipment (PPE) in the first year of the COVID-19 public health crisis. Modifications that transform transactional contracts to more collaborative designs were utilized for some of the highest-risk contracts and were not associated with terminations, indicating that collaborative designs may improve the securing of PPE. Competitive selection increased the likelihood of termination and the rate at which terminations occurred, indicating that the consideration of rival bids did not improve the likelihood of securing PPE and increased the costs of contract administration. Agency characteristics also explain why contracts were changed in the purchasing of PPE.

PNP: **Managing the Fuzzy Front-End of Public Procurement of Innovation**

Author: **Morten Abrahamsen**, *Norwegian School of Management BI*
Author: **Ann Højbjerg Clarke**, *U. of Southern Denmark*
Author: **Majbritt Rostgaard Evald**, *U. of Southern Denmark*

Public procurement of innovation can be challenging, as procurers often need to purchase products and services yet to be created. Despite the complexities of managing the 'fuzzy front-end' of public procurement, the literature remains underdeveloped. This paper draws on two in-depth cases to explore the challenges and associated strategies for managing the complexities, ambiguities and uncertainties linked with the fuzzy front-end. The paper contributes to the literature by identifying different strategies used for managing the 'fuzzy front-end' and the underlying assumptions behind the strategies and critically reflecting on these strategies' implications for public procurers to yield innovative outcomes. By critically reflecting on the application of these strategies, the capability of public procurers to manage the range of fuzziness encountered can be improved.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1879** | Submission: **20924** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

A Closer Look at Motivation

Session Moderator: **Rick Borst**, *Utrecht U. School of Governance*

PNP: **Comparing the Employability of Public and Private Employees: Studying the Role of PSM and Red Tape**

Author: **Rick Borst**, *Utrecht U. School of Governance*
Author: **Rutger Blom**, *Utrecht U. Social and Behavioral Sciences*
Author: **Bart Voorn**, *Radboud U.*

Although the employability of employees has increasingly become an issue for both public and private employers (OECD, 2017), scholars argue that especially the employability in public organizations is under pressure due to its relatively aging workforce compared to the private sector (Van Harten & Vermeeren, 2021; Van Harten & Rodrigues, 2021). The scarce employability literature in public sector settings confirms that both public employees' self-perceived internal job opportunities in their current organization as well as external job opportunities to gain a job at other employers are low (De Cuyper & De Witte, 2011; Van Emmerik et al., 2012; Van Harten & Rodriguez, 2021). Moreover, scholars argue that employability outcomes such as work engagement are particularly under pressure among public servants relative to private employees because public servants have to deal with red tape and experience possible hindrance of their Public Service Motivation (Van Harten & Vermeeren, 2021). At the same time, the comparative empirical employability research studying these propositions is so far non-existent, and employability scholars therefore call for more rigorous contextualized research comparing the public and private sector (Van Harten & Vermeeren, 2021; Van Harten & Rodrigues, 2021; Forrier et al., 2018). Based on the above discussion, This study makes two important contributions to the Public Administration and employability knowledge base. First, it analyzes how public sector specific factors impact the relations between perceived employability and its outcomes (Van Harten & Vermeeren, 2021). Through the lens of the Job Demands-Resources model, several scholars suggest that since perceived employability is a personal resource which induces control over an employees' work life and inherently increases work engagement (De Cuyper, Van der Heijden, & De Witte, 2011;; Kirves, Kinnunen, De Cuyper, Mäkikangas, 2014), it could possibly be hindered by public context specific job demands including red tape or personal resources/demands including PSM (Van Harten & Vermeeren, 2021). Through a contextialized JD-R model we test these propositions. Second, this article is the first to compare the relations between employability and work engagement across public and private employees by taking into account two typical public sector conditions [i.e., red tape and PSM] (Van Harten & Vermeeren, 2021). Red tape and PSM are typical phenomena characterizing public servants and their work better than private sector employees. However, some studies also point at the importance of red tape and PSM in predicting outcomes of private sector employees (Andersen, Pallesen, & Pedersen, 2011; Taylor, 2010). Consequently, it can be discussed whether the assumption is correct that red tape and PSM particularly moderate the employability and outcomes of public employees compared to private employees. To date, employability studies that use data from multiple sectors have not investigated the influences of these sectoral differences (Van Harten & Vermeeren, 2021). This study therefore rigorously compares the moderating effects of PSM and red tape in the relationships between perceived employability and work engagement across the public and private sector. We apply comparative structural equation modeling on representative samples of Dutch government employees (N=9,427) and private sector employees (N=2,057).

PNP: **Do You Love Me? The Effects of Budget Cuts on Intrinsic Motivation in the U.S. Federal Government**

Author: **João V. Guedes-Neto**, *Fundacao Getulio Vargas*

What are the effects of budget cuts on bureaucrats' professional motivation? Relying on a panel study that considers longitudinal survey data from 20 US federal agencies and their budget appropriations, this paper causally demonstrates that the presence, not the magnitude of budget cuts exercises a negative impact on civil servants' intrinsic motivation. This finding suggests that despite the potential abandonment or reduction of government programs and professional limitations imposed by restrictive budgets, public employees feel aggravated and like their job less when elected officials decide to reduce their expenditures. This finding contributes to our understanding of human resources management and the relationship between politics and administration.

PNP: **The Public Service Priorities of Public Managers in Agencies and Corporations**

Author: **Bart Voorn**, *Radboud U.*
Author: **Rutger Blom**, *Utrecht U. Social and Behavioral Sciences*
Author: **Rick Borst**, *Utrecht U. School of Governance*

Corporatization – the delegation of public service delivery away from public agencies and towards public (state-owned) corporations – is an increasingly popular trend worldwide in local government. One reason for the popularity of corporatization is the idea that managers of public corporations will have a more professional (less political) focus than managers of public agencies. We study whether this is indeed the case, using a novel (implicit) measure of managerial priorities in public agencies and public corporations in Dutch local governments. Contrary to expectations, we find few differences in the priorities of managers of public agencies and managers of public corporations, with both primarily prioritizing efficiency, effectiveness, and quality measures of performance.

PNP: **Public Service Motivation and Employee Burnout and Turnover During Times of Crisis**

Author: **Shahidul Hassan**, *Ohio State U.*
Author: **Bradley E. Wright**, *U. of Georgia*
Author: **Darwin Baluran**, *Ohio State U.*
Author: **Daniel Baker**, *Appalachian State U.*

Using two-waive survey data and personnel records collected from a police organization, this study examines the relationship between public service motivation (PSM) and public employee burnout and turnover behavior during the COVID-19 pandemic and in the aftermath of the 2020 community protests for racial justice and police reform. Our analyses show a negative association between PSM and public employee turnover behavior and this relationship is significantly stronger among employees with shorter (in comparison to longer) job tenure. Moreover, we find a consistent negative relationship between PSM and work depersonalization but no relationship between PSM and employee emotional exhaustion. These results suggest the effect of PSM on public employee burnout probably depends on the dimension of burnout studied. The results contribute to public administration research by studying PSM's effects during times of environmental crisis and change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1880** | Submission: **20918** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Civic Engagement

Session Moderator: **Sudhir Nair**, *U. of Victoria*

PNP: **Local Immigrant Partnerships in Canada: Navigating Between Macro Teleology and Micro Deontology**

Author: **Sudhir Nair**, *U. of Victoria*
Author: **David Gordon Cohen**, *Skidmore College*
Author: **Chris Meyer**, *Baruch College*

Migration of all forms continues to grow rapidly across the globe. At the same time, the ethics of migration and migration policy is hotly contested. We explore the ethics of immigration in the Canadian context. The Canadian government has funded a new type of entity, referred to as the “Local Immigrant Partnership” (LIP) to help manage immigration. In this paper, we seek to understand this particular organizational form that has evolved in the Canadian context. Using a novel machine learning topic modeling approach, network analysis, and textual analysis, we examine archival documents for extant Canadian LIPs. We supplement these findings with primary data collected from LIP respondents. Our preliminary findings indicate that LIPs are currently primarily seeking legitimacy and trying to define a niche for themselves within the immigration space, so as to gain access to potentially shrinking critical resources. This leads to an ethical tension between the needs of governmental providers of capital and consumers of the services. We conclude by suggesting avenues of future research.

PNP: **The Effectiveness of Grassroots Leaders’ Affiliative Humor in Public Administration Management**

Author: **Zhe Shang**, *Department of human resources, School of Government, Beijing Normal U.*
Author: **Ziyan Cui**, *School of Economics and Management Tsinghua U.*
Author: **Siyuan Liu**, *School of Government, Beijing Normal U.*

This paper introduced leader humor into the context of grassroots public management from the perspective of behavioral public administration and explored the effectiveness of grassroots leaders’ affiliative humor based on social identity theory. We first conducted the text sentiment analysis of comments on grassroots leader humor topics on Sina Weibo during the COVID-19 (Study 1) and found general public positive attitudes toward grassroots leaders’ affiliative humor. Then an online survey was conducted (Study 2), and empirical analysis results of 273 questionnaires showed that: grassroots leaders’ affiliative humor had a positive effect on public relational identification with grassroots leaders, in turn increasing public satisfaction with the government; public traditionality negatively moderates the indirect effect of grassroots leaders’ affiliative humor on public satisfaction with the government via public relational identification. In addition, empirical analysis results of 241 questionnaires in our field study (Study 3) replicated the above findings, and further showed that grassroots leaders’ affiliative humor was positively related to public relational identification with grassroots leaders, in turn increasing public satisfaction with the government and ultimately promoting compliance behavior and subjective well-being.

PNP: **Public Participation in Abandoned Mine Land (AML) Program: Sufficient or Not?**

Author: **Karsyn Kendrick**, *George Mason U.*
Author: **Younsung Kim**, *George Mason U.*

For centuries, coal extraction and production provided low-cost energy that powered the American economy and produced damage in its wake, leaving thousands of acres of land unreclaimed, transforming landscapes, and disturbing natural ecology. Currently, an estimated 5.5 million people in the Appalachian region live within one mile of an Abandoned Mine Land (AML) site. These sites can pose serious hazards to public health, safety, and the environment while offering opportunities for public and community participation in restoring damaged lands and economic development on abandoned mine sites. Despite the long presence and significance of the program, little is known about how states and tribes in the AML program engage the public in decision-making. In this study, we conducted a systematic review of State and Tribal Reclamation Plans and Annual Evaluation Reports from 2015-2019 and surveyed community groups in the Appalachian region to understand the public participation process. We found that AML states and tribes heavily rely on traditional methods of public engagement, such as public meetings, hearings, and comment periods. We also found that major barriers to public participation include a lack of information and transparency around AML decision-making and the opportunities for public engagement. We recommend partnerships with nonprofits and community groups to mitigate the barriers and facilitate more active public engagement.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1881** | Submission: **20071** | Sponsor(s): **(PUBS)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Flexible Meeting Space 2**

So You Want to Be An AOM Editor or Associate Editor

Presenter: **Cynthia E. Devers**, *Virginia Tech*
Panelist: **Kris Byron**, *Georgia State U.*
Panelist: **Matthew A. Cronin**, *George Mason U.*
Panelist: **Benjamin Martell Galvin**, *BYU*
Panelist: **Elizabeth George**, *Cambridge Judge Business School*
Panelist: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Panelist: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Panelist: **Gideon D. Markman**, *Colorado State U.*
Panelist: **C. Chet Miller**, *U. of Houston*
Panelist: **Kevin W. Rockmann**, *George Mason U.*
Panelist: **Elizabeth L. Rose**, *Indian Institute of Management, Udaipur*
Panelist: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

Meet with AOM journal editors and members from the AOM Committee on Portfolio Content (CPC) to learn more about how to become an AOM Editor or Associate Editor. Representatives from the CPC include Sharon Alvarez, Peter Bamberger, Pratima (Tima) Bansal, Cynthia Devers, and Tammy Madsen. All are welcome to attend.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1882** | Submission: **20235** | Sponsor(s): **(RM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Challenges and Advancements in Meta-Analyses and Reviews

Session Moderator: **Benjamin Moon**, *U. of Calgary*

RM: **Comparing Findings in Pairwise vs. Network Meta-Analysis & Evaluating the Consistency Assumption**

Author: **Benjamin Moon**, *U. of Calgary*
Author: **Thomas Alexander O'Neill**, *U. of Calgary*
Author: **Kabir Daljeet**, -

Network meta-analysis allows researchers to synthesize empirical evidence across a network of interventions and conditions. While it has been seldom used in organizational sciences, network meta-analysis provides numerous methodological advantages over conventional pairwise meta-analysis. However, the validity of findings in a network meta-analysis is contingent on numerous assumptions, including consistency, which assumes that the estimates of direct and indirect evidence are in agreement. Using an example meta-analysis on faking warnings in pre-employment personality tests, the current study compares and contrasts the results of pairwise and network meta-analyses. Subsequently, we tested the assumption of consistency in the network meta-analysis through three commonly used methods in the literature. Overall, there were several differences in the findings of the pairwise and network meta-analyses. Furthermore, the results of the three tests of consistency indicated that the network meta-analysis met the assumption of consistency for all outcomes. Consequently, we can conclude that the results of the network meta-analysis on faking warnings are valid and interpretable. Researchers should be cognizant that the findings of pairwise and network meta-analyses may differ substantially, which may have implications on theory and practice. Furthermore, when using network meta-analysis, researchers should take proper steps to evaluate the assumption of consistency to ensure that the results are valid.

RM: **Challenges and Choices in Conducting Qualitative Meta-studies**

Author: **Stefanie Habersang**, *Leuphana U. Lüneburg*
Author: **Markus Reihlen**, *Leuphana U. Lüneburg*

Qualitative meta-studies have emerged as a promising methodology within organization and management studies for synthesizing larger bodies of qualitative research. Despite much progress, the challenges and choices researchers face when conducting a qualitative meta-study remain unclear. In this paper, we identify seven core challenges and the respective choices researchers have in addressing these challenges. In doing so, we provide researchers with essential arguments to evaluate the various trade-offs they face when conducting a qualitative meta-study. We further outline two archetypical forms of a qualitative meta-study following either an integrative or an emancipatory purpose.

RM: **Machine Learning Toolkit for Selecting Studies and Topics In Systematic Literature Reviews**

Author: **Andrea Simonetti**, *U. of Palermo*
Author: **Michele Tumminello**, *U. of Palermo*
Author: **Pasquale Massimo Picone**, *U. of Palermo*
Author: **Anna Mina**, *U. of Rome Lumsa*

Scholars conduct systematic literature reviews (SLR) to summarize what we know and discern what we should know about a specific theme. Machine learning (ML) can support researchers in conducting systematic literature reviews. We present an ML approach - based on Network Analysis and Natural Language Processing (NLP) - that allows extracting textual features to categorize papers. The method consists of an algorithm that allows: (a) to select relevant studies on a specific theme; (b) to discern the main topics around the theme. We offer two applications of our toolkit. Specifically, we select relevant studies and discern the main topics around cobranding and coopetition. We juxtapose ML results with previous systematic literature reviews and show that ML may boost the rigor of SLR (in terms of transparency, completeness, saturation, and universalism).

RM: **How and Where to Search in Systematic Reviews and Meta-analyses? A Detailed Guide**

Author: **Michael Gusenbauer**, *Johannes Kepler U. Linz*
Author: **Sebastian Peter Gauster**, *U. of Innsbruck School of Management*

Literature searching forms the backbone of every systematic literature review (SLR), meta-analysis (MA), and bibliographic study. Authors search on average four databases and review thousands of articles – a laboursome process. Despite the great increase in relevance of literature reviews, guidance on how and where to effectively search for literature is still inadequate, leading to methodical issues even in studies published in the most prestigious journals. Particularly, the wide variety of different databases and search options overwhelm scholars who frequently rely on outdated best-practices or just on what options seem available. Because not all databases and search heuristics identify literature equally well, the quality of SLRs and MAs varies substantially. This study aims at guiding scholars so their review hours are best used by finding studies more relevant and less irrelevant, and doing so in a transparent, reproducible manner. Our analysis bases on a detailed review of the search, screening and reporting process of 405 SLRs and MAs published in ABS 3-, 4-, and 4*-journals in 2021. Enabled by novel scientometric methods, we analyze all databases used in at least 1% of these studies and compare them to some still unknown newcomer databases. Comparing the coverages of 50 databases and the functionality of their search systems, we provide detailed guidance on how and where to search for literature. This guidance is intended to help researchers in management and adjacent disciplines to conduct more thorough searches as part of SLRs, MAs, and bibliographic studies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1883** | Submission: **16368** | Sponsor(s): **(RM, OB)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

Twenty-Five Years at Organizational Research Methods: The Past, Present, and Future

Moderator: **Jayci Robison Pickering**, *Oklahoma State U.*
Panelist: **Jeremy F. Dawson**, *U. of Sheffield*
Panelist: **Justin A. DeSimone**, *U. of Alabama*
Panelist: **Thomas Greckhamer**, *Louisiana State U.*
Panelist: **Tine Koehler**, *U. of Melbourne*
Panelist: **Dina Krasikova**, *U. of Texas At San Antonio*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Jane Kirsten Le**, *WHU Otto Beisheim School of Management*

In this panel symposium, the editorial team of Organizational Research Methods (ORM) will reflect on the past 25 years of ORM publications with the intent of providing guidance to attendees on developing future methodological contributions. Each member of the editorial team will introduce and discuss a paper published in ORM between 1998 and 2023; discussion will involve what they appreciate about the paper, how it enriched academic debate at the time of its publication, and its subsequent impact on the field. The members of the editorial team will then share insight regarding what distinguishes an exciting submission and marks an important contribution to existing debate in research methods scholarship. Additionally, the panel will discuss the types of publications, topics, and methodological approaches they believe will shape the future of the field, including necessary methodological developments and potential solutions to existing challenges and shortcomings. The overarching goal of the symposium is to provide resources to attendees in how to generate and write impactful methodological contributions. New and less experienced researchers often struggle with how to recognize, frame, and structure methodological contributions. Dissecting exemplary papers from ORM may help researchers see new possibilities for developing their own fledgling methodological ideas. Despite being trained in 1) how to structure empirical and theoretical papers and 2) the appropriate application of research methods, many attendees may benefit from guidance on how to develop methodological contributions. Moreover, authors interested in enhancing their methodological toolkit may also benefit from the advice and encouragement offered by the panel. The panelists will include the current Co-editors and Associate Editors of Organizational Research Methods. Together, these editors represent methodological expertise spanning the divisions of AOM. Accordingly, we anticipate discussion topics to be broad, ranging from micro to macro, and quantitative to qualitative methods. Attendees will have ample opportunity to ask questions enabling panelists to address specific topics, possibly including 1) how to conceptualize and structure methods articles, 2) the integration of and distinction between quantitative and qualitative approaches, 3) effective and ineffective ways of communicating methodological findings to a diverse audience, 4) the future of the field and relevant methodological developments, and more.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1884** | Submission: **20346** | Sponsor(s): **(SAP)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Contradictions and Paradoxes in Strategic Change

Session Moderator: **Rebecca Bednarek**, *Victoria Management School*

SAP: **Evolving Tensions Across Different Stages of Ambidexterity**

Author: **Arne Keller**, *TU Wien*
Author: **Alexander Martin**, *Brandenburg U. of Technology Cottbus-Senftenberg*
Author: **Stefan Konlechner**, *TU Wien*
Author: **Wolfgang H. Guettel**, *TU Wien*
Author: **Johann Fortwengel**, *King's College London*

Structural ambidexterity describes how firms can use specific organizational architectures to reconcile the contradictory requirements of exploitation and exploration. However, these ambidextrous architectures generate substantial tensions, often resulting in observable conflicts among different actors, that constantly need to be managed. Despite the sustained scholarly interest in organizational ambidexterity, to date, the precise nature of these tensions and conflicts and particularly how they evolve in the life cycle of structural ambidexterity remains largely opaque. Tracing the stony pathway of the development of a revolutionary fire truck in a tradition-steeped company, our longitudinal case study contributes to the emerging process perspective on ambidexterity by explicating the temporal nature of tensions and conflicts in initiating, balancing, and reintegrating explorative organizational units. Our study reveals how tensions and conflicts vary across different stages of structural ambidexterity, and how firms can manage them effectively.

SAP: **Using Strategic Episodes to Examine Internal Complexity in a Large Organization**

Author: **Hanan Alhaddi**, *Hult International Business School*

Complexity in organizations plays a critical role in strategic planning. I draw on this idea using a longitudinal case study to show how navigating the unclarity of organizational goals, contemplating competing priorities, and lack of business process standardization drive internal complexity in a large organization undertaking a strategic change, leveraging strategic episodes as a social mechanism. Further, I articulate a link between the three drivers and theorize about a trickling effect underpinning this finding initiated with goal setting by top management teams (TMTs).

SAP: **Resisting Change that Can't be Resisted**

Author: **Maria Skov Jensen**, *Aarhus U., Department of Management*

This paper explains how employees construct inconsistencies between two separate mandated changes and use these inconsistencies to progressively resist the full realization of both changes. Specifically, they use three practices – (1) linking elements of the changes, (2) framing these change elements as inconsistent, and (3) linking elements of one change to poor outcomes in the other change – to progressively build capacity to critique, revise, and eventually reject elements of both changes. As a result of this resistance, neither mandated change is fully realized. Our findings contribute to the literature on strategic change by illuminating the specific processual dynamics through which actors construct and manipulate the relationships between changes. We also contribute to the literature on resistance to change by illuminating the dynamics that over time allow actors to resist even mandated – i.e., externally imposed – changes, which draw sanctions if not fully realized.

SAP: **Management Control and Ambidexterity: How Nokia's Ambidextrous Capabilities Were Lost**

Author: **Henrik Johan Nyman**, *Arcada U. of Applied Sciences*

Studies show that sustained competitiveness relies on exploring new markets and products while exploiting established business models for efficiency. The ability to pursue both exploration and exploitation is also referred to as ambidexterity. This paper analyzes exploration and exploitation at Nokia Corporation over a period of roughly 20 years. During this time, Nokia moved from a challenger position to a market leader, and eventually found itself outpaced by competitors bringing new, innovative products to the market. The results demonstrate challenges with structurally aligning separate units that focus on exploration, while also demonstrating how a balance of formal and informal management control can act to create a supportive organizational context for ambidexterity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1885** | Submission: **10594** | Sponsor(s): **(SAP, CTO)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Studying Practices and Processes to Explore Cross-Boundary Collaboration

Organizer: **Renate Kratochvil**, *BI Norwegian Business School*
Organizer: **Susan Hilbolling**, *Aarhus U., BSS*
Organizer: **Ekaterina Mavrina**, *KIN Research, VU Amsterdam*
Discussant: **Davide Nicolini**, *U. of Warwick*
Panelist: **Charlotte Cloutier**, *HEC Montreal*
Panelist: **Paul R. Carlile**, *Boston U.*
Panelist: **Philipp Tuertscher**, *Vrije U. Amsterdam*
Panelist: **Anne-Laure Fayard**, *NOVA School of Business and Economics*
Panelist: **Ingrid Erickson**, *Syracuse U. School of Information*

Cross-boundary collaborations are necessary conditions when engaging with open science, innovation, and strategy to also tackle complex societal problems. While cross-boundary collaborations bring together a richness of benefits, they are also challenging due to heterogeneous and sometimes conflicting practices, backgrounds, or (temporal) structures, among others. To complicate matters, actors often cross multiple boundaries (e.g., community, cultural, disciplinary, gender, geographical, institutional, industry, knowledge, and organizational), and new boundaries may surface and disappear as collaborations evolve over time. Cross-boundary collaborations, with new forms and types emerging, challenge managers, employees, and workers. In this symposium, we set out to ask panelists about why and how a practice and process lens help to investigate challenges and opportunities related to "conventional" and new forms of cross-boundary collaboration.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1886** | Submission: **20990** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Moral Character, Moral Repair, Moral Theorizing

Session Moderator: **Wim Van Lent**, *IESEG School of Management (LEM-CNRS 9221)*

SIM: **From Harm to Harmony? Epistemic Dominance and Moral Repair in the Wake of the Marikana Massacre**

Author: **Wim Van Lent**, *IESEG School of Management (LEM-CNRS 9221)*
Author: **Jordi Vives Gabriel**, *IESE Business School*
Author: **Imran Chowdhury**, *Wheaton College*
Author: **Hugo Van Der Merwe**, *Center for the Study of Violence and Reconciliation*

ABSTRACT Scholars increasingly recognize that efforts to alleviate capitalism's negative externalities can harm vulnerable groups. Although some would argue for rethinking capitalism, the ethical frameworks for mending damaged stakeholder relations are already available. The challenge is therefore less one of a socio-economic paradigm shift than of understanding the difficulty for (willing) firms to effectively practice moral repair following corporate wrongdoing. Confronting moral repair theory with on-the-ground reality, we ask which factors hamper its procedural execution and why. Our analysis is set in the aftermath of the 2012 "Marikana massacre", which cost the lives of thirty-four striking employees of Lonmin, a mining company, and injured many more. Although victims have been provided with various material and symbolic amends, many of them are still traumatized. Based on semi-structured interviews and document analysis, we find that the practice of moral repair is stifled by epistemic dominance, which exists most manifestly in the clash between a Western, "rational" process focus and local traditional thinking, and leaves many victim groups unknowing about (the pursuit of) their rights. Viewing moral repair through a postcolonial lens, we advance understanding of its practice, foregrounding discursive reflection and epistemic empowerment as keys to building more cooperative business-society relations.

SIM: **Longtermism: Business Ethics for a Shared Future**

Author: **Samuel Mortimer**, *Saïd Business School U. of Oxford*

The discipline of business ethics is roiled by conflict between two camps. One holds that the fundamental interests of business and society ultimately converge. The other holds that they are irreconcilably in tension. What these ongoing debates miss is that the respective interests of business and society are not ossified, but instead depend on contingent market conditions, legal norms, and consumer behavior. These can be changed. With coordinated action by businesses, legislators, and consumers, the interests of business and society can be made to converge in the long run. Should businesses seek such long-term convergence? I argue that there are both moral and self-interested reasons for businesses to work toward this goal.

SIM: **Beyond the Dualism of Agency and Communion: An Evaluation of Social Entrepreneurs' Moral Character**

Author: **Morteza Taghdisi Masabi**, *Concordia U., Montreal*

While social entrepreneurs are often lauded for their commitment to creating social value at the core of their ventures, recent scholarship has taken a more critical approach to the field of social entrepreneurship. A central aspect of this critique is the portrayal of social entrepreneurs as moral heroes. Accordingly, this study aims to explore these criticisms, employing the agency-communion reconciliation model established in the context of moral heroism. The findings of this qualitative pilot study suggest that the motivational profile of social entrepreneurs aligns with the structure proposed by the agency-communion reconciliation model. Given the significance of the moral portrait of social entrepreneurs for the advancement of social entrepreneurship, this research endeavors to provide a more nuanced depiction of social entrepreneurs' moral profile. This study, therefore, responds primarily to the question of whether social entrepreneurship is a moral career or not.

SIM: **Supererogation as a Bridge between Moral Doctrines: Developing a Comprehensive Account of Morality**

Author: **Sergiy Dmytriyev**, *James Madison U.*

We attempt to bridge major ethical theories based on deontic (deontology and utilitarianism) and aretaic (virtue ethics and ethics of care) doctrines. In doing so, we demonstrate that supererogation – going above and beyond the call of duty – serves as a temporal connection that unifies the moral domain. By separating in time aretaic and deontic judgments (depending on the development stage of an agent's particular virtues), supererogation enables a shift between deontic and aretaic values in the agent's mind.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1887** | Submission: **20975** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

Theorizing on Social Entrepreneurship

Session Moderator: **Hsing-Er Lin**, *National Sun Yat-Sen U.*

SIM: **Managerial Attention to Hybrid Goals and Dynamic Capability Development in Social Enterprises**

Author: **Hsing-Er Lin**, *National Sun Yat-Sen U.*
Author: **Jeongho Choi**, *St. John Fisher College*
Author: **Andy Yu**, *U. of Wisconsin-Whitewater*
Author: **Ping-Hsun Li**, *National Sun Yat-Sen U.*
Author: **Yefeng Wang**, *U. of Wisconsin, Whitewater*
Author: **Dexi Zheng**, *McDonald CPA LLC, USA*

The study examines how managerial attention to social and commercial goals affects the dynamic capabilities of social enterprises. Balanced attention leads to greater dynamic capabilities, and there is a U-shaped relationship between combined attention agreement and dynamic capabilities.

SIM: **A Meso-Theory of Impact Evaluation: How and When Social Enterprises Use Impact Evaluation**

Author: **Heather Hachigian**, *Royal Roads U.*
Author: **Saurabh Lall**, *Adam Smith Business School, U. of Glasgow*
Author: **Karim Harji**, *Oxford U., Saïd Business School*

Impact evaluation is used by mission-driven organizations to not only identify but also to create impact. In this article, we explore how and when social enterprises use impact evaluation to create social impact. We find impact evaluation adds value by supporting social enterprises to set goals, innovate, scale and expand scope, and when mission is aligned with mandate. Mission reflects the internal impact goals of an organization and mandate is externally imposed by powerful resource providers including funders and investors. Building on these findings and resource dependency theory, we theorize a recursive process of impact evaluation where alignment between mission and mandate allows impact evaluation to be tightly coupled with an organization's impact creation activities but as an organization develops, its mission and mandate can become misaligned, requiring it to also direct impact evaluation toward managing resource dependencies. We theorize two different outcomes: mission drift and mission perseverance. Taken together, our findings and theoretical model contribute to a more dynamic and strategic understanding of impact evaluation that accounts for its multiple uses and the interactions between them.

SIM: **Social Entrepreneurship and Social Innovation: A Bibliometric Review and Research Agenda**

Author: **Andrea Sottini**, *U. Cattolica del Sacro Cuore*
Author: **Ivan Zupic**, *Goldsmiths, U. of London*
Author: **Alessandro Giudici**, *Bayes Business School (formerly Cass), City, U. of London*

Scholars' interest in social entrepreneurship (SE) and social innovation (SI) has been growing in recent decades. Despite increasing scientific maturity of these fields, it is still unclear whether social innovation occurs within social entrepreneurship. We address these theoretical and methodological limitations via a bibliometric analysis of the intersection of SE and SI theoretical domains. We combine co-citation analysis, historiography, and bibliographic coupling. Demonstrating the recent theoretical evolution of social innovation research under the social entrepreneurship umbrella, we document the beginning of a new trend that can open new research pathways. Thus, we contribute to academic research by documenting the theoretical developments, clusters, and groups of interests at the intersection of SE and SI. Finally, our analysis identified four fruitful avenues for future research: (1) combining SE and SI, (2) orchestration of SI, (3) measurement of SE and SI and (4) context-dependent studies. This future research agenda may support the proliferation and cross-pollination among future studies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1888** | Submission: **20981** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

Impact Investment, Crowdfunding, and Impact Measurement

Session Moderator: **Violetta Sulzbach**, *EBS U. für Wirtschaft und Recht*

SIM: **Accelerator or Obstacle: Organizational Responses to the Implementation of the Impact Principles**

Author: **Violetta Sulzbach**, *EBS U. für Wirtschaft und Recht*
Author: **Karin Kreutzer**, *EBS U.*
Author: **Falko Paetzold**, *EBS U. of Business and Law*

Drawing on a multi case study with six impact investing organizations we investigate how these organizations respond to the voluntary introduction of the Operating Principles for Impact Investing (Impact Principles) from 2019 to 2023. We identify different trajectories of the signatory organizations during the implementation of the voluntary standard and explore the internal and external circumstances that lead to the creation of different versions of the standard.

SIM: **Designing Markets Together: Nascent Financial Engineering for Social Innovation** ☯ 💻

Author: **Gorgi Krlev**, *ESCP Business School*
Author: **Saurabh Lall**, *Adam Smith Business School, U. of Glasgow*
Author: **Heather Hachigian**, *Royal Roads U.*

Social innovations create social value, but are severely underfunded. Globally, new public-private initiatives seek to build special financial infrastructures for social innovation. We study these initiatives under the lens of nascent markets and as a new type of financial engineering, which refers to purposeful, public-private efforts of creating new market infrastructures that support social value. We develop a typology of how these efforts pursue modest adjustments or more radical alternatives to capitalism. We also specify the inherent partnership and governance challenges, and how this affects the functioning of markets. First, financing social innovation introduces impact in addition to return and risk as a key criterion for governing markets. Second, there are positive and negative consequences of state intervention in promoting alternative models of capitalism. Third, shaping the social relations and institutional structure of markets in parallel can help unplug Ayn Rand's famous Atlas, who holds capitalism in a deadlock.

SIM: **Shared Impact: Changing Perspectives Towards Collaborative Achievements**

Author: **Sarah Jastram**, *Hamburg School of Business Administration*
Author: **Zara Berberyan**, *Leuphana U. Lüneburg*
Author: **Johanna Foersterling**, *Hamburg School of Business Administration*

In this article, we are proposing a new concept called 'shared impact', which reflects the joint achievements of actors working towards the goal of creating social and/or ecological value in highly complex, interdependent contexts. We contribute to institutional theory, particularly to the decoupling discourse, by differentiating the construct 'ends' and distinguishing between individual and shared impacts. Moreover, we build the bridge between the decoupling theory and the empirical analysis of ends. We critically discuss impact measurement in highly complex contexts and suggest holistic, triangulated methods for shared impact assessment. Our shared impact concept is also relevant for managers and policymakers aiming to address complex socio-economic issues in fields such as Corporate Social Responsibility and Sustainability.

🏳 *SIM:* **Social Threat Framing on the Fundraising Performance: Evidence from Equity-based Crowdfunding Firms**

Author: **Jingnan Li**, *U. of Manitoba*
Author: **Jijun Gao**, *U. of Manitoba*
Author: **Xianzhe Jin**, *Business School, Sun Yat-Sen U.*

In this study, we seek to investigate the impact of a firm's social threat framing on its fundraising performance in equity-based crowdfunding. Crowdfunding ventures have growingly committed to social initiatives to attract investors. However, the success crucially depends on how much the investors value the prosocial cues presented in the proposal. Drawing on the perspective of threat framing, we argue that firms' framing of social issues as a societal threat in their crowdfunding proposals promotes the fundraising performance. A social threat framing increases perceived importance of the firm's business and sustainability initiatives in the eyes of investors by developing a sense of urgency and commitment towards the social issues. Using a sample of 229 U.S. equity crowdfunding firms from 2015 to 2021, we found a significant positive relationship between social threat framing and the fundraising performance. We also examined some conditional variables for such an effect, such as firm characteristics and the linguistic styles used in the crowdfunding proposals.

KEY TO SYMBOLS

📖 Teaching-oriented ☯ Practice-oriented ✈ International-oriented 💬 Theme-oriented 💻 Research-oriented ✋ Diversity-oriented
🏳 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1889** | Submission: **20997** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

Responding to Regulation and Legal Processes

Session Moderator: **Xiwen Zhao**, *U. of Kentucky*

SIM: **Legalization Processes and Market Reactions to Businesses**

Author: **Xiwen Zhao**, *U. of Kentucky*
Author: **Zhi Huang**, *U. of Kentucky*
Author: **Daniel S. Halgin**, *U. of Kentucky*

We reconceptualize organizations' legal environments to include legalization processes as opposed to just passed laws as prior studies primarily focused on. We then test a proposition that different types of legal events (i.e., ruling decisions, stance signals, ambiguous signals) during legalization processes trigger distinct reactions from stock markets. The event study of the legalization of same-sex marriage in the United States provides support. Following ruling decisions, firm LGBT-inclusive practices are found to affect firm stock returns through subtle moderating effects of firm slack, suggesting that investors mainly interpret ruling decisions to have substantive effects on firms. Following stance and ambiguous signals, firm LGBT-inclusive practices have effects on stock returns not moderated by firm slack, suggesting that investors mainly interpret both types of events to have a symbolic reputation effect on firms. Moreover, stance and ambiguous signals exert a symbolic reputation effect differently; firm LGBT-inclusive practices are found to be related to firm stock returns in a linear fashion for stance signals but a U-shaped fashion for ambiguous signals. These nuanced novel findings suggest the necessity and fruitfulness of considering legalization processes and redefining organizations' legal environments as a dynamic series of multiple events to better understand their effects on organizations.

SIM: **Substitutes or Complements: A Finer-grained Understanding of CSR Dimensions to an Exogenous Shock**

Author: **Pengcheng Tang**, *China U. of Geosciences*
Author: **Chao Wang**, *China U. of Geosciences*
Author: **Lili Mi**, *Griffith U., Brisbane, Australia*

Although it is widely acknowledged that corporate social responsibility (CSR) is a multi-dimensional construct, it is still nebulous whether these dimensions are substitutes for or complements of one another. Empirically, it is challenging to conclude with a clear answer because decision-making on the resource allocation to these dimensions are simultaneous and interrelated. To control endogeneity, we employ an exogenous shock, i.e. China's new Environmental Protection Law, to investigate how the changes in corporate environmental responsibility (CER) engagement impact other CSR activities. Our findings suggest that increased CER engagement crowds out the product-related CSR activities primarily because of the overall CSR strategy. In contrast, it crowds in the community-related CSR activities to gain government support. Our study contributes to a nuanced understanding of firms' optimal resource allocation across different CSR dimensions in China and, potentially, in other developing countries with similar traits of low CSR level and reliance on government-driven CSR.

SIM: **The Government and Authority Spillover in Bottom-Up Processes of National Legal Norm Adoption**

Author: **Stephanie Villadiego De La Hoz**, *U. of Neuchatel*
Author: **Emmanuelle Reuter**, *U. of Neuchatel*

To address global governance gaps, the literature on the 'hardening' of MNCs' responsibility has re-emphasized the top-down processes which suggest that the state is in authority for adopting legal norms into national law. In turn, the bottom-up-driven processes in which the constituents are in authority and their interplay with the government and the social movements remains poorly understood. We perform an inductive case study of the Swiss Responsible Business Initiative, through which a movement sought to incorporate the principal's liability legal norm into national law with the aim to increase the MNCs' accountability for irresponsible conduct. We develop novel theory on the critical role of the government's authority spillover for shaping whom the constituents accept as an authority. Because it provoked the constituents' adoption of the countermovement's (and not the movement's) framing of the legal norm, the constituents eventually failed to adopt the legal norm into national law. Our study contributes to the literatures on the hardening of business responsibility, policy diffusion, and social movements.

SIM: **Impact of Mandatory CSR Compliance on the Cost of Debt**

Author: **Tara Shankar Shaw**, *Indian Institute of Technology, Bombay*
Author: **Naina Duggal**, *Indian Institute of Technology, Bombay*

We study how the new mandatory CSR regulation in India changes banks' behaviour towards pricing their debts for the publicly listed companies that are under the mandatory CSR regulation. The reform in the Indian Companies Act 2013 made it mandatory for firms with a net worth of rupees 500 crores or more, or a turnover of rupees 1000 crore or more, or a net profit of rupees 5 crores or more during any financial year to spend 2% of their average net profits of the prior three years on CSR activities. This regulatory reform is a major departure from the practice in major parts of the developed world where disclosures related to CSR activities are voluntary. Since the Indian corporate sector is mostly reliant on bank debt, especially debt from public sector banks (PSBs), the mandatory CSR reform is likely to change banks' debt contracts and screen firms based on their CSR compliance. Unlike previous research in the voluntary CSR paradigm where CSR is used as a signalling mechanism by the firm, we argue theoretically that banks are likely to screen firms based on their CSR behaviour and design favourable debt contract with lower cost debt for firms complying with mandatory CSR regulation. We argue that the primary channel of screening firms by their mandatory CSR performance would reduce the bank's ex-ante non-compliance risk and the risk of asset substitution, ultimately reducing their credit risk. However, we envisage that this effect would be weaker for the family firm due to its opacity and stronger for a firm that performs better than the industry average. We examined the impact of mandatory CSR compliance on the cost of debt of 1500 listed firms in India from 2015 to 2019. We found that firms that comply with the mandatory CSR regulation had a lower cost of debt measure in terms of interest incidence and higher credit rating rated by independent credit rating agencies. Further, in our estimation, we found that the effect is weaker for family firms and stronger for firms whose ROA is higher than the industry average. Our result is robust to various tests of endogeneity like 2SLS, and regression discontinuity analysis. Our result shows that the government of India's policy in encouraging CSR among Indian corporate is instrumental in changing bank's lending behaviour making them proactive in accommodating firms in their lending portfolio that complied with mandatory CSR policy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1890** | Submission: **21010** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Corporate Social Irresponsibility

Session Moderator: **Ashley Salaiz**, *U. of Tampa*

SIM: **Dealing with Organizational Legacies of Irresponsibility**

Author: **Jordi Vives Gabriel**, *IESE Business School*
Author: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*
Author: **Diego Coraiola**, *U. of Victoria*

Organizations are increasingly confronted with critical questions and concerns posed to their legacies of irresponsibility, i.e., the decisions and actions taken by past generations of managers deemed unethical, immoral, and with enduring negative social and environmental consequences in the present. Despite advances in scholarship in organizational irresponsibility and historic corporate social responsibility, there is limited guidance to organizations and their managers on how to deal with organizational legacies of irresponsibility. The purpose of this paper is to discuss how organizations can deal with their legacies of irresponsibility. We draw from the literature on transitional justice, an approach developed to assist nations undergoing political transition in the aftermath of widespread violence and repressive regimes, to outline an approach for organizations to deal with their legacies of irresponsibility. Our paper contributes to organizational irresponsibility and historic corporate social responsibility literatures and provides practical guidance for the development of organizational policies to deal with legacies of irresponsibility.

SIM: **The Relation between Corporate Social Irresponsibility and Financial Performance: A Meta-Analysis**

Author: **Ashley Salaiz**, *U. of Tampa*
Author: **Sana (Shih-chi) Chiu**, *U. of Houston*
Author: **Klavdia Evans**, *St. Mary's U.*
Author: **Herman Aguinis**, *George Washington U.*

We conducted a systematic review and meta-analysis (i.e., 169 studies, 182 independent effect sizes, and 534,007 firm-years) to gain a deeper understanding of the what, how, and when of the relation between corporate social irresponsibility (CSI) and financial performance. Regarding what, CSI and corporate social responsibility are distinct constructs given their unique relation with different types of financial performance. Regarding how, the negative relation between CSI and financial performance is bidirectional. Regarding when, the CSI-financial performance relation is contingent upon CSI intentionality, degree of harm, and type of stakeholders (primary vs. secondary) affected. In sum, we contribute to strategic management theory and practice by providing novel insights into what CSI is, what it is not, and how and when it is related to financial performance.

SIM: **Corporate Social Irresponsibility Under the Media Spotlight and Firm Market Value**

Author: **Elisabet Garrido Martinez**, *U. of Zaragoza*
Author: **Jaime Gomez**, *U. de La Rioja*
Author: **Juan Pablo Maicas-Lopez**, *U. of Zaragoza*
Author: **Raquel Orcos**, *U. de La Rioja*

This research aims to expand our understanding of how media coverage of corporate social irresponsibility (CSI) negatively affects a firm's market value. Drawing on attribution theory, we contend that three features of CSI controversies reported by the media – i.e. the type of stakeholder involved, the scope of controversies, and the persistence of controversies - determine what stakeholders consider to be the drivers under firms' misconduct, shaping their reaction and, therefore, the negative impact of CSI on firm market value. The results, based on an international sample of 535 firms and 2,502 observations along the period 2002-2020, show that the scope and persistence of CSI controversies are detrimental for firm market value.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1891** | Submission: **20757** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Organizational Practices

Session Moderator: **Dimo P. Ringov**, *ESADE Business School*

STR: **Replication as Strategy: When Organizations Distinguish between Required and Optional Practices**

Author: **Dimo P. Ringov**, *ESADE Business School*
Author: **Haibo Liu**, *U. of California, Riverside*
Author: **Megan Lynn Lawrence**, *Vanderbilt U.*
Author: **Gabriel Szulanski**, *INSEAD*

Multiunit organizations create value by replicating productive practices in different geographical locales. Extant research finds such replicators either copying established practices precisely or adapting those practices to cater to each local context in which replication occurs. Both theory and evidence, however, increasingly point also to a relatively unexplored “middle ground” where replicators thrive by carefully distinguishing between required and optional practices which they handle differently. Not much is known about the performance implications of such replication strategies where individual units, while expected to replicate all required practices, adapt to their local environments by selecting idiosyncratically from a set of optional practices. In this paper we theorize and empirically examine the performance consequences of such replication strategy using a proprietary dataset that tracks for 11 years the thousands of U.S. units of one of the world’s largest non-food franchise organizations which explicitly distinguishes between required and optional practices. We hypothesize that standardization, i.e., implementation of the set of required practices, will improve the performance of local units but that there is a curvilinear, inverted U-shape relationship between a focal unit’s performance and its extent of local adaptation, as represented by the number of optional practices it implements. We find robust empirical support for our predictions. Our research contributes one more answer to the fundamental question of “how much to copy”. We show that standardization and adaptation, rather than being mutually exclusive, often co-exist in replication/imitation strategies and point to the relationship and contribution of each to overall unit performance.

STR: **Having Your Cake and Eating it Too: Scaling a Chain Rapidly and Healthily**

Author: **Dimo P. Ringov**, *ESADE Business School*
Author: **Aman Asija**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **Gabriel Szulanski**, *INSEAD*

Replication of operational routines is an important source of value creation for chain organizations. Once initially adopted, however, routines must be maintained. This creates a potential tension, as attention to replicating operational routines in new outlets may affect the organizational capacity to maintain adherence to those routines at existing outlets. Surprisingly, little is known about how this tension is managed and what types of experience may improve the ability to manage the ensuing dual imperative. Drawing on the replication and organizational learning literatures, and using data from a Fortune 100 franchise chain with thousands of outlets, we examine whether and how replicating operational routines in new outlets influences a chain’s ability to maintain adherence to those routines in existing outlets over time. We posit and find evidence of a spatio-temporal trade-off in replication, whereby as speed of scaling in an area increased, adherence to operational routines at existing outlets in that area decreased. Our central finding is that this trade-off is moderated by individual outlets’ learning from their own operating experience, as well as by area units’ learning from their prior adherence-related failure and rhythm of scaling experience. The findings point to important hitherto neglected learning and attention mechanisms operating at different levels within chain organizations, which shape their capacity to scale rapidly yet healthily, i.e., to replicate operational routines across both space and time.

STR: **The Value of Data is in the eye of the Beholder: The Role of Resource Cognition in Data-driven Firms**

Author: **Nooa Nykänen**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Jukka Luoma**, *Aalto U.*
Author: **Timo Olavi Vuori**, *Aalto U.*

Digital businesses generate an abundance of data, which can be used to make better decisions, optimize operations, and even modify the firm’s business model and enter new markets. However, there seems to be large and persistent differences in firms’ ability to adopt and leverage the value of their data assets. This study advances the notion that resource cognition, or managers’ perceptions of the uses and limits of their resource base, can explain the extent and ways in which firms end up creating value from their data assets. We conduct a multi-case study of 8 firms who employ data-generating business models to explore how and why firms view and exploit their strategic data resources in different ways. While the business models of all the studied firms generated a wealth of data, the firms developed very different orientations towards their data assets over time. Our findings suggest that firms' data-related resource cognitions and resource orchestration related to the development and utilization of data assets constitute a mutually reinforcing cycle. This cycle can explain why the development of data analytics capabilities can sometimes lead to data becoming to be seen as a core strategic asset in the firm while in other cases data remains in a peripheral role. Overall, our findings contribute to a resource-based view of data-driven firms by highlighting the impact of cognition in firms’ valuation of their data resources.

STR: **The Modern Manager: The Adoption of Emerging Management Practices and Firm Performance**

Author: **Todd Hall**, *U. of Kansas*

Many studies have demonstrated that adopting managerial best practices improves firm performance. However, management practices are not static. Firms face an ever-growing array of possible management practices and must decide which to implement and when. These decisions are particularly difficult in the early days of a practice's emergence. A variety of theories offer contrasting predictions regarding when adopting emerging management practices will be profitable. In this study, I look for evidence of these contrasting predictions using the case study of Agile Marketing. Specifically, I ask which firms are at the forefront of adopting Agile Marketing and which benefit from adoption. I find evidence that the relationship between Agile Marketing adoption and firm revenue is positive after several years of adoption. The results highlight the importance of learning when assessing the potential returns to adopting emerging management practices.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1892** | Submission: **20747** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Agency Considerations beyond the TMT

Session Moderator: **Luchi He**, *London Business School*

STR: **How Pay Comparison Affects Employee Performance: Evidence from Waiters' Tip Comparison in Restaurants**

Author: **Luchi He**, *London Business School*

Prior literature on compensation has predominantly argued that pay dispersion could fuel the social comparison of pay among employees and it will reduce individual performance. However, those studies mostly theorized on the effect of upward social comparisons (i.e., individuals socially compare with others who earn more) and overlooked the effect of downward social comparisons (i.e., individuals socially compare with others who earn less). This paper will fill this gap by examining the unique impact of both upward and downward social comparison of pay on employee performance under the pay dispersion, and testing whether the social comparison processes do mediate the negative effect of pay dispersion on performance. I apply a novel method to measure waiters' upward and downward comparison tendency of pay using an individual-level dataset of waiters' earnings in a restaurant chain. I find that the social comparison of pay partially mediates the relationship between pay dispersion and individual performance. It means that although pay dispersion and the social comparison of pay are related, they may have unique impacts on individual performance. Regarding the impact of social comparison of pay on individual performance, I find that individuals react differently to the upward and downward comparison of pay, such that upward pay comparison is negatively associated with employee performance, whereas downward pay comparison is positively associated with employee performance. These results are contingent on the intensity of environmental competition and individuals' intrinsic capability.

STR: **Tired Minds Don't Plan Well: How Exhaustion Affects Team Performance**

Author: **Luca Berchicci**, *Erasmus U. Rotterdam*
Author: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*

In spite of rising interest in the effects of exhaustion on decision-making processes and outcomes in management research, little work has studied its effects outside artificial or theoretical domains. In addition, work has largely remained at the individual level even though decisions often get made in teams operating in a wider competitive and environmental context. In this paper, we develop novel theory about the effects of team-level exhaustion on team performance. Specifically, we theorize how competitive pressures and environmental dynamism ameliorate the negative effects of exhaustion. We test our theory in the context of the 2017-2018 Volvo Ocean Race, in which elite teams compete under extremely challenging conditions in a series of multi-day races. Our results show support for a negative effect of exhaustion on the quality of teams' decision-making, which becomes weakened when the team is in close proximity to competitors or in highly dynamic conditions. In all, we offer some of the first empirical evidence on the influence of sleep deprivation on team-level decision.

STR: **Mystery Shopping as a Strategic Management Practice in Multi-Site Service Firms**

Author: **Nick Zubanov**, *U. of Konstanz*
Author: **Matthias Heinz**, *U. of Cologne*
Author: **Sidney Block**, *U. of Cologne*
Author: **Guido Friebel**, *Goethe U.*

Anonymous and unannounced worksite inspections known as ``Mystery Shopping" (MS) are common in multi-site service firms, but little is known about the strategic importance of this practice. We conceptualize MS as a monitoring tool firms use to implement the optimal allocation of site resources between sales- and service-related activities in the presence of cross-site reputation spillovers, which is to maximize sales while maintaining service standards. Consistent with this view, data from three retail chains reveal (i) low variation in MS scores, (ii) little correlation of MS scores with sales, and iii) high correlation of sites' MS scores with the likelihood of their supervisors receiving incentive bonuses. Our findings are robust to different model specifications, and shed new light on a ubiquitous yet little-studied management practice.

STR: **How Do Agents Incentivize Agents? Ratchet Incentives in Hierarchically Nested Relationships**

Author: **Hisan Yang**, *U. of Utah, David Eccles School of Business*

This study examines the interaction among threshold-type contracts at different vertical layers of hierarchically nested principal-agent relationships. Using a proprietary panel on a salesforce organization, I find that lower-level salespeople always restrict output to secure easy future targets regardless of how the upper-level strategic interaction between the CEO and the sales branch manager turns out. I also demonstrate that a sales branch manager may not adjust target difficulties for salespeople when the branch exceeded its threshold in the previous period. Doing so fails to induce more effort from the subordinate workers, thus the manager can restrict the branch output and prevent the elevation of the branch-level threshold in the next period. These findings extend previous studies that have examined the dynamics of agency problem at the dyad level.

Session Type: **Paper Session**
Program Session: **1893** | Submission: **20744** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Innovative Methods for Strategic Leadership Research

Session Moderator: **Stefan Maric**, *Eli Broad School of Business, Michigan State U.*

STR: **Managers and Complementarities**

Author: **Stefan Maric**, *Eli Broad School of Business, Michigan State U.*
Author: **Robert Wiseman**, *Michigan State U.*
Author: **Adam Oppenheimer**, *U. of Minnesota*

Understanding how much influence managers have over firm performance has been one of the central questions in strategic management during the last five decades. Despite sustained scholarly interest in this question, the results of the empirical studies have been inconsistent and increasingly divergent. While some studies have suggested that managers dominantly shape firm-level outcomes, others have supported the notion that managers are entirely interchangeable and hold very little influence. In this paper, we suggest that the current theorizing on this question has failed to consider the role of complementarities – or fit – between managers and firms in determining firm performance. To illuminate the role of complementarities as a source of variation in firm performance, we combine a proprietary dataset containing information on top management teams for every company in the Compustat sample with a novel econometric estimator based on machine learning. Our findings have implications for the Upper Echelons and agency theories while advancing our understanding of the critical factors that shape firm performance. We find that complementarities are an economically significant source of performance variation relative to manager effects. Additionally, we find that the results of existing studies are biased due to the incidental parameter problem and endogenous manager mobility.

STR: **Green Strategic Leadership Capability: Scale Development Study**

Author: **Eijaz Khan**, *James Cook U.*

The role of green strategic leadership capability (GSSLC) in nurturing firm environmental performance has considerable gained attention among the practitioner and academic communities. However, empirical study in this area has been dogged by scant conceptualisation and the lack of a validated scale. This study focuses these shortcomings by theoretically conceptualising and empirically validating a multidimensional GSLC scale. The findings show that GSLC is a multidimensional, hierarchical, and reflective construct, which consists of three primary dimensions and nine subdimensions. The results also confirm that the GSLC scale is more effective with green training and predicting firm environmental performance in a nomological network.

STR: **The Face of Fortune: A Review on How Machine Learning Can Address Limitations in Past Research**

Author: **Dawei Wang**, *Northwestern Kellogg School of Management*
Author: **Yali Che**, *Zhejiang U., China*
Author: **Haibin Yang**, *Chinese U. of Hong Kong*
Author: **Fan Zhou**, *School of management, Zhejiang U.*

In recent years, an emerging number of studies have linked CEO faces to an array of company outcomes. The current research connects with this burgeoning line of research by first providing a comprehensive review of past studies, and then categorizing studies according to their micro-theoretical foundations, namely the thin-slice literature, evolutionary psychology and facial perception. Drawing from psychological studies of human faces, we identified two major limitations in the existing CEO faces literature—the problem of small sample size and the lack of standardization of facial images. While these limitations tremendously hamper the replicability and generalizability of studies on CEO faces, we argue that recent advancements in machine learning can help researchers alleviate the limitations. We demonstrate in details how to apply these techniques and empirically show how they help to improve standardizations in facial images. We also provide an open dataset that is processed by machine-learning and that meets the standards in social psychology research, to facilitate future studies of CEO faces. We conclude by discussing how these machine learning techniques as well as this open dataset can contribute to the study of CEO faces and the upper echelons research.

STR: **Strategic Leadership Capabilities for Innovation: Scale Development and Empirical Validation**

Author: **Gaurav Dilip Tikas**, *International Management Institute New Delhi*

A multi-method approach to conceptualize and measure strategic leadership capabilities for innovation (SLCI) has been posited. Drawing upon expert interviews and previous studies on strategic leadership and innovation capabilities, a novel (SLCI) construct and a psychometric scale to measure it within organizational settings has been proposed. Factor analysis helped in exploring the three-dimensional factor structure underlying the SLCI conceptualization. A two-stage validation (N2 = 312 respondents) and (N3 = 240 respondents) confirmed that SLCI can be reflected through three sub-dimensions – dynamic envisioning, ambidextrous resource utilization and empowering support for innovation. This unique conceptualization, scale development and empirical validation contributes to the extant literature on strategic leadership for managing innovation within organizations.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Microfoundations of Strategy

Session Moderator: **Ann-Kathrin Schill**, *U. of Passau*

STR: **All the World is on Stage: Social Dynamics in Q&A Situations**

Author: **Ann-Kathrin Schill**, *U. of Passau*
Author: **Friederike Hawighorst**, *U. of Passau*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Author: **Basak Yakis-Douglas**, *King's Business School*
Author: **Richard Whittington**, *U. of Oxford*

We theorize how social dynamics between top executives and constituents in question-and-answer situations (Q&As)—such as earnings calls, press conferences, and U.S. congressional hearings—affect social evaluations of organizations. We define Q&A social dynamics as relational episodes that unfold between executives and questioners or between participating executives while they verbally interact with each other in a Q&A situation. We first provide a typology that distinguishes four generalized types of Q&A social dynamics. Second, we theorize that Q&A social dynamics induce audiences to draw a unique set of inferences regarding the executives' and the top management team's (TMT) cognitive and affective dispositions and abilities, specifically: the executives' responsiveness; their respect for stakeholders; the degree to which the TMT members share mental models; and the TMT's cohesion. Finally, we formalize nomothetic propositions on how these inferences, and, in turn, different kinds of social evaluations are driven by specific examples of Q&A social dynamics. Our conceptual framework contributes by moving beyond audiences' evaluative responses to substantive informational aspects of Q&A situations and executives' isolated (verbal) behavior, focusing instead on audiences' evaluations associated with the inherently interactive nature of Q&A situations—a ubiquitous, theoretically distinct, but undertheorized setting of external communication.

STR: **How Does Internal Competition Size Affect Firm Performance When Employees' Tasks Are Interdependent?**

Author: **Patrick Hallila**, *Bayes Business School*

Prior work has found contradictive evidence on how internal competition size affects employees' collaboration, and thus firms' performance, in interdependent settings. In this study, we clarify how internal competition size affects firm performance in interdependent settings and how the effect is dependent on the type of interfirm competition – i.e. where and who the firm competes against – the firm faces. We first argue that increasing internal competition size decreases firm performance. We then borrow from the competitive dynamics literature to argue that the type of competition the firm faces moderates the effect of internal competition size on firm performance. That is, internal competition size is less harmful to firm performance when the firm competes in its identity domain – a competitive arena strongly connected to the firm's identity – and more harmful when the firm competes against its relational rival – a firm with whom the focal firm has developed a long-standing competitive relationship. We test our hypotheses using panel data (2014-2020) from the National Hockey League (NHL). Our results show that internal competition size reduces firm performance, but the effect is smaller when the firm competes in its identity domain and larger when it competes against a relational rival.

STR: **Strategy as (a causal) Theory of Change**

Author: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Author: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

An emerging theory-based view of strategy proposes that a strategist's task is to present a theory that addresses relevant problems and moves an organization toward a place or position of greater value, with clear causal paths that can be confronted with data and evidence. We contribute to this literature in two main ways. First, we propose a structure way to specify and depict causal paths based on the "theory of change" framework, common in policy analysis, and anchor the building blocks of the theory on strategic management constructs. Namely, we propose a causal chain linking resources, practices, and performance. Second, to assess and compare strategic theories, we analyze the theory structure as a directed graph and propose a set of metrics operationalizing key theory attributes: complexity, difficulty to falsify, and difficulty to replicate. We discuss the strategic relevance of those metrics and extend our proposed theory structure by considering the possibility of feedback loops and the presence of distinct organizations (or organizational units) linked with the overall theory of change but focusing on particular problems and interventions. We conclude the paper with several suggestions for future research.

STR: **What A Surprise! Whether And How Evaluator Disagreement Dampens Expectancy Violations**

Author: **Yuri Mishina**, *Imperial College London*
Author: **Maxine Yu**, *Imperial College Business School*
Author: **David M. Gomulya**, *Singapore Management U.*

Participants in many markets use public measures, such as rankings of universities and colleges, analyst estimates and Yelp restaurant ratings to reduce the likelihood of adverse selection and moral hazard. However, evaluators producing these measures may not always agree on how they assess a particular target, the effect of which remains poorly understood. We examined whether and how disagreements across evaluators might impact the reactions of market participants in the context of investor reactions to analysts' earnings estimates. We find that when there is disagreement across evaluators about a target ex ante, market participants' reactions to expectancy violations by those targets are dampened. We further demonstrate that this dampening effect is weaker when the target firm violates expectations in a negative, rather than positive manner.

KEY TO SYMBOLS
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The Role of the CEO in Strategy

Session Moderator: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*

STR: **Mitigating CEO Overconfidence: A Stakeholder Perspective**

Author: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*
Author: **Stevo Pavicevic**, *Frankfurt School of Finance & Management gGMBH*

Overconfident CEOs – CEOs with exaggerated beliefs in their own judgment and abilities – tend to expose firms they manage to excess levels of strategic risk-taking. Adopting a shareholder-oriented perspective, prior research has highlighted the role of shareholders and boards of directors in mitigating the influence of overconfident CEOs on strategic risk-taking. In this paper, we depart from prior research by adopting a stakeholder-oriented perspective to investigate if and how non-shareholding stakeholders might influence strategic risk-taking by overconfident CEOs. We argue and show that stakeholder orientation – the degree to which firms are attentive to non-shareholding stakeholders and integrate their interests in the strategic decision-making processes – decreases, for better or worse, the tendency of overconfident CEOs to inflate strategic risk-taking.

STR: **Towards the Finish Line: Marathon CEOs, Strategic Persistence and Firm Performance**

Author: **Jueni Lyu**, *Hong Kong Baptist U.*
Author: **Yi Tang**, *U. of Hong Kong*
Author: **Guoli Chen**, *INSEAD*

In response to the recent call in the upper echelons research for more attention to executives' off-the-job experiences, this study examines an interestingly prevailing facet in CEOs' personal lives: running-marathons. Running marathons shapes not only CEOs' physical fitness but also their cognitions and values, affecting their firms' decisions and outcomes. Specifically, we examine how a CEO's running a marathon is associated with his/her firm's strategic persistence and firm performance under various environmental conditions. We tested our predictions using a unique, hand collected dataset from the World Marathon Majors (WMM) participation records during 2009-2019. Our results suggest a positive relationship between marathon CEO and firm strategic persistence. Moreover, the relationship between marathon CEO and strategic persistence turns stronger when the CEO runs more marathons and when the CEO run marathons for longer time. Finally, we find that when environmental adversity is high, there is a positive relationship between marathon CEO and firm performance. However, when environmental dynamism is high, the relationship between marathon CEO and firm performance becomes negative. Implications to upper echelons theory and strategic leadership literature are discussed.

STR: **Do First Impressions Matter? Initial CEO Performance and Dismissal**

Author: **Steffen Burkert**, *LMU Munich School of Management*
Author: **Yannik Gehrke**, *U. of Goettingen*

In this study, we examine how boards' initial performance impression of CEOs affect their decision to dismiss CEOs. Psychological work on human information processing outline that first impressions can sustainably bias the perception of other persons. Drawing on these insights, we argue that the CEO performance at the beginning of his or her tenure likely shapes boards' perception of CEOs and thus affects the board's decision to dismiss the CEO in later years. Consistent with this argumentation, we find that CEOs with better (worse) performance in the initial stage of their tenure are less (more) likely to be dismissed in later years. This effect becomes weaker over time, but is present throughout the tenure of the CEO. We also find that the effect is stronger if the board is busier and if there is a female CEO. Finally, we provide evidence that negative initial CEO performance has a stronger effect than positive one. In sum, this study enriches the literature on potential biases in the decision-making of boards.

STR: **Do We Really Deserve It? The Impact of Female and Foreign CEOS on Shareholder Activism**

Author: **Hwayoung Kim**, *U. of Texas at Dallas*
Author: **Yilin Liu**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Cuili Qian**, *UT Dallas*

The current study examines how the prevailing bias in leadership roles arising from prototypes induces more scrutiny on minority CEOs, leading to more shareholder activism towards the firm led by them. Shareholder activists are salient stakeholders who express displeasure with a particular way a firm is operated and are a force to change the firm's strategy or governance. Integrating the framework of corporate opportunity structure with the research on prototype bias, we hypothesize that firms led by female and foreign CEOs are more likely to suffer from shareholder activism as minority status is a crucial factor for assessing the possibility of campaign success. More importantly, we develop argument that female and foreign CEOs can mitigate such bias by employing different linguistic techniques that can show their leadership capability and effectiveness. Our results largely support our predictions. The display of specific values can mitigate the negative impact of leadership prototypes.

KEY TO SYMBOLS

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Information and Choices in M&A

Session Moderator: **Jan Christian Bauer**, *U. of Goettingen*

STR: **Comprehensiveness vs. Speed – The Role of Industry Conditions for the Optimal Due Diligence Length**

Author: **Jan Christian Bauer**, *U. of Goettingen*
Author: **Jan Christoph Hennig**, *Groningen U. (RuG)*

In this study, we examine how M&A due diligence length affects deal announcement reactions under varying industry conditions. Information asymmetries in M&As confront acquirers with an adverse selection problem which they aim to mitigate by conducting due diligence. However, the optimal due diligence length is likely to be a trade-off between information comprehensiveness and decision speed. We theorize that industry conditions influence the risk posed by different decision error types and thereby alter the aptness of due diligence length depending on relatively stronger preferences for either information comprehensiveness or decision speed. Based on our theorization, we argue that under greater industry complexity, longer due diligence is considered beneficial, while under greater industry munificence and dynamism, longer due diligence appears to be less beneficial. Using M&A deals from S&P 1500 firms between 2005 and 2018, we find results consistent with our argumentation. By offering a nuanced perspective on the relationship between due diligence length and deal announcement reactions, we provide valuable insights for theory and practice on an otherwise only theoretically considered trade-off choice.

STR: **How AI Startups' Focus on Technology or Application Affects the Acquisition and Alliance Decision**

Author: **Jae Young Cho**, *PhD Student at U. of Colorado, Boulder*
Author: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*

Firms often source technologies externally from startups, and the uncertainty surrounding these transactions leads incumbents to pursue flexibility through partnerships rather than incurring sunk investments through acquisitions. In recent years, incumbents have increasingly sourced technologies from artificial intelligence (AI) startups and encounter a new tradeoff related to flexibility and commitment. AI is a general-purpose technology with broad potential across different markets, so while some AI startups focus on specific uses or application areas, others focus on developing AI technologies per se. Incumbent firms partnering with technology-focused AI startups can therefore face difficulties in securing startups' commitments to specific applications. Despite the technological uncertainties surrounding such startups, incumbents may therefore acquire them, rather than partner with them, to co-create value to profit from AI. These concerns of incumbents amplify when a startup's technology is potentially utilized across more diverse application areas or an incumbent's knowledge is diverse. Our theory and evidence therefore identify new conditions when incumbents can benefit from committing via acquisitions to source technologies externally from startups.

STR: **Once Bitten, Twice Shy: Unconsummated Deals and Subsequent M&A Cautiousness**

Author: **Robert James Campbell**, *U. of Nebraska, Lincoln*
Author: **Peter Limbach**, *Bielefeld U.*
Author: **Johannes Reusche**, *MIB AG Immobilien und Beteiligungen*

Companies occasionally are unable to finalize publicly announced M&A bids—a phenomenon referred to as unconsummated deals. Despite their commonality, the implications of unconsummated deals for bidding firms are not well understood. We thus theorize about and empirically investigate the relationship between unconsummated deals and subsequent M&A behavior. In doing so, we present multiple reasons for what we term the "once bitten, twice shy effect," whereby firms act more cautiously in the M&A context following unconsummated deals. In a sample of M&As across North American and European firms, we find empirical support consistent with our theorizing suggesting the cautiousness following unconsummated deals is associated with smaller target firm size, a greater likelihood of advisor usage, a greater likelihood of toehold acquisitions, and a longer time-period between acquisition bids.

STR: **Information Institutions and Returns in International Acquisitions**

Author: **Jaideep Anand**, *Ohio State U.*
Author: **Philipp Meyer-Doyle**, *INSEAD*
Author: **Tiancheng Wang**, *INSEAD*
Author: **Qi Zhou**, *U. of Arizona*

The quality of information institutions governing corporate transparency varies tremendously across countries and is increasingly important for information asymmetry in international acquisitions. Information asymmetry in corporate acquisitions exists because there is an imbalance in the information available to the potential acquiring firms. In this study, we examine the implications of such information asymmetry using a strategic factor market based framework. We empirically analyze acquirer returns in 598 international acquisitions made by U.S. firms in 36 countries during 2000-2009. We find that, on average, acquiring firms may be able to find bargains in opaque markets for corporate control, particularly when acquiring firms in different industries and using non-cash forms of payment. Further, heterogeneity in such outcomes is explained by the acquirer's ability to use private information in such an opaque market and interests alignment between acquirers and targets.

KEY TO SYMBOLS

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Session Type: **Paper Session**
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Dynamics of Family Firms

Session Moderator: **Jianhua Ge**, *Renmin U. of China*

STR: **Closed but Diverse: Family Firms' Network Embeddedness and Board Design**

Author: **Jianhua Ge**, *Renmin U. of China*
Author: **Di Zhu**, *Renmin U. of China*
Author: **Haochi Zhang**, *Bayes Business School (formerly Cass), City, U. of London*

Research has shown that family firms are unique in both motives and behaviors compared with nonfamily firms. Yet, we have very scant knowledge about whether and how family and nonfamily firms differ in interfirm networks, despite the rich literature on firm behaviors in pursuing inter-organizational networks and how they impact firm and market outcomes. This study aims at expanding our knowledge on the network embeddedness of family firms. Drawing insights from socioemotional wealth theory and network analysis, we argue that family firms tend to be disconnected and closed in the interlock network to secure family control, identity, and other emotional endowments. Moreover, to address the information disadvantages associated with network closure, family firms present a closed-but-diverse configuration by inviting more functionally diverse directors on board while being closed in interlocks at the same time. Our analysis of Chinese family firms from 2008 to 2019 lends robust support to these arguments. This study sheds light on the network characteristics of family firms. By revealing the socioemotional motives of organizational networking and drawing the connection between network structure and board design, it also has implications to research on networks and organizations.

STR: **Will IPO Over-Financing Accelerate Family Firm's Internationalization?**

Author: **Yingxian Zeng**, *School of Business,Sun Yat-sen U.*
Author: **Xinchun Li**, *Sun Yat-Sen U.*
Author: **Likai Zou**, *Shantou U.*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*

To further understand family firms' internationalization, we tried to explore whether family firms' attitude to international market entry will change. This study proposes that IPO over-raised funds, a kind of unexpected wealth from outside the controlling family, reduce risk aversion and bring financial resources to explore new markets and seek future SEW gains, promoting family firms' internationalization. Using a sample from China, this study found a positive relationship between IPO over-financing and the scale and scope of family firms' internationalization. Moderating analysis suggested that family excess control weakened this relationship while institutional investors strengthened it.

STR: **Born to Rebel? How Family Chairmen's Birth Order Affect Family Firm Internationalization**

Author: **TAO WANG**, *School of Economics and Management of Wuhan U.*
Author: **Yue Wang**, *School of Economics and Management of Wuhan U.*
Author: **Wenlong Mu**, *School of Journalism and Communication, Wuhan U.*

This study investigates the effect of family chairmen's birth order on family firm internationalization (FFI). We propose that family firms headed by later-born family chairmen are more likely to be internationalized. This is because later-born family chairmen are less likely to perceive internationalization as a threat to socioemotional wealth. Using a large sample of Chinese family-owned listed firms with data spanning 2009-2019, we find that there is a positive relationship between family chairmen's birth order and FFI; the effect of family chairmen's birth order on FFI is stronger when family chairmen early-life exposure to Confucian culture, have no international experience, and are founder generations. We contribute to the emerging literature on the micro-foundations of FFI.

STR: **What do Families in Business Want? Theory and Evidence from Brazilian Firms**

Author: **Susan Perkins**, *NYU Stern School of Business*
Author: **Edward J. Zajac**, *Northwestern U.*

While research on family-owned firms has typically sought to contrast their motivations/expected behaviors to those of nonfamily-owned firms, we argue that such a bifurcation masks meaningful differences among family-owned firms. We develop and test a tripartite typology of family-owned firms and link this typology to differences in expected behaviors. We contextualize and test our hypotheses using the recent Brazilian financial market reform, where firms could self-select into new trading sub-segments characterized by increased stringency of corporate governance requirements. We find that our tripartite typology of family-owned firms predicts which firms will opt for better governance practices, and also how the financial market will respond. We conclude with implications of our theoretical framework and findings for future research on corporate governance, family-owned firms, and institutional change.

KEY TO SYMBOLS

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Ecosystem Strategy

Session Moderator: **Georg Reischauer**, *WU Vienna U. of Economics and Business*

STR: **Strengthening the Identity of Incumbent Ecosystems After New Rival Entry**

Author: **Georg Reischauer**, *WU Vienna U. of Economics and Business*
Author: **Alexander Engelmann**, *WU Vienna U. of Economics and Business*
Author: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*

Ecosystem identity – the mutual understanding of the central, enduring, and distinctive features of an ecosystem value proposition – is key to the growth of incumbent ecosystems. It is established by ecosystem orchestrators through framing tactics. However, little is known about how orchestrators frame to strengthen ecosystem identity when facing new rivals. We address this gap with a longitudinal qualitative study of a European carmaker whose location-based mobility services ecosystem was challenged by Google. The carmaker deployed distinct framing tactics – straightening up, future-proofing, and valorising – each time incumbents questioned the ecosystem's future. In doing so, the carmaker gradually revitalized the identity and continued the growth of its ecosystem while other carmakers abandoned their own respective ecosystems in favour of Google. Based on these findings, we advance a process model for strengthening the identity of incumbent ecosystems after new rival entry. We contribute to research on ecosystems and the framing literature.

STR: **Power To The People: Power Practices Achieving Stability in the Decentralized Techno-Music Ecosystem (WITHDRAWN)**

Author: **Juliet Vink**, *Vrije U. Amsterdam*
Author: **Elco Van Burg**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Brian Vincent Tjemkes**, *Vrije U. Amsterdam*
Author: **Omar Solinger**, *Vrije U. Amsterdam*

Stability of a business ecosystem enables actors to reap benefits from their participation. Extant business ecosystem research explains this stability through reference to formal, centralized power; where a focal actor enforces compliance of others in a centralized ecosystem. However, not all business ecosystems are centrally led or structured. Yet, current theorizations advanced in business ecosystem research offer limited insight into power practices and resulting stability within these decentralized ecosystems. The present single case study of a techno-music ecosystem reveals how stability in a decentralized ecosystem is maintained by power practices harnessing a multi-layer structure containing conflicting norms and behaviors. The results show how power practices divide and unite actor interdependencies into three contrastive layers. Specifically, deviant norms and behaviors are fostered in the underground, regulated by the bridging ground, and commercialized by the upperground. Unravelling the power dynamics in a decentral ecosystem from a relational perspective, we extend the current structuralist perspective of power to set the first steps towards a more comprehensive and inclusive understanding of power in business ecosystem literature.

STR: **Ecosystem Bottlenecks and Value Dynamics in the Lifecycle of the Online Video Ecosystem**

Author: **Jungyoon Jang**, *U. of Pittsburgh*
Author: **Asli Musaoglu Arikan**, *Kent State U.*
Author: **John E Prescott**, *U. of Pittsburgh*

Ecosystem bottlenecks limit or provide opportunities for actors to create and capture value. Although extant research has highlighted the importance of interfirm relationships in facilitating ecosystem and firm growth, it mainly focuses on a single bottleneck type and does not differentiate the impacts of bottleneck-level strategic actions with diverse ecosystem actors. Our research draws on the theory of constraints and the ecosystem perspective to classify bottleneck types and examine how actors' bottleneck-level strategic actions impact performance in the context of the online video ecosystem lifecycle (2007-2019). We theorize that during the nascent stage, when focal actors conduct technical bottleneck alliances with suppliers and/or competitors or demand bottleneck alliances with complementors, deal performance will be positive. We further theorize that during the growth stage, when focal actors conduct technical bottleneck acquisitions of complementors or demand bottleneck acquisitions of suppliers and/or competitors, deal performance will be positive. We employ multi-methods (content analysis, surveys, and multivariate analysis) with hand-collected and proprietary data. We find considerable support that our 3-way interaction hypotheses explain firm heterogeneity in deal performance. We contribute to bottleneck and ecosystem research by including both positive and negative effects of bottlenecks and illustrating how actors' partner/target type choices influence investor reactions.

STR: **Center to Component to Complement: Incumbents' Product Strategy in Response to Ecosystem Emergence**

Author: **Najoung Lim**, *Melbourne Business School, U. of Melbourne*

The paper examines the evolution of firms' product scope as their once independent products turned into components of an integrated product system and ultimately complements of an open ecosystem. An increase in interdependencies with other actors' products creates opportunities for governing components internally but also reduces the benefit of internalizing complements due to the ease of mix and match by end-customers. Following a research-question approach with quantitative and qualitative data in the U.S. medical imaging device industry (1981-2008), I find that on average incumbent imaging equipment firms reduced product diversity when they became part of integrated product systems or an ecosystem but diversified when they gained access to the connecting technology early on. These findings suggest that the nature of interdependencies and the (timing of) access to the core innovation for managing interdependencies matters.

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Technology M&As

Session Moderator: **Tuhin Chaturvedi**, *Tulane U.*

STR: **Technological Acquisitions: The Enabling and Constraining Role of Financial Investors**

Author: **Tuhin Chaturvedi**, *Tulane U.*

Industry convergence i.e., the blurring of boundaries between industries is a pervasive form of technological change in the modern industrial landscape. In this paper, I examine how financial investors may enable or constrain the acquisition activity of firms attempting to adapt to industry convergence, particularly when these acquisitions are done with the intent of technological exploration. I theorize that differences in the beliefs, expectations, and preferences of investors in terms of how firms do and should create value lead to whether firms are likely to explore via acquisitions and survive industry convergence. Using a multi-industry sample of convergence between the telecommunication equipment and data networking industries and the photography industry, I find that firms with stocks owned by investors with a greater preference for revenue growth were more likely to explore via acquisitions and survive convergence relative to firms that had stocks owned by investors with a greater preference for profitability (or margins). This study extends research that examines the reaction of financial investors to firm strategies during technological change. It also posits investor expectations as a novel source of inertia for firms that may preclude them from exploration and adaptation to technological change. The study also presents implications for policy making institutions such as governments, technology standards organizations, and financial markets by suggesting a collaborative effort on their part to develop a more level playing field for firms during technological change.

STR: **Technology Differentiation, Product Market Rivalry and M&A Transactions**

Author: **Sam Arts**, *KU Leuven*
Author: **Bruno Cassiman**, *KU Leuven*
Author: **Jianan Hou**, *KU. Leuven*

We study how the uniqueness of firm technology relates to M&A transactions among US public firms between 1984 and 2015. Relying on a new text-based method to map each firm's competitive position in technology space relative to all other firms and to measure the uniqueness of a firm's technology portfolio, we find that firms with unique technology are typical targets and receive a higher acquisition price. Moreover, firms with unique technology are particularly targeted by close competitors in the product market as measured by the overlap in 10-k product descriptions of firms. Our findings illustrate that a unique technology portfolio is an important resource traded in the market for corporate control and a key driver of M&A transactions, particularly between close competitors in the product market.

STR: **Organizational Learning in Acquisition Programs: Flow and Heterogeneity of Experience**

Author: **Jonas Geisen**, *Radboud U., Netherlands*
Author: **Hendrik Leeendert Aalbers**, *Radboud U. Nijmegen*
Author: **Killian J. McCarthy**, *U. of Groningen*

In pursuit of their strategic goals high-tech serial acquirers engage in acquisition programs. It remains unclear, however, how learning impacts acquisition programs' performance. So far, the flow of experience – that is, the rate and rhythm of the acquisition program – has been the predominant explanation how experiential learning affects serial acquirers' performance. Furthermore, organizational learning theory suggests, that the heterogeneity of experience – that is, the difference in what a firm learns – is important. Building on literature highlighting that acquisition motives matter, we argue that experience's heterogeneity – in terms of motives across acquisitions and within acquisition programs – affects experience's flow which, in return, affects acquisition programs' performance. Based on temporal cycling we distinguish between acquisition programs which: (1) stick to one motive creating homogenous experience; (2) switch once between motives gaining both homogenous and heterogenous experience; and (3) oscillate back and forth between motives creating heterogenous experience. We argue, that sticking with a higher acquisition rate and rhythm reduces programs' performance while switching and oscillating with a higher rate and rhythm improves programs' performance. We test our hypothesis using a sample of 3.029 acquisitions conducted by 352 high-tech serial acquirers between 2000 and 2020. Our results match our expectations. By doing so, our study adds to discussions on organisational learning, to the discussion on repetitive momentum as well as the discussion on sequential ambidexterity and temporal cycling.

STR: **The Effect of Accidental Returnee Engineers on Post-acquisition Knowledge Integration**

Author: **Seungho Choi**, *Ewha Womans U.*
Author: **Jeonghwan Lee**, *Myongji U.*
Author: **Sang-Joon Kim**, *Ewha Womans U.*

Post-acquisition knowledge integration leads to a surplus over and above the value that an acquiring firm's and a target firm's resources could generate independently. This paper identifies a unique group of mobile engineers who left an acquiring firm for a target firm, or vice versa, before an acquisition and then interact with their previous firm after an acquisition. We refer to them as accidental returnee engineers (AREs), and we examine how their intellectual and relational capital affects post-acquisition knowledge integration between acquiring and target firms. We find that AREs' intellectual and relational capital promotes post-acquisition knowledge integration and that structural integration positively moderates this relationship. We argue that AREs, who are in a unique position due to their mobility in the pre-acquisition period, can serve as a conduit between the acquiring firm and the target firm by facilitating knowledge flow and nurturing personal interactions; thus, they support post-acquisition knowledge integration.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1900** | Submission: **20698** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Challenges of Free Market Institutions

Session Moderator: **Luis Diestre**, *IE Business School*

STR: **The Role of Resource Stakeholders in Mitigating Short-termism under Capital Market Pressure**

Author: **Najoung Lim**, *Melbourne Business School, U. of Melbourne*
Author: **Jingoo Kang**, *Nanyang Technological U.*

We examine whether and when the relative importance of resource stakeholders reduces managerial attention to shareholder value under abrupt capital market pressure. Drawing on the stakeholder resource-based view, we conceptualize firms' value distribution as a bargaining process and theorize that the salience of resource stakeholders that directs managerial actions hinges on two factors: value-creating capability of contributed resources and stakeholders' bargaining position within a firm. Our empirical context is the U.S. stock market (2002-2007), when the SEC's randomized experiment removed short-sale restrictions from randomly selected stocks. Using a difference-in-difference-in-differences design, we find that increased short-selling pressure led to an increase in firms' marketing and selling activities, but the tendency was mitigated in the presence of other important stakeholders—repeat customers and a downstream workforce.

STR: **Buy Legal or Illegal? How Side-Effect and Medical Malpractice Risks Shape Illegal Pharmacies' Sales**

Author: **Luis Diestre**, *IE Business School*
Author: **Antonella Fazio**, *IE Business School*
Author: **Yasser Fuentes**, *IE Business School*

We develop new theory about the relative performance of legal and illegal organizations looking at pharmacies dispensing prescription drugs to U.S. citizens. We argue that customers value the flexibility provided by illegal pharmacies—they can freely choose what drug to buy, in what quantity, and for how long—and the oversight provided by legal pharmacies—they receive medical supervision during their treatment and the FDA guarantees drug quality. The relative advantage of each of these two types of pharmacies, we propose, depends on the kind of risks customers face. Side-effect risks, we claim, will lead customers to value relatively more the oversight provided by legal pharmacies, increasing these pharmacies market share; whereas medical malpractice risks will lead customers to value illegal pharmacies' flexibility relatively more, increasing these illicit pharmacies' market share. We find support for our theory using a novel methodology to estimate illegal pharmacies' market share relative to legal pharmacies across 5,270 drugs between 2018 and 2021.

STR: **Corporate Social Responsibility Strategy: Resource Conservation or Relationship Preservation?**

Author: **Yah Ling Liew**, *Singapore Management U.*
Author: **Xuesong Geng**, *Singapore Management U.*

Extant studies have shown how institutional complexity, posed by the incompatibility of shareholder logic and stakeholder logic, affects firms' corporate social responsibility (CSR). Yet little is known about how institutional logics are internalized in CSR strategizing. Using Agency theory and Stakeholder theory, Behavioral Theory of the Firm, attention-based view, this paper conceptualizes resource conservation and relationship preservation, two distinct mechanisms in CSR strategizing informed by shareholder logic and stakeholder logic respectively. The use of CSR strategy is to complement the market-oriented strategies that firms' attention and resources are drawn to. Under the condition of negative performance feedback, the master switch that intensifies firms' market-oriented actions, this paper finds that firms reduce CSR consequentially. The motivation is to release resources for actions targeted to close the performance gap. Situational context also moderates firms' prioritization of resource allocation. Bankruptcy risk intensifies the reduction in CSR as resource conservation becomes salient. While reputation risk attenuates the reduction in CSR as relationship preservation becomes salient. China offers a rich context to examine institutional complexity as CSR is mandated by the company act. Using 11,716 firm-year observations from 1,013 Chinese listed firms from the year 2007 to 2021, this paper found support for the theory.

STR: **Trying the Well-Tried: Short-Term CEO Bonus Pay and Corporate Emissions**

Author: **Catrina Achilles**, *U. of Goettingen*
Author: **Yannik Gehrke**, *U. of Goettingen*

Since CEOs' direct monetary incentives for environmental performance remain low, the ques-tion of how established forms of CEO performance pay relate to corporate environmental goals is important. We study the performance sensitivity of the pervasive short-term bonus incentive mechanism and how it relates to corporate greenhouse gas (GHG) emissions. From the agency perspective, short-term performance pay may foster efficiency gains and cost reductions, but might reduce incentives for fundamental changes that may only pay out in the long term. We provide evidence for an on average negative association between GHG emissions and short-term CEO bonus pay. This relation is more pronounced for environmental-material firms and younger CEOs. The former arguably pay more attention to achieving short-term improvements in environmental issues to respond to external pressure and have more potential for short-term emission reductions. The latter are more reluctant to long-term investments and more prone to short-term monetary incentives. Our study provides primary evidence on the role that short-term managerial incentives play for environmental performance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1901** | Submission: **20730** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Shocks, Uncertainty, and Stakeholders

Session Moderator: **Qinyu Wang**, *Hong Kong Polytechnic U.*

STR: **Throw out the Baby with the Bathwater? OSS Contributors' Response to the Facebook Scandal**

Author: **Qinyu Wang**, *Hong Kong Polytechnic U.*
Author: **Yanfeng Zheng**, *Hong Kong U. of Science and Technology*

Firms initiate long-term community projects to engage stakeholders in the hope of doing well by doing good. The central premise is that these prosocial projects can yield positive evaluations and contributions from participating stakeholders. Drawing insights from the cognitive dissonance theory, our research however suggests that to attract stakeholders' contributions, firms must attend to their moral expectations in addition to extrinsic motivations. If a firm violates these expectations even in unrelated activities, stakeholders may respond negatively and withdraw the engagement. The disengagement is greater if the stakeholders are less embedded in the community or they can find substitute projects. However, if stakeholders keep their engagement, our framework theorizes that they will employ cognitive work to justify their decision and counterintuitively increase their engagement intention. Exploiting Facebook's involvement in a mass data scandal in 2018 and analyzing open-source contributors' behavioral change afterward, we find evidence in support of our cognitive dissonance framework. Our theory and findings suggest that firms should nurture an authentic social reputation among stakeholders to attract their contributions which are vital to the strategic goals of community projects.

STR: **Heterogeneity in Perceptions of the Temporal Duration of External Events: The Case of the COVID-19**

Author: **Dongge Zhou**, *Rensselaer Polytechnic Institute*
Author: **Shyam Kumar**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Tailan Chi**, *U. of Wisconsin, Milwaukee*

We examine the degree to which firms varied in their perceptions of the temporal duration of an external event using the COVID-19 pandemic as the context. Temporal duration refers to perceptions regarding how long an event is likely to last, the length of time over which its consequences would be felt, and whether it is short term or long term in nature. Using word embedding models and Group Based Trajectory analysis we found that in a sample of S&P 1500 firms, 87.1% firms perceived the pandemic to be a long-term event with relatively little change in these perceptions over time. In contrast 12.9% firms perceived the pandemic to be short term in nature, while adjusting these perceptions to long term by the end of the observation period. Building on the notions of temporal structures and temporal work, we found firms' initial time horizons prior to the pandemic and their endowment of slack resources to be influential determinants of their temporal duration perceptions. Our research highlights the subjective nature of temporal duration, while underscoring the importance of temporal sense making within firms.

STR: **C-R-C Model of Organizational Resilience: Firm's Responses to a Prolonged Turbulent Environment**

Author: **Jin Hooi Chan**, *U. of Greenwich, Business School*
Author: **Xiaoguang Qi**, *Cambridge Judge Business School*
Author: **Jingjing Guan**, *ZheJiang GongShang U.*
Author: **Maohua Sun**, *Vocust, China*

Despite building organizational resilience being key in coping with these challenges imposed by turbulent environments, we have a limited understanding of how firms cope with a prolonged period of turbulence such as the Covid-19 pandemic. This study conducted a case study on the world's larger online travel agent, with interviewing of the founder and senior managers and analyzing of secondary data, aiming to understand "How does the organizational resilience of the firm being developed in a turbulent environment? This study builds a model for organizational resilience from a resource-based perspective. A novel model of organizational resilience: R-C-R Model, is proposed, incorporating Resources, Capabilities, and Response Strategies. This article contributes to the understanding of organizational resilience for an intermediary and e-commerce firm and sheds light on the managerial practice of OTA business under a turbulent environment.Online travel agencies (OTA) are exposed to turbulent environments. Despite building organizational resilience being key in coping with these challenges imposed by turbulent environments, there needs to be more research conducted, which is directly being hit by turbulence. This study conducted a case study on the world's larger online travel agent case study method, this article analyzed attempts to build a model for organizational resilience from a resource-based perspective Online travel agencies (OTA) are exposed to turbulent environments. Despite building organizational resilience being key in coping with these challenges imposed by turbulent environments, there needs to be more research conducted, which is directly being hit by turbulence. This study conducted a case study on the world's larger online travel agent case study method, this article analyzed attempts to build a model for organizational resilience from a resource-based perspective

STR: **The Contingent Financial Impact of Company Philanthropy under High Uncertainty**

Author: **Luis Ballesteros**, *Boston U. Questrom School of Business*
Author: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Useem**, *U. of Pennsylvania*

Studies routinely show that companies benefit from engaging in philanthropy and these benefits are enhanced when actions are perceived as generous and sincere. However, firms are increasingly being asked to respond to urgent and unpredictable issues, like pandemics and natural disasters, which lack clear stakeholder expectations for what constitutes an appropriate response. In the face of this uncertainty, we argue that the material features of the philanthropic action are not useful for assessing a company's response, and audiences will rely on cues, heuristics unrelated to the donation. Based on an analysis of corporate responses to every epidemic, disaster, and terrorist attack worldwide from 2007-2019, we find that the financial outcomes of disaster philanthropy strongly reflect the reputation of the first firm to donate. Well-regarded first donors benefit from philanthropy, regardless of how much they donate, while ill-regarded first donors are punished. These judgments then transfer to followers that match these donations. Regardless of their own reputations, firms that match well-regarded first donors benefit from philanthropy, while firms that match ill-regarded first donors are punished. Our findings have implications for research on corporate philanthropy in uncertain contexts and offer managers practical advice for how the firm can benefit from its giving.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1902** | Submission: **10299** | Sponsor(s): **(STR, ENT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Stakeholder Governance

Coordinator: **Anita McGahan**, *U. of Toronto*
Discussant: **Sandro Cabral**, *Insper Institute of Education and Research*
Presenter: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Presenter: **Aseem Kaul**, *U. of Minnesota*
Presenter: **Peter G. Klein**, *Baylor U.*
Presenter: **Anita McGahan**, *U. of Toronto*

Scholars of strategic management, entrepreneurship, and social issues in management have recently sought to understand how stakeholder interests and stakeholder representation can be integrated into organizational governance. In this Symposium, we propose to advance research on this topic through the presentation of scholarly papers by four authors, each of whom will present recent findings developed with co-authors. The papers will be discussed formally by a leading scholar in this domain. The symposium will support scholarly dialogue among participants and the discussant in a question-and-answer session with attendees. We envision that this dialogue will advance frontier approaches on how stakeholder governance can be discerned analytically. This advancement will enhance linkages between stakeholder research and conceptualizations of governance in the fields of strategy, entrepreneurship, and social issues in management.

Towards a Stakeholder-Oriented Framework on Value Creation and Allocation

Author: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Author: **Julien Clement**, *Stanford U.*
Author: **Luk Van Wassenhove**, *INSEAD*
Author: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*

From Social Capital to Social Justice: Racial Diversity and School Spending in US Communities

Author: **Farzam Boroomand**, *U. of Minnesota*
Author: **Aseem Kaul**, *U. of Minnesota*

Ownership Competence and Stakeholder Governance

Author: **Nicolai J. Foss**, *Copenhagen Business School*
Author: **Peter G. Klein**, *Baylor U.*

The New Stakeholder Theory

Author: **Anita McGahan**, *U. of Toronto*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1903** | Submission: **11945** | Sponsor(s): **(STR, SIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Theoretical Advances in Stakeholder Governance

Organizer: **Pushpika Vishwanathan**, *U. of Amsterdam*
Presenter: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Presenter: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Presenter: **Bertrand V. Quelin**, *HEC Paris*
Presenter: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Discussant: **Pushpika Vishwanathan**, *U. of Amsterdam*

Scholars of strategic management, social issues in management, and organization management theory have recently undertaken efforts to develop a more stakeholder-centric perspective on governance. The purpose of this symposium is to support dialogue among participants across various scholarly fields to identify and enhance linkages, and discuss directions for further theoretical advancement in the broad domain of stakeholder governance. In this presenter symposium, four authors will present their scholarly papers and discuss their latest work and thinking on stakeholder governance. Subsequently, a discussant will identify commonalities and tensions across the presentations and incite a discussion among the speakers and attendees.

Non-Contractual Governance and the Role of Market Signals in Inducing Specific Investments in a Firm

Author: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Author: **Adam Clark**, *Chapman U.*
Author: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Author: **Steven Kofford**, *Mississippi State U.*

Democratic model of stakeholder governance: Unpacking stakeholders' rights and responsibilities

Author: **Sophie Catherine Bacq**, *International Institute for Management Development - IMD*
Author: **Ruth V. Aguilera**, *Northeastern U.*

Stakeholders and the common good: The impact of tripartite governance

Author: **Bertrand V. Quelin**, *HEC Paris*

Developing Stakeholder Management Theory: Joining Law, Economics, and Organization Theory

Author: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1904** | Submission: **11256** | Sponsor(s): **(STR, TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

New Frontiers on User Communities: Interaction Dynamics and Content

Organizer: **Jay (Jinwon) Park**, *U. of California, Irvine*
Organizer: **John Joseph**, *U. of California, Irvine*
Distinguished Speaker: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Participant: **Sanghyun Park**, *INSEAD*
Presenter: **Henning Piezunka**, *INSEAD*
Participant: **Linus Dahlander**, *ESMT European School of Management and Technology*
Presenter: **Matthew Yeaton**, *HEC Paris*

In this symposium, we take stock of existing literature on online user communities and move forward for future research opportunities. Prior research has attempted to understand online user communities through investigating individual users that contribute. Researchers have focused on the individual users' characteristics as well as their motivation. Amidst this development in research, online community scholars have begun to investigate the interactive dynamics within communities. In this symposium, we suggest that understanding the interaction dynamics within and between the community and its contents provides opportunities for future research. Our three empirical papers examine how the interactions impact organizational behavior, cognition, and outcomes. They also open up new avenues for scholars interested in online communities. We contribute to the Strategic Management (STR) and Technology and Innovation Management (TIM) division.

Co-evolutionary Lock-in in External Search: Selection Consistency and Idea Variety

Author: **Sanghyun Park**, *INSEAD*
Author: **Linus Dahlander**, *ESMT European School of Management and Technology*
Author: **Henning Piezunka**, *INSEAD*

Structural Network Echo Chambers: The effect of Communication Networks on Linguistic Culture

Author: **Matthew Yeaton**, *HEC Paris*

Communication, Conflicts, and Innovation: The Effect of Heated Communication on Contributions in OCs

Author: **Jay (Jinwon) Park**, *U. of California, Irvine*
Author: **John Joseph**, *U. of California, Irvine*

Session Type: **Showcase Symposium**
Program Session: **1905** | Submission: **17816** | Sponsor(s): **(STR, TIM, OMT)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Artificial Intelligence and Firm Strategy: New Perspectives and Opportunities

Organizer: **Hyunjin Kim**, *INSEAD*
Organizer: **Harshvardhan Ketkar**, *Bocconi U.*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **Joshua Gans**, *U. of Toronto*
Panelist: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*

The development of artificial intelligence (AI) technologies has the potential to significantly impact how organizations approach tasks and decision-making processes that were previously in the domain of human judgment, such as resource allocation and innovation. This symposium aims to bring together experts in the field of AI and strategy to present and discuss their research. The focus will be on understanding how predictive algorithms and the automation of cognitive tasks are shaping various processes and decisions within organizations. Additionally, the symposium will provide opportunities for new streams of research to be discussed. The goal is to provide an overview of ongoing work in this field and generate new ideas for research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1906** | Submission: **20288** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Technology, Policy and Society Track: Gender & Minority Innovation

Session Moderator: **Denis Trapido**, *U. of Washington, Bothell*

TIM: **Differentiation from Mentors and the Gender Productivity Gap in Research**

Author: **Denis Trapido**, *U. of Washington, Bothell*

The gender productivity gap is a major contributor to gender inequality in science and technology careers. To explain the gap, researchers have documented its macro-level correlates such as male-female differences in employment, human capital, and social capital but have done less to show how the gap is produced by actions and relations that disadvantage women. Extending the extant research on mentoring, atypicality in creative work, and their relationship to productivity, this study suggests that the gender productivity gap may stem from early-career mentoring relations, particularly from the different trajectories that women's and men's work takes relative to their academic mentors. An analysis of careers in a subfield of electrical engineering showed that female researchers differentiated more from mentors than male researchers: a significantly larger share of their work was not co-authored with academic advisers, was published in different research domains, cited different anteceding work, and had co-authors outside the adviser's co-authorship network. All of these differences except the last accounted for a significant portion of the gender productivity gap. These findings advance our understanding of the origins of gender inequality in research careers and suggest reward and diversity policies to remedy it.

TIM: **Changing the System, Not the Seeker**

Author: **Amisha Miller**, *NYU Stern*

Female founders raise less resources from investors for novel ideas, even when their ventures are similar or identical to those of all male teams. This disparity is concerning for investors aiming to identify value-creating opportunities and for resource allocation in the market for startups. Scholars have designed interventions to change resource-seekers' behavior and overcome individual investor biases, but few have causally examined the effects of systemic evaluation processes on investment outcomes. Without examining these processes, we cannot fully explain how investment outcomes are produced, nor how they might be changed. How do the evaluation practices investment organizations use affect the types of founders funded? I ran a two-stage global experiment with investors making 1,871 decisions on early-stage startups, which resulted in $320,000 invested into 16 startups. I changed an organization's evaluation framework to systematize how investors were prompted to: (1) collect information on risks from all startups; and (2) evaluate startup progress during the evaluation period. This caused treated investors to seek consistent information across all founders and assess startups dynamically. It eliminated, even reversed, the gender gap. These results have implications for entrepreneurship theory, provide insight on the role of organizations in evaluation, and have policy implications for any organization interested in reducing discrimination.

TIM: **Gender Differences Impact in Creativity Controlled by Technology Affordances and Knowledge Sharing**

Author: **Itzhak Tabatchnik**, *Bar-Ilan Uni. & Ariel Uni*
Author: **Iris Reychav**, *Ariel U.*
Author: **Roger McHaney**, *Kansas State U.*
Author: **Jacob Weisberg**, *Bar Ilan U.*

Human nature inspires creativity in the workplace which often leads to novel and useful ideas and products. New technology enriched environments and tools have certainly impacted creativity but are influenced by factors such as knowledge sharing and gender. This research investigates the relationship between affordances, knowledge sharing, and creativity, and a specifically considers whether gender has a significant impact on these relationships. The study uses affordance theory as an underlying framework with a research design that differentiates between individual work and teamwork divided into two levels: collective and shared. The research methodology relies on self-report questionnaires that combines previously validated questionnaires, together with a tool developed to measure affordance. Results show that gender is significant. Specifically, employee-computer interactions have a positive contribution to knowledge sharing and creativity that vary in magnitude and importance by gender. Overall, this research informs companies regarding technology implementation to ensure their workforce has access to the most advanced toolsets which consider their employee gender characteristics.

TIM: **Excluding the Deserving: Failing to Assign Credit When Updating Systematic Reviews (WITHDRAWN)**

Author: **Rossella Salandra**, *School of Management, U. of Bath*
Author: **Marisa Miraldo**, *Imperial College Business School*
Author: **Paola Criscuolo**, *Imperial College London*

There are well-documented disparities in the number of minority groups' scientists — such as female and racial minority communities' researchers — mentioned in scientific outputs. These disparities might be the result of productivity differences (contribution), or they might be due to minority groups' contributions not being acknowledged (attribution). We consider scientists contributing to systematic reviews of healthcare interventions published by Cochrane and leverage a unique attribution of credit guidance to explore whether deserving scientists are properly credited in the reviews' acknowledgements (potential omission bias in the acknowledgements). We document some disparities in the attribution of credit in this setting, providing evidence that the lack of recognition of minority groups' scientists is also noticeable through omission bias in the acknowledgements.

TIM: **Publish or Procreate: The Effect of Motherhood on Academic Performance**

Author: **Sofie Cairo**, *Harvard Business School*
Author: **Sofie Dalum**, *Copenhagen Business School*
Author: **Valentina Tartari**, *Stockholm School of Economics*

Women are underrepresented in science and representation deficits are even greater for more senior positions and in STEM fields. The dominant explanation is that male and female scientists, even within the same field, publish at unequal rates. Prior studies on select fields suggest that the gender gap in academic productivity reflects differential effects of childbearing on men and women, as women face tensions between the two greedy institutions of family and academia. We study the full population of STEM academics in Denmark and investigate parenthood penalties on scientific productivity of mothers and fathers, who are active in research after the birth of their first child. We employ an event-study approach on annual research publications, an outcome especially relevant in the science domain, and rely on a unique combination of Danish registers and granular bibliometric data on publications from the database Scopus. We find that, on average, the first childbirth results in an annual penalty of 24 percent on scientific productivity of mothers in STEM fields relative to fathers in the first 5 years after birth. This reflects a drop in annual research publications of mothers relative to their own pre-birth productivity. Hence, unequal impacts of parenthood may be an important driver of gender inequality in science.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1907** | Submission: **20270** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Ecosystems and Platforms Track: Dynamics of Platform Ecosystems

Session Moderator: **Ying-Ying Hsieh**, *Imperial College Business School*

TIM: **Evolving a Decentralized Platform Ecosystem: Self-reorganization and Complementor Participation**

Author: **Ying-Ying Hsieh**, *Imperial College Business School*
Author: **Jonas Valbjørn Andersen**, *IT U. of Copenhagen*

Platform ecosystems have increasingly adopted self-organization to facilitate peer-to-peer decentralized collaboration. Just like any organizational system, decentralized platform ecosystems reorganize to update their alignment with the internal and external environments. However, unlike reorganizations of centrally managed ecosystems performed by the owners, reorganizations of decentralized platform ecosystems do not rely on formal authority. Instead, the network self-reorganizes to renew the structure, rules, and information to evolve. Despite the interdependence between the complementors (i.e., components) and the platform (i.e., core), little is known about how self-reorganizations influence complementor participation and engagement. In this study, we investigate all self-reorganization events (i.e., hard forks) that have taken place on Ethereum, a blockchain-based decentralized smart contract platform, to unpack how self-reorganizations of a complex decentralized platform ecosystem influence the participation of complementors. We find that, while self-reorganizations disrupt general complementor participation at transition, they facilitate the adaptation of complementor technical engagement over time. In addition, the relationship between self-reorganization and complementor participation is moderated by the nature of self-reorganization, i.e., the degree to which governance-related rule changes are involved. Our study integrates the organization design and platform literature and contributes to a deeper understanding of the interdependence of decentralized platform ecosystem evolution. In practice, our findings have implications for entrepreneurs building decentralized applications on top of decentralized platform infrastructures (e.g., smart contracts).

TIM: **Unraveling Multihoming Sellers' Coping Strategies to Platform Information Quality Control**

Author: **Jie Fang**, *U. of Nottingham Ningbo China*
Author: **Zhao Cai**, *U. of Nottingham Ningbo China*
Author: **Hefu Liu**, *U. of Science and Technology of China*
Author: **Chee-wee Tan**, *Copenhagen Business School*

To mitigate sellers' misinformation on e-marketplace platforms, platform owners impose information quality control to ensure authenticity of information presented to consumers. Although information quality control is conducive to bolstering the credibility of information on platforms, it may encourage sellers to pursue multihoming strategy on other platforms, thereby undermining the attractiveness of the platform implementing information quality control ("focal platform" thereafter). Building on coping theory, this study aims to investigate how sellers cope with information quality control imposed by platforms by observing their information withholding and multihoming strategy. The moderating influence of multihoming experience is further considered in this research. To validate our hypotheses, we collected data from two dominant e-marketplace platforms in China. Based on quasi-experimental design, this we employed propensity score matching and difference-in-difference methods to analyze our data. We discovered that platform information quality control culminates in sellers' information withholding and service-related multihoming strategy but has no impact on product-related multihoming strategy. Additionally, we revealed that sellers tend to react differently to the platform information quality control depending on their multihoming experiences. Findings from this research can be harnessed by platform owners to refine their control policy in the multihoming context.

TIM: **Cooperating in Innovation Contests: Effects and Boundary Conditions of Competitive Reward Structures**

Author: **Christoph Grimpe**, *Copenhagen Business School*
Author: **Marion Kristin Poetz**, *Copenhagen Business School*
Author: **Nathan Rietzler**, *Copenhagen Business School*
Author: **Florian Waldner**, *Copenhagen Business School*

Many platforms hosting innovation contests allow their participants to share ideas and knowledge with each other and many participants take advantage of this opportunity, questioning common beliefs that competitive rewards lead individuals to withhold knowledge and impair the progress of others while cooperative rewards promote knowledge exchange. In this paper, we build on social interdependence theory to analyze how and when competitive reward structures influence the likelihood that contestants cooperate. Using an experimental vignette study, we first test the effects of competition on cooperative behavior (Study 1) and find that competitive reward structures negatively impact an individual's likelihood to cooperate, with the effect being more pronounced for sharing compared to absorbing knowledge. In Study 2, we apply a multi-stage configurational approach to first identify, categorize and specify attributes that influence individuals' decision to cooperate (or not) and then explore their importance weights and inter-relatedness in an adaptive choice-based conjoint analysis combined with an ensemble cluster analysis. We find that it is not a single, but bundles of attributes dominated by either the fear of misappropriation in all competitive reward structures or by extrinsic motivation in the non- and lowly competitive conditions and intrinsic motivation in the highly competitive condition. Our findings hold important implications for the design of innovation platforms and contests.

TIM: **Health Data Co-specialization Model. A Study of MedTech Incumbents-born Digital Healthcare Platforms**

Author: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*
Author: **Pia Hurmelinna-Laukkanen**, *U. of Oulu*
Author: **Wim Vanhaverbeke**, *U. of Antwerp*
Author: **Jialei Yang**, *U. of Oulu*

The limited success of digital healthcare platforms prompts discussion on how to benefit from digital innovations. So far, scholars have analyzed technological innovation, capabilities, network effect and business model contributions to advance digital healthcare platform performance. However, the role of health data as a co-specialized complementary asset is yet to be unveiled. We address this knowledge gap through the multiple-case study of three global digital healthcare platforms initiated and orchestrated by MedTech incumbents. The study conceptualizes data as a co-specialized complementary asset and explores the assumptions of health data co-specialization. We extend profiting from innovation (PFI) and platform literature by offering health data co-specialization model based on three components: data power mobility, data completeness, and data integrity. Furthermore, the study has practical implications for platform owners suggesting structural changes in collaboration to ensure data co-specialization critical to reap benefits from digital healthcare platforms.

TIM: **Which Platform Complementors Adapt Better to Changes in External Market Conditions?**

Author: **Juan Santalo**, *IE Business School*
Author: **Rosario Silva Froján**, *IE Business School*

In this paper we posit that complementor's attention is key to achieve a better adaptation to changing external market conditions. We argue that complementors make the best of external market shocks 1) when they multi-home; 2) when their level of involvement in the platform is regular, and 3) when the number of complementary products they offer is neither too high nor too low. Using Airbnb data as well as a novel empirical strategy to identify external market shocks, we find empirical support for our hypotheses. We estimate that multi-homing complementors have a 357% higher revenue growth rate during a positive demand shock. Moreover, an increase in one standard deviation of the irregularity of the historical activity of the complementor in the platform is related to 337% lower revenue growth rate that results from positive shocks. We find similar results for the adaptation to negative market shocks using the context of Covid19. Overall, our findings contribute to the theory about complementor's attention that has been overlooked in the platform literature.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1908** | Submission: **20264** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

AI and Emerging Technologies Track: AI in the Workplace

Session Moderator: **Kamila Moulaï**, *Marie Sklodowska Curie Postdoc, Rotterdam School of Management, Erasmus U.*

TIM: **When AI Acts as an Enabler: Towards a Teleological Job Crafting for Managers in AI Contexts**

Author: **Kamila Moulaï**, *Marie Sklodowska Curie Postdoc, Rotterdam School of Management, Erasmus U.*
Author: **Flore Bridoux**, *Erasmus U.*

Job crafting has been claimed to be an important way in which employees respond to the implementation of new technologies. As it creates the conditions for lower-level employees' job crafting, managers' job crafting is likely to be especially important for a successful implementation. Yet, we know very little about managers' job crafting and nothing about this job crafting in the context of Artificial Intelligence. Studying qualitatively managers' job crafting linked to the implementation of AI, our interviews revealed that the implementation of AI enables managers to engage in a teleological job crafting whereby managers reimagine their job to express their latent sense of self and vision of human relations and society. Contrary to the idea in the literature that managers' job crafting is inwardly focused, the managers' job crafting we uncovered is deeply relational with at its core the mission to "bring people together" as a positive response to the fear that employees will self-exclude and self-marginalize in response to AI. To the AI literature, we contribute a view of augmentation that is spontaneously humane rather than focused on employees' acquisition of new skills.

TIM: **Artificial Intelligence Advancing Firm Innovation: Evidence from the Medical Device Industry**

Author: **Yan Bai**, *ESADE Business School*
Author: **Dimo P. Ringov**, *ESADE Business School*
Author: **Esteve Almirall**, *ESADE Business School*

Artificial intelligence (AI) has greatly increased firms' capacity to translate business functions into code, transforming industries and markets and changing the rules of competition in the process. It has facilitated firm innovation by making it possible to manage – create, retain, recombine, and transfer – knowledge in new ways. This paper proposes and empirically examines both the direct and indirect effects of AI innovation capabilities on firm innovation performance, i.e., the direct effect of AI on AI-enabled innovations and its indirect effect on non-AI innovations through spillover effects, as well as how both effects are shaped by pertinent AI regulations. Evidence from the U.S. medical device industry from 2010 to 2020 shows that AI adoption indeed positively influences firm innovation performance both directly and through spillover effects, and that AI regulation reinforces this positive relationship. The findings further our understanding of how AI adoption and AI regulations shape firm innovation performance.

TIM: **Elevating Employees' Psychological Responses and Task Performance Through Responsible AI**

Author: **Surabhi Verma**, *Aarhus BSS, Aarhus U.*
Author: **Vibhav Singh**, *Great Lakes Institute of Management, Gurgaon*
Author: **Ana Alina Tudoran**, *Aarhus U.*
Author: **Som Sekhar Bhattacharyya**, *Indian Institute of Management Nagpur*

Today's employees are experiencing stress associated with the use of technologies such as artificial intelligence (AI). Several researchers have argued that this technostress may have both positive and negative effects. In this study, we investigated the positive and negative effects of stress that is driven by responsible artificial intelligence (RAI) principles on employee job outcomes by adapting the challenge–hindrance stressors model and empirically validating the proposed model on 299 respondents who use AI for work-related tasks. The results revealed several RAI-driven challenge and hindrance stressors related to employees' positive and negative psychological responses and task performance in a digital workplace. Practitioners could use the RAI characteristics to improve employees' RAI-driven task performance.

TIM: **How Employees Adapt to AI in the Workplace**

Author: **Jieqiong Cao**, *Singapore U. of Social Sciences*
Author: **Jingxian Yao**, *Singapore U. of Social Sciences*

AI has become a revenue driver, which propels companies to invest more in AI applications. A growing body of research suggests contrasting views of AI's implication on employees, with some consider AI will augment employees' capabilities, and others regard AI will substitute employees. This study assumes the key difference lies in whether employees or AI takes control over the tasks. Based on this assumption, we use the lens of need satisfaction to posit that AI control will reduce employee autonomy and competence need, which further decrease employee approach-oriented crafting and increase employee avoidance-oriented crafting. We then examine the contingency – AI task complexity on the relationship between AI control and need satisfaction. Three studies were employed to test the hypothesized relationships. Study 1 developed a reliable and valid measure of AI control construct. The results from Studies 2 and 3 (Study 2: N = 271; Study 3: N = 113) presented how AI control influence employees' reactions. This set of studies provides evidence of the impact of AI control on employee need satisfaction and further job crafting actions, and the effect of AI task complexity, thus providing timely insights on employees' reactions to the implementation of AI in the workplace.

TIM: **Neural Network-enhanced Analysis: How Risk Perceptions of Artificial Intelligence Diffuse**

Author: **HAN WU**, *Dublin City U. Business School*
Author: **Tian Wei**, *NEOMA Business School*
Author: **Michael Dowling**, *Rennes School of Business*

Previous research has shown that a firm's use of artificial intelligence (AI) in daily management tasks is influenced by their employees' risk perceptions regarding AI implementation. These risk perceptions can be categorized as functional, anthropogenic, and financial. As employees' risk perceptions are partly derived from their cognition of AI's features, we proposed that there is a positive correlation between each risk perception category. In addition, we anticipated that employee work experience would also enhance the associations between these categories. Thus, we conducted two studies within the accounting industry using linear correlation and an artificial neural network. Our results indicate that employees with high levels of functional and anthropogenic risk perception also have higher levels of financial risk perception. Additionally, although working experience seemed irrelevant to the relationships between risk perceptions, it determines the employees' perception of financial risks in a non-linear and complex manner. Our findings suggest that firms should improve their employees' abilities to perceive risks to enable the efficient implementation of AI technologies within their firms.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1909** | Submission: **20268** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

AI and Emerging Technologies Track: Blockchain, Coins, and Beyond

Session Moderator: **Ziyi Xiong**, *U. of Tennessee at Chattanooga*

TIM: **Overcoming the Novelty Discount: The Roles of Open-source Development in the Initial Coin Offerings**

Author: **Ziyi Xiong**, *U. of Tennessee at Chattanooga*
Author: **Rong Liu**, *Stevens Institute of Technology*
Author: **Yan Chen**, *Stevens Institute of Technology*
Author: **Chihoon Lee**, *Stevens Institute of Technology*

Extensive literature has indicated that investors are biased against novelty in the evaluations of new ventures. However, few studies have focused on identifying avenues to help entrepreneurs and innovators overcome this bias. In addition to confirming the existence of a bias against novelty in initial coin offerings, our research draws on signaling theory to suggest such bias can be mitigated by reducing the technological uncertainty. From an analysis of 1845 new ventures raising funds through initial coin offerings, we find that publishing open-source codes—and especially signaling the activeness, richness and popularity of the development process through the open-source repositories—can alleviate information asymmetry and technical uncertainty, helping dissolve or even reverse the bias against novelty.

TIM: **The Co-Creation Conundrum: Investigating Negative Signaling Effects for Blockchain-Based Ventures**

Author: **Michael Rammert**, *Chair of Innovation Management, TU Dortmund U.*

The emergence of blockchain technology resulted in the creation of many new ventures. Blockchain-based ventures utilize the technology to operate in an open and transparent manner and leverage the crowd to promote new product development. Crowd members in the blockchain ecosystem can act as customers and investors, but they can also act as developers and involve in ventures' innovation activities through open-source development. However, little is known about what drives crowd involvement in blockchain-based ventures. Drawing on signaling theory, we examine how blockchain-based ventures can shape the level of crowd involvement. We analyze a unique longitudinal dataset of 1,878 observations to examine the relationship between market orientation and crowd involvement. We find that signals of a strong market orientation discourage developers from engaging in open-source development, leading to a negative relationship with the level of crowd involvement. Moreover, we reveal that the environmental cues of token returns and contributor diversity are boundary conditions that strengthen this negative relationship. Our study advances signaling theory by shedding light on the harmful signal of market orientation on the attraction of external co-developers and extends the literature on software co-creation by developing theory on its antecedents. We offer practical contributions for blockchain-based ventures.

TIM: **Value Creation and Value Capture with NFTs: Use Cases, Mechanisms and Business Models**

Author: **Arash Rezazadeh**, *Catolica Lisbon School of Business and Economics*
Author: **Rene Bohnsack**, *Catolica Lisbon School of Business and Economics*

This paper sets out to explore how Non-Fungible Tokens (NFTs) are influencing future business applications with unique value creation and capture mechanisms. Building on existing theoretical insights and a multiple case study of Portuguese NFT ventures, we demonstrate how NFTs enable a new business model type, which we coin the Polyadic Business Model. A clarification of NFTs and related concepts, together with their unique use-values and exchange value determinants led us to argue that the Polyadic Business Model differs from dyadic and triadic business models. The involved stakeholders and relationship levels are analyzed to provide a better understanding of how value is created and captured. We find four types of use cases, three constituents of the ecosystem, and three important mechanisms. Based on the insights we discuss the implications for theory, policy, and practice.

TIM: **Transferring Digital Twin Technology on Employee Skills: A Framework to Support Human Resources**

Author: **Leonie Rebecca Freise**, *Research Center for Information System Design (ITeG) - U. of Kassel*
Author: **Anna Hupe**, *Research Center for Information System Design (ITeG) - U. of Kassel*

Skill assessment has become increasingly important in recent years. The shortage of skilled workers has demonstrated the need to identify suitable candidates for jobs and to develop existing employees. However, human resources processes rely on resumes, references, or job certifications to assess their employees' skills. A few years ago, the concept of a digital twin was introduced, which is a digital replica of a physical entity. While using blockchain, the digital twin technology offers tremendous potential for transfer to other contexts. In the context of these considerations, we present a framework that allows the technology of the digital twin to be combined with that of skill assessment to create an enhanced skill profile. With a job market signaling perspective, we integrate knowledge about skills, clarify the opportunities of assessment, and develop a framework for a digital skill twin. In doing so, we argue that the multi-source and multi-method approach of such a digital skill twin leads to increased validity, reliability, and standardization. We thereby contribute to theory and practice by developing a new framework that offers employees to know their strengths and development potential and organizations to assess their employees' skills.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1910** | Submission: **20322** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

Digitization Track: Digitalizing, Sensing & Innovating

Session Moderator: **Danilo Pesce**, *Politecnico di Torino*

TIM: **Managing Technology Uncertainty: Proof-of-Concept for Digital Transformation Projects**

Author: **Maryia Zaitsava**, *U. of Cagliari*
Author: **Elona Marku**, *U. of Cagliari*
Author: **Maria Chiara Di Guardo**, *U. of Cagliari*

Proof-of-concept (PoC) is often used to prove a new concept in Digital Transformation (DT) projects. Despite the belief that PoC helps to overcome the most common challenges of DT, innovation management research on PoC is still in its infancy. The present paper aims at disentangling technological uncertainty at the level of PoC. Using a qualitative case study, we explore PoC for the DT project when firms face the challenge of proving new technology potentiality under uncertainty and driven by awareness and perceptions. The research allowed discover the dynamic of how perceived technology potentiality changes during PoC due to the cognitive biases that affect it. Moreover, we found that technology awareness evolves step-wise from borrowed and minimum acquired to enhanced technology awareness as the firm accumulates knowledge on the technology. These two constructs directly influence PoC development. This research makes several contributions to technology innovation literature. First, the research enlarges understanding of the existing cognitive biases and derived specific uncertainty situations during PoC when those biases may occur. Further, the paper introduced the notion of technology awareness degrees in PoC. Finally, implications for innovation managers in the context of PoC for DT are exposed and further discussed.

TIM: **Digital, Faster, Better? How Digital Transformation Relates to BMI and New Product Development**

Author: **Malte Hans Georg Schneider**, *HHL Leipzig Graduate School of Management*
Author: **Dominik Kurt Kanbach**, *HHL Leipzig Graduate School of Management*

Companies' distinct value framework is subsequently altered because of digital transformation, which include the acceleration of technical breakthroughs, the challenge of business models, and the disruption of the processes involved in the production of new products. This study sheds light on the relationships between digital transformation, business model innovation, and new product development by employing a sequential explanatory approach, combining quantitative and qualitative research methodologies, utilizing structural equation modeling based on 430 questionnaire respondents, and a multiple case study design using 4 cases. The research model demonstrates that digital transformation has a pervasive impact, with business model innovation and new product development speed serving as crucial mediators. Although a faster rate of new product development is directly correlated to improved performance, the relationship between digital transformation and new product development performance is much more nuanced and requires the integration of several different maturity needs. As a result, this research contributes to the literature on digital transformation and new product development by providing a more in-depth problematization. It also assists managers in developing a finer-grained understanding of the necessary prerequisites to transform their organizations.

TIM: **Androrithms vs. Algorithms: What Prevents Knowledge from Being Digitalized?**

Author: **Danilo Pesce**, *Politecnico di Torino*
Author: **Daniele Battaglia**, *ESCP Business School*
Author: **Emilio Paolucci**, *Politecnico di Torino*

We investigate the attributes that prevent the digitalization of tacit knowledge in the innovation management function through a longitudinal case study in the luxury fashion industry. We find that was supposed to improve the creativity phase of innovation (Digital Twin), creates new bottlenecks in the recombination mechanisms of tacit knowledge. In particular, our results show that the cognitive and procedural components of tacit knowledge (knowing how to do something) can be encoded in “if-then” rules and codified as “frozen knowledge” in and algorithm. However, as digitalization changes the interfaces through which the physical reality is perceived, the emotional – creative and experiential – components of tacit knowledge remain “ineffable” and therefore not codifiable in an algorithm. We also investigate the organizational mechanisms that enable the recombination of these “ineffable” forms of knowledge and find that they are underpinned by mutual adaptation through informal communication and task integration.

TIM: **Sensing in the Digital Age: A Systematic Review of Sensing and Related Concepts**

Author: **Sebastian Woelke**, *Johannes Gutenberg U. Mainz*
Author: **Andranik Tumasjan**, *Johannes Gutenberg-U. Mainz*

In the digital age, sensing activities to identify relevant technologies, trends, and business opportunities are crucial for organizations in dynamic and increasingly digital market environ-ments. However, research on sensing and related concepts (e.g., environmental scanning) is highly scattered across different research streams, leading to a large number of closely related concepts and insights in different literatures. To consolidate the field and perform a construct clean-up, we review the literature on sensing and integrate extant sensing-related concepts. Based on our sys-tematic review of N=116 articles and our conceptual integration, we provide a comprehensive overview and framework of the field of sensing research. Differentiated by sensing at the individual and firm level, we identify a diverse set of their antecedents, outcomes, and moderators. Building on our findings, we outline a research agenda that proposes to investigate (1) the characteristics and requirements of a multi-level sensing process and (2) the role of IT and digital technologies for sensing, as well as the role of sensing in change processes driven by the digital age.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1911** | Submission: **20284** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation Processes Track: Motivating Innovation

Session Moderator: **Matthias Fink**, *Johannes Kepler U. Linz*

TIM: **Sense and Scope of Responsibility – How Managers Feel Right about Responsible Product Innovation? (WITHDRAWN)**

Author: **Matthias Fink**, *Johannes Kepler U. Linz*
Author: **Kirsi Maaria Snellman**, *Lappeenranta U. of Technology*
Author: **Henri Hakala**, *LUT U., School of Business and Management*

In this study, we develop a framework to explain how managers develop a feeling of making the right choice in the appraisal of novel product ideas and how that feeling steers their commitment to responsible product innovations (RPIs), novel products that do good and avoid harm. The framework is rooted in appraisal theory, recent developments in management research on emotions, and a qualitative study of 26 managers from trailblazer companies pursuing RPIs. Our findings indicate that when managers appraise an RPI, cognitive and emotional knowledge fuses into a holistic feeling of rightness, or one of wrongness. The feeling of making the right choice reinforces managers' commitment to RPIs. The feeling of making the wrong choice erodes managers' commitment to RPIs. However, these effects are contingent on a manager's sense and scope of responsibility and are subject to paradoxes. These findings contribute to management literature by providing a theoretically and empirically informed explanation of why some managers commit to RPIs and others do not. Specifically, they extend the understanding of socially situated managerial decisions by linking managers' individual-level appraisal process of RPI to the established meso-level dimensions of responsible innovation: responsiveness, inclusion, anticipation, and reflexivity. The mechanisms and contingencies revealed inform product innovation practice and policy. The identified paradoxes call for caution and further research.

TIM: **Product Innovation & Share Repurchase: Evidence from the Manufacturing Industry in China**

Author: **Changhong Han**, *Henley Business School, U. of Reading, United Kingdom*
Author: **Nada Kakabadse**, *Henley Business School, U. of Reading*
Author: **Nadeem Khan**, *Henley Business School, U. of Reading*

Motivated from the shortage of research studies that examine how share repurchase influence product innovation in China, this study investigates the relationship between share repurchase and product innovation in the manufacturing industry in this country. By employing the collective case studies with the involvement of 25 listed manufacturing firms as samples, this study has revealed that Chinese manufacturing firms have perceived the importance of product innovation and invested in product innovation as a key strategy for its survival and growth but such investment is still limited because of the lack of funds, the demand for short-term cash out of shareholders, the difficulties to connect with required technologies and R&D experts. In this industry, share repurchase is a popular phenomenon, but this practice is mostly used for equity incentive programs and for addressing the stock split scheme. Chinese manufacturing firms did not use share repurchase as a mean to boost product innovation directly. However, through the equity incentive programs, this practice indirectly foster innovation since R&D team members are motivated and their interests are aligned with shareholders.

TIM: **The Non-linear Relationship between Horizontal Pay Dispersion and Technological Knowledge Production**

Author: **Louise Lindbjerg**, *Aalborg U. Business School*

Firms' pay structure alter individual and collective behavior through motivation and coordination mechanisms, and thus, designing a pay structure that balances the need to incentivize both individual effort such as hard work and collective effort such as knowledge sharing is a challenge for decision makers trying to incentivize innovation. In this paper, I replicate previous findings that high horizontal pay dispersion among R&D workers, is negatively associated with knowledge production. However, when firm fixed effects are considered the effect becomes positive. I show that this inconsistency is due to a non-linear relationship between pay dispersion measured by the Gini coefficient of R&D employees' salaries and technological knowledge production measured as number of new patent filings. Furthermore, pay dispersion appear only to alter knowledge production in single-establishment settings indicating that social comparison is a driving mechanism, and in settings with a dynamic labor market, i.e., large supply of both R&D employees and R&D intensive firms. These results suggest that the negative externality of pay dispersion kicks in at a later stage and that innovative firms may benefit from a more hierarchical pay structure than what we have thought, traditionally.

TIM: **Are Constraints the Mother of Innovation? Innovation Effects of the Global Financial Crisis**

Author: **Ed Saiedi**, *BI Norwegian Business School*

How do financial constraints during crises affect firms' R\&D and innovation? Utilizing a novel dataset of financials, patents and trademarks matched to a broad survey of European firms during the global financial crisis, and a Difference-in-Difference estimation, I find that the crisis-era constraints hampered firms' R\&D expenditures of firms and this relationship crucially depends on firm size. Patenting rates of firms remained unchanged, however surprisingly, crisis-era financial constraints increased patenting impact and breadth, and firm trademarking. Exploring the mechanisms underlying this latter effect, I find support for the crisis triggering social and cognitive mechanisms within R\&D teams.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1912** | Submission: **15652** | Sponsor(s): **(TIM, RM)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

Unveiling the Secrets of Studying Innovation Processes

Organizer: **Hila Lifshitz-Assaf**, *Warwick Business School*
Organizer: **Steven Randazzo**, *Warwick Business School*
Discussant: **Mary Tripsas**, *U. of California, Santa Barbara*
Presenter: **Michael L. Tushman**, *Harvard U.*
Presenter: **Katherine C. Kellogg**, *MIT*
Presenter: **Eivor Oborn**, *U. of Warwick*
Presenter: **Michael Barrett**, *U. of Cambridge*
Presenter: **Laia Pujol Pujol Priego**, *IESE Business School*
Presenter: **Hila Lifshitz-Assaf**, *Warwick Business School*
Presenter: **Steven Randazzo**, *Warwick Business School*

Innovation is complex, and has been studied across industry and settings, with different actors and at varying hierarchical and temporal levels (Barely, 1990; Bechky, 2003; Bechky, 2020; Garud and Kumaraswamy, 2011; Lifshitz-Assaf, 2018; Orlikowski 2000). Within innovation research there has been a focus on the study of innovation processes. Van de Ven and colleagues (1999) refer to the innovation process as a "journey." These extensive and complex processes take time to develop and implement as they involve high levels of technological uncertainty (Brown and Eisenhardt, 1995; Garud et al. 2011; Smith and Tushman, 2005). It is the complexity and depth of the innovation processes that make field research a natural fit when considering how to study these complex phenomena. Qualitative research methods, like field research, allow a researcher to focus on process rather than things (Rasche and Chia, 2009). Process studies are focused on answering the how and why questions more than the what of innovation, as phenomena of different kinds are intertwined (Langley, 1999). To explore and find new meanings in processes, Langley and colleagues (2013) note that longitudinal data, including field observations, are necessary to observe processes over time. Field research lends itself well to the collection of new and reliable data (McKinnon, 1988) and new understanding of the natural world (Burt, 2015). Field research allows researchers to gain understanding of process data that is typically messy, with many different kinds of phenomena intertwined (Langley, 1999). To create new knowledge, process theorization must go beyond surface level description to capture rich data such as temporal and behavioral patterns (Langley, 1999; Langley et. al, 2013). Within the study of processes are challenges that researchers face such as ambiguity of boundaries in units of analysis, varying temporal embeddedness and eclectic data that includes interpretations, feelings and changing relationships (Langley, 1999). These challenges are faced by those who conduct innovation process research. This symposium seeks to showcase the latest in innovation process field research. This topic is particularly timely, as over the last three years innovation has taken different shapes and forms as organizations had to maneuver the uncertainty associated with COVID-19. With the world opening back up post-pandemic, field research has transformed with researchers adopting a combination of new and old methods to learn and collect rich data that is embedded in organizations. This symposium proposes to bring together a diverse group of field researchers studying topics that are broadly related to the innovation processes. The opening presentation will provide an overview of the study of innovation processes in the field. The second presentation examines algorithmic aversion, a phenomenon where users are reluctant to accept AI technologies and how it can be addressed through end-user focused technical features and organizational implementation solutions. The third presentation will explore how digital transformation is reshaping the delivery of care, the stakeholders involved and their roles. The fourth presentation will examine the role of technological instruments in research, which has been largely obscured across theory-driven versus experiment-driven discourses. The final presentation will investigate the innovation process of new medical devices, specifically ventilators - the last line of defense for patients experiencing respiratory failure - during the COVID-19 pandemic.

Opening Presentation on Innovation Processes Research

Author: **Michael L. Tushman**, *Harvard U.*

AI Implementation Work in-the-Wild

Author: **Katherine C. Kellogg**, *MIT*

Digital Innovation for the Smart Hospital of the Future

Author: **Eivor Oborn**, *U. of Warwick*
Author: **Michael Barrett**, *U. of Cambridge*

The Epistemic Role of Instruments in Science and Innovation

Author: **Laia Pujol Pujol Priego**, *IESE Business School*

Creativity inside the box: How self-imposing & overloading constraints can enhance

Author: **Hila Lifshitz-Assaf**, *Warwick Business School*
Author: **Steven Randazzo**, *Warwick Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1913** | Submission: **12965** | Sponsor(s): **(TIM, STR)**
Scheduled: **Tuesday, Aug 8 2023 10:00AM - 11:30AM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Twists and Turns in Industry Evolution: The Link Between Uncertainty and Firm Strategies

Discussant: **Mahka Moeen**, *U. of Wisconsin*
Organizer: **Ho-Wei Hsu**, *HEC Paris*
Organizer: **Hee Yeul (Tom) Kwon**, *U. of Southern California*
Participant: **Jacopo Manotti**, *Politecnico di Milano School of Management*
Participant: **Jack Lewis Fraser**, *Said Business School*
Participant: **Mana Heshmati**, *U. of Washington*
Participant: **Hyo Kang**, *U. of Southern California*
Participant: **Denisa Mindruta**, *HEC Paris*
Participant: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*
Participant: **Antonio Ghezzi**, *Politecnico di Milano School of Management*
Participant: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Participant: **Pinar Ozcan**, *Oxford U., Saïd Business School*

This symposium extends the discourse on the non-linearity in industry evolution by exploring the multitude of uncertainties that characterizes nascent industries and how firms' distinct ways of addressing various uncertainties can dramatically shift the process of industry evolution. Five featured papers discuss the uncertainties associated with technologies, demand, and ecosystems in nascent industries and investigate the changes in evolutionary patterns, innovation trajectories, and knowledge generation. The papers use both quantitative and qualitative methods across different empirical settings, approaching the topic of uncertainty and industry evolution from complementary angles.

The Spillover Effect of Innovation Failure in Nascent Industries

Author: **Hee Yeul (Tom) Kwon**, *U. of Southern California*
Author: **Hyo Kang**, *U. of Southern California*

Exaptation and Technological Evolution: A Study of Carbon Capture Technologies

Author: **Ho-Wei Hsu**, *HEC Paris*
Author: **Denisa Mindruta**, *HEC Paris*

Following Virtute and Knowledge: New Venture Creation in Nascent Industries

Author: **Jacopo Manotti**, *Politecnico di Milano School of Management*
Author: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*
Author: **Antonio Ghezzi**, *Politecnico di Milano School of Management*

The Interplay of Data and Actors in Early Platform Emergence

Author: **Jack Lewis Fraser**, *Said Business School*
Author: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Author: **Pinar Ozcan**, *Oxford U., Saïd Business School*

Firms as Influencers: Shaping Industries through Knowledge and Collaboration

Author: **Mana Heshmati**, *U. of Washington*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1914** | Submission: **14633** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 11:30AM - 1:00PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

The Dark Side of Community Dynamics in Organizations' Pursuit of Social Innovation

Organizer: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*
Session Chair: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **Tina Dacin**, *Queen's U.*
Panelist: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*
Panelist: **Anne-Claire Pache**, *ESSEC Business School*
Panelist: **Johanna Mair**, *Hertie School of Governance*
Discussant: **Paul Tracey**, *U. of Cambridge*
Participant: **Ira Chatterjee**, *Vrije U. Amsterdam*
Participant: **Peter Dacin**, *Queen's U.*

While recently scholarly inquiry has been foundational in our understanding of how social innovation can be influential in tackling some of society's most deeply-rooted problems, recent years have witnessed a burgeoning interest in moving beyond focusing on organizations' isolated actions towards an understanding of how communities may be centrally implicated in social innovation. Such perspective matters, as many social innovations are created in locally embedded contexts. Yet, what is surprising is that beyond the successful cases of community involvement, little has been said about the potential 'dark side' of communities and community dynamics in organizations' pursuit of social innovation. Indeed, most of the social innovation literature to date has focused on the positive impact of good intentions by community actors, leaving the unintended consequences and the potential challenges of community dynamics in the organizational pursuit of social innovation underexplored. In this symposium we bring together four experts to discuss this matter in detail and provide an outlook for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1915** | Submission: **15145** | Sponsor(s): **(SIM, PNP)**
Scheduled: **Tuesday, Aug 8 2023 11:30AM - 1:00PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Mitigating the Racial Wealth Gap in the United States: Multi-disciplinary Perspectives and Partners

Panelist: **Eliana Abu-Hamdi**, *Syracuse U.*
Panelist: **Patrick Berry**, *Syracuse U.*
Participant: **Charisse L'Pree Corsbie-Massay**, *Syracuse U.*
Panelist: **Gisele Marcus**, *Washington U.*
Panelist: **Kira Kristal Reed**, *Syracuse U.*
Panelist: **Yutaka Sho**, *Syracuse U.*
Panelist: **Danielle Smith**, *Syracuse U. School of Arts and Sciences*

Syracuse University has announced a three-year partnership between MetLife Foundation and the Syracuse University Lender Center for Social Justice in the form of a $2.7 million grant to employ multi-disciplinary approaches to address both factors which contribute to and factors which potentially mitigate the racial wealth gap in the United States. The long existing racial wealth gap is complex, and public, private, and nonprofit organizations have contributed to and sustained it; importantly, they are now working to minimize it. Three inter-disciplinary research themes explored in the first year of this initiative are: 1) structural and systemic factors; 2) public policies which affect generational wealth and disparities in wealth across racial and gender identities; and 3) individual and organizational-level factors which impact educational attainment, career preparation and career development. This panel discussion brings together scholars from the academic disciplines of management, African American studies, architecture, communications, and writing and rhetoric to illustrate multi-level and multi-stakeholder approaches which inform policies and interventions to lessen the racial wealth gap. Central to each approach discussed in the panel are workers and organizations, demonstrating why it is critical for management and other scholars, and practitioners across public, non-profit, and for-profit entities to collaborate in this work. Audience members will be invited to weigh in on the challenges and rewards which accompany these approaches and to potentially collaborate with us in this initiative.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1916** | Submission: **20252** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

School-to-Work Transition: Career Interventions, Social Media, and Other Influencers

Session Moderator: **Manuel J. Vaulont**, *Northeastern U.*

CAR: **The School-To-Work Career Transition of Gen Z Chinese University Students**

Author: **Milad Jannesari**, *UNSW Sydney Business School, Australia*
Author: **Sherry E. Sullivan**, *Bowling Green State U.*
Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

China is one of the fastest-growing global markets, yet relatively little is known about how workers in China enact their careers. We explore factors that influence important career outcomes of young adults as they transition from university students to members of the labor force. Specifically, we examine how protean career orientation, employability, mother's and father's career support, and human capital may influence the adult child's career satisfaction and employment status. We collected survey data in two waves, six months apart, as well as ratings from university officials who used government standards to determine scores for the human capital variables of English proficiency and physical fitness. The career support of the father and mother were each positively related to employment status, but not to career satisfaction. The career support-employment status relationship was fully mediated by protean career orientation and employability. Contrary to expectations, the human capital variables did not moderate the serial mediation involving either career satisfaction or employment status. By integrating career theories, human capital theory, and research on parental support, we offer an interdisciplinary contribution on the school-to-work transition.

CAR: **Cross-Generational Effects of Parents' Overqualification on Children's Human Capital and Work Income**

Author: **Manuel J. Vaulont**, *Northeastern U.*
Author: **Zhen Zhang**, *Southern Methodist U.*

This study examines the long-term effects of parents' perceived overqualification on their children. Specifically, we draw from social learning theory (Bandura, 1971, 1977) to theorize that parents serve as role models for their children such that parents' perceived overqualification during their children's adolescent years deters their children from obtaining more human capital thereby influencing children's subsequent work income. We test our hypotheses by examining participants from a Swiss longitudinal panel study across more than 15 years. We find support for our theorizing. Our study contributes to the literature by exploring the interpersonal, long-term effects of overqualification and its implications for workers' careers.

CAR: **Pressure from Social Media: The Influence of Social Media Usage on Career Exploration and Well-being**

Author: **Shiyu Zhou**, *Fudan School of Management, Fudan U.*
Author: **Yan Wu**, *Fudan School of Management, Fudan U.*
Author: **Longfei Cui**, *Tongji U.*
Author: **Biya Ren**, *U. of Glasgow*

Social media has become an important communication platform in today's society. With this trend, scholars are increasingly interested in exploring the effect of social media usage on psychological reactions in life and employee behaviors in the workplace. Drawing on social comparison theory, our research extends this line of literature by investigating the influence of career-oriented social media usage on graduates' career exploration and career well-being. Results from a multi-time survey suggested that career-oriented social media usage increased career anxiety, which in turn promoted career exploration while reducing career well-being. Furthermore, social comparison orientation strengthened the influence of career-oriented social media usage. Theoretical and practical implications are discussed.

CAR: **Career Interventions: Promoting Engagement in Career Behaviors**

Author: **Julian Marciniak**, *U. of Bern*

The transition from school to work is an important developmental step during adolescence. Hence, many career interventions have been examined in order to facilitate the transition. Many of these interventions have used an approach that largely focuses on matching the person to the environment. However, as the world of work has become increasingly unpredictable, research has suggested that individuals need to learn how to proactively deal with barriers and setbacks during their careers. Thus, we tested two interventions that are based on (a) a traditional person-environment approach, and (b) a proactive preparedness approach. The results show that the person-environment approach compared to a control group was effective in raising career decision self-efficacy four months after the intervention, which in turn mediated goal engagement eight months after the intervention. On the other hand, the proactive preparedness intervention proved to be non-significant, when compared to a control group. We compare both interventions to each other, offer a discussion of the results, and make suggestions for future career intervention research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1917** | Submission: **20241** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

Expatriates and Global Careers

Session Moderator: **Susan Kirk**, *Newcastle U.*

CAR: **More than a Feeling: Intuitive Decision Making in Global Careers**

Author: **Susan Kirk**, *Newcastle U.*
Author: **Liza Jane Howe-Walsh**, *U. of Portsmouth*
Author: **Joyce Osland**, *San Jose State U.*

The aim of this interpretivist research study was to explore how senior managers in a multinational organisation make decisions about mobility opportunities in their global careers. Such decisions differ from strategic decisions in that they impact on both the working and personal lives of the decision maker and their families. This study is novel in that it explores the experiences of 38 senior managers who describe regularly using intuition, as well as facts to guide their global career decisions. Through the analysis of data from semi-structured interviews, the findings reveal some hitherto unidentified internal and external factors that influence how and when intuition and facts are used. The decision maker's identity was found to be of key significance. Previous experience of global mobility was also found to be influential, not only the lived experience of the decision maker but also the vicarious experiences of external stakeholders (such as family, colleagues). Trust of external stakeholders' and their intuition also emerged as important. Thus, such global career decisions are a complex amalgamation of internal and external factors that are both individual and collective in nature. This article offers a theoretical contribution to the fields of decision making and global careers. We also outline the practical relevance of the findings in terms of supporting global careers.

CAR: **Meaning Matters: Exploring the Impact of Expatriates' Meaning in Life on Taking Charge Behavior**

Author: **Yu Song**, *Southeast U.*
Author: **Peng Peng**, *Central U. of Finance & Economics, China*
Author: **Xiaoran Hu**, *London School of Economics and Political Science*
Author: **Guangtao Yu**, *Central U. of Finance and Economics*

We utilize career construction theory to understand why and when expatriates adjust and perform well in a foreign country. We contend that expatriates possessing meaning in life (MIL), or who search for it, are motivated to augment career adaptability, which enables them to adjust as expatriates, and in turn, have the energy take charge at work. We further argue that organizational and community embeddedness impact the relationship between career adaptability and expatriate adjustment, and then the serially mediated relationship, differently. We assert that organizational embeddedness strengthens the likelihood of a positive relationship between MIL and taking charge behavior via career adaptability and expatriate adjustment, whereas community embeddedness reduces the positive association between the two via career adaptability and expatriate adjustment. Using a sample of 344 expatriates and collecting data in four waves, we tested our theoretical model, and our results provide general support for our hypotheses. We discuss theoretical and practical implications, and opportunities for future research.

CAR: **Home Run? Returnees' Repatriation Adaptation and Career Success**

Author: **Ni Liu**, *U. of Goettingen*
Author: **Yuan Pan**, *U. of Electronic Science and Technology of China*
Author: **Shanzi Xue**, *Georg-August-U. Göttingen*

While prior research has focused on corporate expatriate and entrepreneur returnees, little is known about foreign college graduates who return and start their careers in their home countries. Returnees who study abroad and return to their home country bring valuable advantages to their home-country organizations and society. Drawing on career construction theory and acculturation theory, we investigate the adaptation outcomes and early career success of returnees according to their career capabilities and cross-cultural adjustment in their home country. Findings from a qualitative study of interviews with 57 Chinese returnees and 47 HR managers highlight reciprocal inter-relationships between the work, interaction, and general adjustment and suggest that the factors mutually influence returnees' early career success in the home country. Our study contributes to returnees' repatriation research and provides theoretical and practical implications.

CAR: **International Experience and Subjective Career Success: Career Construction Through Global Mobility**

Author: **Sina Alessa Kraus**, *ESCP Business School*
Author: **Benjamin D. Blake**, *U. Wisconsin Oshkosh*
Author: **Marion Festing**, *ESCP Business School*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*

While international experience has been associated with various benefits for global workers and especially their organizations, research mostly applied human or social capital perspectives for explaining these effects, albeit with inconclusive findings. We add further insights to the discussion by positioning "the [global] worker front and center" and introducing career construction theory as a psychosocial explanation linking international experience to subjective career success. In addition, we acknowledge that social capital in the form of career sponsorship might act as a boundary condition. Further, we extend the understanding of international experience by including general, work, and educational experiences. We tested a time-lagged model of career construction by which global workers' international experience, interacting with career sponsorship, promotes career adaptability and, finally, achieves three dimensions of subjective career success: training and development, work-life balance, and financial security. Our hypotheses were mostly supported. However, international experience was only associated with career adaptability and subsequent career success when global workers received career sponsorship, emphasizing the importance of considering arguments from both career construction as well as social capital theory. We discuss both theoretical and practical implications at the intersection of global mobility and careers research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1918** | Submission: **20245** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

(Im)Migrant Careers

Session Moderator: **Hui Zhang**, *Sprott School of Business, Carleton U.*

CAR: **Formal Mentoring Programs for Immigrant Employment: What Works and What Doesn't**

Author: **Hui Zhang**, *Sprott School of Business, Carleton U.*
Author: **Luciara Nardon**, *Carleton U.*

Formal mentoring programs are increasingly used by organizations to socialize new employees, retain existing workforce, and increase diversity in organizations. This study examines formal mentoring programs in a novel context – as support interventions to assist immigrant employment. Facilitated by immigrant-serving organizations, sometimes in partnership with employing organizations, pre-employment mentoring programs recruit volunteer mentors to help immigrant protégés navigate the job search process. Drawing on interviews and archival data, we critically explore the benefits and challenges of pre-employment mentoring programs and their implications for immigrant workforce integration. While these programs have the potential to benefit immigrant-serving organizations, employers, mentors, and immigrants, they face a series of issues, including mentor-protégé mismatches, perceived lack of commitment, and unmet expectations, which are consistent with previous research on formal mentoring. We found these challenges to be caused by the programs' reliance on volunteering and stakeholders' varying understanding and expectations of mentoring. The study contributes to the literature on immigrant work integration by recognizing the important role of immigrant-serving organizations in facilitating access to mentors while highlighting limitations in pre-employment mentoring programs resulting in inconsistent outcomes.

CAR: **The Liminal Careers of Skilled Migrants**

Author: **Edward O'Connor**, *Maynooth U.*
Author: **Marian Crowley-Henry**, *Maynooth U.*

This micro-level study examines the individually crafted careers of international skilled migrants as they transition from home to host country careers. It moves beyond a focus purely on the occupational change of skilled migrants to also encompass wider career-influencing structures, including family concerns and lifestyle. Liminality denotes both the place and period between transitional states and stages. From a qualitative study of skilled migrants in Ireland, we expose how the liminal career experiences (after separation from their home country careers) shape their subsequent idiosyncratic careers in the host country. The findings reveal that both the decision to migrate and the decision to develop long-term post-liminality careers in the host country were, for many, their response to different career transitions, both preceding and post-dating the liminal career in the host country. Different career outcomes are guided by institutional and agential barriers and enablers over time, space and circumstance. The resultant matrix of career orientations post-liminality, while developed from the empirical study in this paper, has wider implications in explaining occupational career transitions in the wider population.

CAR: **Cultural Barriers to Skilled Migrants' Career Success in the Host Labour Market**

Author: **Thi Tuyet Tran**, *RMIT U., Australia*
Author: **Roslyn Cameron**, *Torrens U. Australia*
Author: **Nuttawuth Muenjohn**, *School of Management, RMIT U.*
Author: **Shea Xuejiao Fan**, *RMIT U.*
Author: **Alan Montague**, *Dr*

Skilled migrants (SMs) have become a significant and growing workforce in the world economy, especially in the developed world where SMs are considered important to sustain the population and foster economic growth. However, the management literature indicates that this international mobile workforce is vulnerable when they self-initiate their international careers while searching for permanent resettlement. A large cultural distance between the host and home countries is considered one of the significant factors preventing SMs from pursuing a successful career upon arriving in the host destination. This research explores professional skilled Vietnamese migrants' (PSVMs') perceptions of career success in Australia and the cultural factors that impact it. The study utilised a qualitative approach with fifty semi-structured interviews conducted with employed PSVMs who migrated to Australia within the last five years, and twelve semi-structured interviews with recruitment staff to gain added insights into the barriers PSVMs may face. Findings point to various cultural obstacles that PSVMs faced as they transitioned from Vietnam, a developing country with a collectivist and high context culture, to Australia, a developed country with a very individualistic and low context culture. In most cases, PSVMs had to experience career failure before recognising and devising strategies to overcome these hurdles.

CAR: **Managerial Career Aspirations: Examining Migrant Experiences via the Career Self-Management Model (WITHDRAWN)**

Author: **Melissa A. Parris**, *Deakin U.*
Author: **Uma Jogulu**, *Edith Cowan U.*

There remains limited research on migrants' career development, whether in their initial employing organization or elsewhere. In addition, clear insight into the influence of cultural values on individuals' career goals has been difficult to achieve. This paper reports on how do personal and contextual variables influence migrants' career development, specifically, their career goals and their subsequent career actions? Using social cognitive career theory, which acknowledges the role of a range of personal and contextual factors over time in individuals' careers, this research focuses on the managerial career aspirations (MCA) of migrants, and how differences in personal, organizational, and cultural factors influence individuals' managerial career goals and actions. This study contributes to theoretical models of MCA and career self-management, explicitly focusing on managerial aspirations within the career self-management framework. It affirms the role of both self-efficacy and outcome expectations in relation to career goals and actions. Our study also reinforces the distinctiveness of desired vs enacted MCA, with only indirect relationships found between self-efficacy and enacted MCA. Suggestions on how a deeper understanding of these influences can inform both organizational and governmental policy and practice in order to identify, utilize and (ideally) enhance the career capital of migrants are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1919** | Submission: **13646** | Sponsor(s): **(CAR, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Perceived Overqualification: New Directions

Session Chair: **Fran McKee-Ryan**, *U. of Nevada, Reno*
Session Chair: **Jaron Harvey**, *Utah Valley U.*
Discussant: **Berrin Erdogan**, *Portland State U.*
Author: **Yejun Zhang**, *U. of Texas Rio Grande Valley*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*
Author: **Kui Yin**, *U. of Science and Technology Beijing*
Author: **Yanan Dong**, *School of Economics and Management, Beihang U.*
Author: **Lin Ma**, *School of Economics and Management, Beihang U.*
Author: **Jing Jiang**, *Beijing International Studies U.*
Author: **Joseph Carpini**, *U. of Western Australia*
Author: **Fran McKee-Ryan**, *U. of Nevada, Reno*
Author: **Dana Kabat-Farr**, *Faculty of Management, Dalhousie U.*
Author: **Benjamin M. Walsh**, *Grand Valley State U.*
Author: **Camilla M. Holmvall**, *Saint Mary's U.*
Author: **Remi Labelle-Deraspe**, *Faculty of Management, Dalhousie U.*

Perceived overqualification, when an employee possesses excess education, experience, or skills, affects a growing number of employees around the world. As such, academics and practitioners alike seek to understand the experiences and outcomes of overqualified workers. This symposium brings together four exciting new research directions for perceived overqualification (POQ) from leading authors. POQ expert, Berrin Erdogan, serves as discussant and provides insights into future research directions for this important topic.

Linking Perceived Overqualification to Organizational Citizenship Behavior

Author: **Yejun Zhang**, *U. of Texas Rio Grande Valley*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*
Author: **Kui Yin**, *U. of Science and Technology Beijing*

Perceived Overqualification and Work-family Conflict: Examining Pathways

Author: **Yanan Dong**, *School of Economics and Management, Beihang U.*
Author: **Aleksandra Luksyte**, *U. of Western Australia*
Author: **Lin Ma**, *School of Economics and Management, Beihang U.*
Author: **Jing Jiang**, *Beijing International Studies U.*

Perceived Overqualification and Career Success: Is Harmonious or Obsessive Passion Beneficial?

Author: **Aleksandra Luksyte**, *U. of Western Australia*
Author: **Joseph Carpini**, *U. of Western Australia*

On the Dimensionality of Perceived Overqualification

Author: **Fran McKee-Ryan**, *U. of Nevada, Reno*
Author: **Dana Kabat-Farr**, *Faculty of Management, Dalhousie U.*
Author: **Benjamin M. Walsh**, *Grand Valley State U.*
Author: **Camilla M. Holmvall**, *Saint Mary's U.*
Author: **Remi Labelle-Deraspe**, *Faculty of Management, Dalhousie U.*

Session Type: **Paper Session**
Program Session: **1920** | Submission: **21065** | Sponsor(s): **(CM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Power, Status, and Politics

Session Moderator: **Yujia Jin**, *Fuqua School of Business, Duke U.*

CM: **The Effect of Social Media on Dominance**

Author: **Yujia Jin**, *Fuqua School of Business, Duke U.*
Author: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*

Across the world, social media has become an indispensable part of people's personal and professional lives. However, little research has examined how social media affects people's tendencies to exert influence over others. In this research, we identify a novel unintended consequence of social media: people's tendency to act in dominant manners. We propose that using more social media is associated with higher self-enhancement motives, which will in turn predict higher dominance. Three studies supported our theoretical perspective (social media use -> self-enhancement motives -> preference for dominance social influence strategies), including an online survey study (Study 1), an experience sampling study on current company employees (Study 2), and a field study on intact work teams located in India (Study 3). Our research contributes to existing theories on the psychological consequences of using social media, and on the potential behavioral antecedents of people's dominance social influence tactics.

CM: **A Sense of Social Status: Antecedents and Relationship to Academic Performance**

Author: **Ingvild Müller Seljeseth**, *Kristiania U. College*
Author: **Christina Nerstad**, *BI Norwegian Business School*
Author: **Henrik Sørlie**, *U. of Bergen*
Author: **Karoline Kopperud**, *OsloMet - Oslo Metropolitan U.*
Author: **Dominique Kost**, *BI Norwegian Business School*
Author: **Don Vandewalle**, *Southern Methodist U.*

Although social status attainment is related to a host of positive outcomes for individuals, we know little of personal antecedents of self-perceived status attainment. Building upon the "information goods" theory, self-efficacy theory, and prosocial motivation, this study tests general self-efficacy, academic self-efficacy, and prosocial motivation as antecedents of self-perceived social status. A three-wave field study spanning approximately 18 months, including 424 first-year university students, reveals that general self-efficacy, academic self-efficacy, and prosocial motivation at the study start positively predicts students' sense of social status at the beginning of their second semester. Further, self-perceived social status positively predicts objective academic performance in the third semester. Monte Carlo simulations suggest that self-perceived social status represents a significant mechanism in the relationship between general self-efficacy, academic self-efficacy, prosocial motivation, and academic performance. The theoretical and practical implications of these findings are discussed.

CM: **Work-Family Conflict and Helping Behaviors: The Roles of Detachment and Ingratiation Skills**

Author: **Muhammad Umer Azeem**, *ESSCA School of Management*
Author: **Sharjeel Saleem**, *Government College U., Faisalabad, Pakistan*
Author: **Imran Sharif**, *U. of Lahore*
Author: **Khadija Munir**, *Riphah International U.*

The present study explores the path of influence between work-family conflict and helping behaviors, with psychological detachment as a mediator. We use conservation of resources theory to explore resources losses/gains through conflict/detachment towards behaviors. In addition, ingratiation is explored as a moderator, and we argue its use as a political tactic might provide resources that minimize conflicts detrimental influence. Ultimately, we test a moderated mediation model to determine whether ingratiation acts as a boundary condition. Using data from 253 employees across three time periods including supervisor-ratings of employee behaviors, we find work-family conflict is negatively related to helping behaviors and positively related to psychological detachment. Further, detachment negatively influences helping behaviors and plays a minor mediation effect. Ingratiation is positively related to helping behaviors and interacts with work-family conflict towards psychological detachment and helping behaviors. As expected, two-way interactions show that when ingratiation is high, it is most beneficial, reducing the reduction is helping behaviors and minimizing the increase in detachment. A significant moderated mediation effect is also found whereby the indirect of work-family conflict on helping behaviors becomes non-significant at high levels of ingratiation. The implications for understand these findings are addressed.

CM: **"It's All for Show": Performative Allyship as Saying One Thing but Doing Nothing**

Author: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*

The current research calls into question the universal benefits of allyship and investigates the pitfalls of allyship. I break new ground by proposing performative allyship, in which organizational leaders publicly tout their solidarity with equity, diversity, and inclusion (EDI) issues but withhold actual support (i.e., "saying one thing but doing nothing"), as a common allyship phenomenon with important implications for individual and organizational outcomes. Eight preregistered studies using recall, scenarios, behavioral games, and qualitative questions reveal that populations facing disadvantages from race, gender, sexual orientation, or indigenous status evaluate leaders who exhibit performative allyship as being hypocritical, self-serving, and image-managing through sending false signals about their moral virtues. Specifically, performative allies are judged even more negatively than those who disregard allyship and consistently show no ally actions. The negative evaluations lead to lower perceptions of the organization's diversity climate and higher minority turnover. On a positive side, attributing performative allyship as hypocrisy ignites moral outrage, and therefore motivates marginalized employees to advocate for social change, representing a silver lining to this dark side allyship phenomenon. This research contributes to false signaling theory and the allyship literature, with profound practical implications for organizational EDI practice.

Session Type: **Symposium**
Program Session: **1921** | Submission: **10793** | Sponsor(s): **(CM, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Dealing with Stressful Work Events: Insights for Managers and Employees

Organizer: **Christine Chi Hye Hwang**, *U. of Guelph*
Presenter: **Christine Chi Hye Hwang**, *U. of Guelph*
Participant: **Christine Chi Hye Hwang**, *U. of Guelph*
Organizer: **Claudia Christina Kitz**, *U. of Groningen*
Moderator: **Claudia Christina Kitz**, *U. of Groningen*
Presenter: **Claudia Christina Kitz**, *U. of Groningen*
Participant: **Claudia Christina Kitz**, *U. of Groningen*
Discussant: **Laurie Barclay**, *U. of Guelph*
Presenter: **Abiola Sarnecki**, *Wiesbaden Business School*
Participant: **Abiola Sarnecki**, *Wiesbaden Business School*
Participant: **Myriam N. Bechtoldt**, *EBS U. of Business and Law*
Presenter: **Anita Keller**, *U. of Groningen*
Participant: **Anita Keller**, *U. of Groningen*
Participant: **Elissa El Khawli**, *U. of Groningen*
Participant: **John Schaubroeck**, *U. of Missouri*
Participant: **Susanne Scheibe**, *Groningen U. (RuG)*
Presenter: **Marjo-Rlitta Diehl**, *Aalto U. School of Business*
Participant: **Marjo-Rlitta Diehl**, *Aalto U. School of Business*
Participant: **Julia Zwank**, *SRH Mobile U.*
Participant: **Heiko Breitsohl**, *U. of Klagenfurt, Austria*
Participant: **Kai Christian Bormann**, *Bielefeld U.*

Stressful work events are a daily reality for workers. Given its prevalence, understanding how workers deal with stressful work events is both theoretically and practically imperative to "putting the worker front and center" (Academy of Management, 2023). We extend the extant focus on employees' responses by exploring both employees' and managers' experiences of stressful events, and hence more fully capture workers' experience. Our symposium gathers international scholars from Austria, Canada, Finland, Germany, the Netherlands, and the United States to investigate workers' experiences of stressful work events using diverse situations, perspectives, and methodologies. Specifically, our papers investigate (a) employees' experience of, and responses to managerial inaction as a stressful event, (b) how leadership role occupancy and autonomy influence the specific self-regulation strategies workers pursue to cope with taxing work demands, (c) how the enactment of justice is a form of identity work in managers during challenging work events, (d) how self- and other-directed assessments of identity threat emerge during the stressful situations of layoffs and denied promotions in managers and employees, and (e) how interpersonal justice assists/impedes professors in reacting to negative student feedback. Following the paper presentations, Dr. Laurie Barclay will conclude the symposium with an engaging, interactive discussion that highlights key insights and future research directions. By showcasing theoretical and practical insights into how workers (i.e., employees and managers) and organizations can more effectively manage stressful work situations, we aim to fulfill the Academy of Management's objective to "putting the worker front and center".

Managerial Inaction and Discrete Emotions: Examining the Employee Outcomes of Managerial Inaction

Author: **Christine Chi Hye Hwang**, *U. of Guelph*

Do the Demands of Leader Roles Promote Better Personal Coping?

Author: **Anita Keller**, *U. of Groningen*
Author: **Elissa El Khawli**, *U. of Groningen*
Author: **John Schaubroeck**, *U. of Missouri*
Author: **Susanne Scheibe**, *Groningen U. (RuG)*

Justice Enactment as Identity Work: How Being Fair Can Alter Leadership Identity

Author: **Marjo-Rlitta Diehl**, *Aalto U. School of Business*
Author: **Julia Zwank**, *SRH Mobile U.*

Dual Perspectives on Bad News Delivery: Threats and Violations in Leaders and Followers

Author: **Claudia Christina Kitz**, *U. of Groningen*
Author: **Heiko Breitsohl**, *U. of Klagenfurt, Austria*
Author: **Kai Christian Bormann**, *Bielefeld U.*

Professors in Pain: Coping with Student Evaluation of Teaching

Author: **Abiola Sarnecki**, *Wiesbaden Business School*
Author: **Myriam N. Bechtoldt**, *EBS U. of Business and Law*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Disenfranchisenents

Session Moderator: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*

CMS: **Understanding the Role of Social Workplace Activities on Performance: A Case Study of Celiac Disease**

Author: **Anne Steinhoff**, *U. of Essex Business School*
Author: **Rebecca Warren**, *U. of Essex*
Author: **David J. Carter**, *U. of Canberra*

This paper explores the relationship of the (un)healthy body and the performance expectations of social interactions at organizations. Through oral history interviews with Celiac afflicted individuals who work in intellectual labour settings, we illustrate that accountability and performance measures in organizations are imbued with requirements that go beyond what we may usually think of being included in performance management. For this illustration, we concentrate on the way that employees socially interact. Not meeting and fulfilling social activity standards leads to an effect on performance even if the individuals produce all the necessary work outputs. The paper explores how social activities and socialising are implicated in performance measurement in immaterial labour and highlights the exclusionary impact that social activity expectations have on those with the autoimmune disorder celiac disease. In response to this, we argue, employees with celiac disease attempt to embody an able body, hiding experiences with the disease. Our findings show that these employees become socially controlled and have to outperform healthy colleagues due to the stigmatization and ignorance surrounding the disease and the way this stigma and ignorance interacts with the social conditions, behaviours and norms of performance management. With this paper, we contribute to a growing body of literature in critical accounting that researches the way that accounting practices restrict the experiences of the embodied self and hidden conditions that are required to be accountable and perform well in organizations. In particular, we extend such efforts by exploring these shortcomings of accounting practices in the area of long-term health and disease management at work.

CMS: **Elite Discourse and Preserving Social Hierarchies: The Case of School Education in India**

Author: **Ahmad Faraz Khan**, *Department of Business Administration, Aligarh Muslim U., India*
Author: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*
Author: **Arjun Bhardwaj**, *Ivey Business School*

We examine how emerging policy change towards egalitarian outcomes is stalled through elite discourse in a context with highly stratified social hierarchies. We investigate this in the setting of school education in India over a period of 10 years following a major policy change in 2009 known as the Right to Education Act. Using principles of qualitative content analysis, we analyse elite discourse in media on the topic, complemented with understandings from field immersion and multiple sources of secondary data. We find that elite discourse is comprised of four interconnected and mutually reinforcing dimensions that ensure an exclusion of holistic and structural issues, pushing solutions to a narrow space of concerns for quality without inclusivity and a focus on social categories. These dimensions are set in a mutually reinforcing cycle through two loops of reinforcing mechanisms – preserving distinctions, and thinking in group identities. We draw on Bourdieusian insights to interpret these and contribute to research on elites, social hierarchies, and societal grand challenges. Specifically, we delineate how elite discourse frames a trade-off between forms of capital, and locks marginalised social groups in an illusio of pursuing narrow outcomes, thereby stalling long-term meaningful change towards universal and egalitarian outcomes.

CMS: **Pushed to the Edge? Entrepreneurs with Disabilities, Ableism, and (the Lack of) Social Justice**

Author: **Sara Csillag**, *Budapest Business School*
Author: **Anna Hidegh**, *Corvinus U. of Budapest*
Author: **Carmen Svastics**, *Eotvos Lorant U. of Budapest*
Author: **Zsuzsanna Gyori**, *Budapest Business School*

In our article we connect Fraser's social justice theory with ableism as a construct. Based on our qualitative interviews with 29 Hungarian entrepreneurs with disabilities (EWD) we present how disability hinders social justice through the interconnected problems of economic maldistribution, cultural misrecognition and political misrepresentation in a post-socialist country. After the identification of various patterns of social injustice and ableism, we conclude by discussing affirmative and transformative techniques which are used by EWD to counteract these. Our findings suggest that in the economic and political domains these responses either reinforce the existing capitalist system or can only effect change in a very long term. However, EWD succeed in shaping society's cultural image of people with disabilities through their entrepreneurship, advocacy, volunteering, and other activities.

CMS: **Absent Patients: The Discursive Positioning of Patients in Multistakeholder Research Collaborations**

Author: **Pasi Hirvonen**, *U. of Eastern Finland*
Author: **Eeva Aromaa**, *U. of Eastern Finland*
Author: **Paivi Eriksson**, *U. of Eastern Finland*

This article focuses on the discursive construction of patients as absent stakeholders in health research collaboration. More specifically, the article shows how patients are positioned as absent actors in multistakeholder collaboration between universities, companies, and non-profit organizations (NPOs). Today, both public universities and companies are expected to partner and engage with patients in their research activities. However, little is known about how health researchers and their stakeholders understand the patient role in their routine research processes. The article draws from the literature on research collaboration with stakeholders, the discursive construction of stakeholders, and positioning theory, asking how health researchers and their stakeholders construct patients and their agency in their narratives about research collaboration. The article is based on data collected through 44 open-ended interviews with health researchers in two Finnish universities, as well as their company and NPO collaborators. The findings illustrate how patients are positioned as absent, passive actors—resources and objects of research—rather than active partners and agentic actors in research collaboration. The study contributes to research collaboration literature by illustrating discursive positions of how one group of actors—here, patients—are positioned as an absent actor in the context of health research collaboration.

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Technologies of Resistance and Control

Session Moderator: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*

CMS: **Mimicry and Resistance in Management and Organizational Knowledge Production in Brazil**

Author: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*
Author: **Fernando Ressetti Pinheiro Vianna**, *Fundação Getulio Vargas - EAESP*

Discussions about the internationalization of organization and management knowledge and education in the periphery have focused on the center-periphery knowledge flow or how the periphery reacts when management knowledge and education come from the center. However, researchers have less often discussed efforts to "internationalize" the production of management knowledge from the non-English speaking periphery to the center. In the case analyzed here, the "internationalization" of organizational and management knowledge production was done by Brazilian journals editors that published articles only in Portuguese demanding authors to have English versions of their papers. Moreover, there is scant research on non-English organization and management knowledge production. Thus, this paper addresses the following research question: What happens when journals published in the local language from a peripheral location in organization and management knowledge production decide to adopt English as the paper publication language? To address this, we analyzed Brazilian management journal documents and interviewed 47 Brazilian scholars. We identified that Brazilian organization and management academy mimicry internationalization through an English-language fetishization. At the same time, local journals demanding paper versions in English do not produce internationalization but produce internal inequality and meaningless knowledge. To resist the requirement for papers with an accompanying English version, researchers adopt "decaf" resistance practices such as using translation software to reduce costs. Nevertheless, some researchers and journals adopt effective resistance practices, where researchers do not publish in journals which require an English version, and journals do not publish articles in English, even if such decisions negatively impact their metrics.

CMS: **State Discourse, Violence Mobilization, and Fear Politics**

Author: **Xiaoran MA**, *U. of Melbourne*
Author: **Vanessa Pouthier**, *U. of Melbourne*

With the paradigmatic shift from viewing organizations as merely contexts for violence to perpetrators of violence, organization scholars have been uncovering oft-obscured structural injustices. Nevertheless, few studies anchor their units of analysis in the organization of nation-states with their active, ongoing role in inflicting violence, and even fewer studies examine how the states justify and mobilize violence such that collective interpersonal violence may emerge and sustain. Aiming to address this puzzle, we draw upon Butler's (2009) discussions regarding the intimate relations between language and state violence and Massumi's (2010) writings on the significance of fear to bodily (re)actions to inform our inquiry. We ask: how does the organization of nation-states justify the "necessity" of violence through fear-producing discourse? We explore the case of McCarthyism, a notorious state-organized, mass-administered violence purging Communists and their sympathizers in the post-war US. Our findings surface two techniques underpinning the state's violence-mobilizing discourse: chiaroscuro (i.e., a sharp contrast between the virtuous, vulnerable self and the monstrous ideological other) and decontextualization (i.e., uprooting monster bodies from the localities where their words and deeds make sense). We make a two-fold contribution to the violence literature. First, we lay bare nation-states' discursive techniques whereby individual citizens are mobilized to embody and execute violence against each other. Second, our study illuminates further the role of affect in violence mobilization by dissecting how the state organizes by fear & hatred via discourse, thereby unveiling the mechanisms and the consequences of instrumentalizing affect in the service of ideological wills. Keywords: violence, state, discourse, otherness, fear & hatred

CMS: **Porn, Business and Morality: Examining Discursive Repertoires in Doing Feminist Porn**

Author: **Louise Lecomte**, *PSL U. - U. Paris Dauphine*
Author: **Flora Antoniazzi**, *Copenhagen Business School*
Author: **Florence Villeseche**, *Copenhagen Business School*

In this study, we examine how persons working in feminist porn make sense of their practice. Feminist porn is a media genre made for profit that at the same time sets out to be an alternative to the mainstream by promoting liberal views on gender and sexuality and being committed to depicting diversity in gender, race, ethnicity, sexuality, body size, ability, and age. We thus understand feminist porn as a movement that seeks to moralize the pornographic market. We collected both primary and secondary data that we approach with poststructuralist feminist discourse analysis. We outline three discursive repertoires: feminist porn as an alternative and inclusive product offer; feminist porn as an ethical product; feminist porn as socio-political activism. With these findings, we contribute to scholarship on porn as an industry by showing how feminist porn, as a moralized segment of this market, consists of a complex set of discourses with inherent tensions about commodifying feminism into a moral product and the ethics of authenticity in commercial fictions. We thus bring nuance to the pro vs against debates around feminist porn, put a much needed emphasis on the organizational and economic dimensions of discourses in feminist porn, and take the voices of feminist pornographers seriously.

CMS: **Resistance and Control in a Culture Programme: Disrupting Hierarchies of Social Identity**

Author: **Martijn Pieter Van Der Steen**, *U. of Groningen*
Author: **Robert Scapens**, *Alliance Manchester Business School, U. of Manchester*

This paper contributes to a debate which questions whether employees have the means and the motivation to resist the incorporation of identity attributes implied by culture programmes such as lean, TQM, and JIT. Drawing on social identity theory, this paper finds that these identity attributes lead to identity mobility for groups whose social identities are high on the "salience-prominence differential" – a concept that denotes social identities which are either highly desirable but unlikely to be enacted, or vice- versa. The paper argues that such social groups may more readily accept the incorporation of alternative identity attributes into their social identities, because such acceptance provides alternative ways for gaining positive distinction. We differentiate between consent and colonisation to theorise variations in agency. The paper also highlights how social groups which are low on the salience-prominence differential may resist attempts to incorporate alternative social identity attributes, specifying the origins of substantive as well as symbolic resistance.

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Digital Technologies & Consumer Behavior

Session Moderator: **Yaqiong Zhang**, *China U. of Political Science and Law*

CTO: **The Influence of Anthropomorphic Appearance of Artificial Intelligence Products on Consumer Behavior**

Author: **Yaqiong Zhang**, *China U. of Political Science and Law*
Author: **Shifu Wang**, *China U. of Political Science and Law*

With the rapid development of artificial intelligence technology, artificial intelligence products are widely used in the market. The degree of artificial intelligence product appearance anthropomorphism has been a hot topic in product strategy as well as consumer behavior research, however, the related research in this field has not reached a unanimous conclusion. This study systematically investigated the influence of AI anthropomorphic appearance on consumer behavior and brand evaluation under different product types through four experiments. It was found that for hedonic AI products, anthropomorphic appearance improves consumers' purchase intention and brand evaluation through perceived entertainment, and intelligence level significantly moderates the mediating effect of perceived entertainment; while for practical AI products, anthropomorphic appearance improves consumers' purchase intention and brand evaluation through perceived usefulness, and intelligence level does not significantly moderate the mediating effect of perceived usefulness. There is no significant moderating effect of intelligence level on perceived usefulness. This study enriches the research on the anthropomorphic appearance of AI products in consumer behavior and provides effective guidance for companies to develop appropriate anthropomorphic images and marketing strategies when designing and producing AI products.

CTO: **The Effects of Online Social Identity Signals on Retailer Demand**

Author: **Yash Babar**, *U. of Wisconsin, Madison*
Author: **Ali Adeli**, *U. of Memphis*
Author: **Gordon Burtch**, *Boston U. Questrom School of Business*

Recent shifts in societal discourse have led digital platforms to support equity, inclusivity, and diversity by introducing identity signaling features, e.g., indicators of owner race or gender. In this work, we explore whether, when, and how using those features may impact retailer demand. We tackle this question via a multi-method study. We begin by conducting a controlled experiment on Prolific.co, presenting subjects' with actual Google Places business profiles for a set of Black-owned restaurants in Chicago. We randomly vary the presence of Black-owned and Women-owned labels in these profiles and assess subjects' expectations of popularity and quality along various restaurant dimensions. Our results demonstrate that the Black-owned label, in particular, drives significant increases in all outcomes, with the effects arising primarily from Black and democratically liberal subjects. Next, we conduct an archival analysis of the effect label adoption has on the physical foot traffic that retailers receive, based on SafeGraph's mobile patterns database. Our difference-in-differences estimations yield consistent results; we find evidence of a positive average effect on foot traffic volumes. Further, we show that a rise in visitors from liberal-leaning geographies drives these effects. We discuss implications for digital platform operators and for retailers.

CTO: **The More Similar, the Higher the Price? The Effects of Visual Congruence on Premium Rate**

Author: **Ke Cheng**, *Xi'an Jiaotong U.*
Author: **Chengli Shu**, *Xi'an Jiaotong U.*
Author: **Yao Wang**, *Xi'an Jiaotong U.*

How to outperform other suppliers on digital platforms in the sharing economy becomes an essential question that practitioners and scholars are interested in answering. Taking the Airbnb platform as an example, it has attracted many studies that primarily focus on uncovering how factors related to a focal firm, the platform, and customers impact host and/or room performance. It is, however, unclear how visual congruence between rooms on Airbnb and tourist attractions influences the room premium rate. Thus this study first constructs a dataset including 4,7481 images from 2,578 individual Airbnb listings. Then this study calculates the color similarity between interior pictures of a particular listing on Airbnb and the pictures of the selected tourist attractions. Finally, the empirical findings show that visual congruence is positively associated with room premium rate, and such an effect is contingent on essential factors related to rooms (distance to tourist attractions and the number of amenities) and pictures (human-cue absence and indoor photos quantity). This study contributes to the meaning transfer model by expanding the scope of endorsement to objects (tourist attractions). In addition, we enrich the MTM by offering an essential factor—visual congruence and explicating the moderating roles of important cost factors.

CTO: **Video Moves You: Field Experiment Shows How Demonstrator Videos Increase Physical Activity**

Author: **Christoph Riedl**, *Northeastern U.*
Author: **Koen Pauwels**, *Northeastern U.*

Physical activity is important to health, and videos demonstrating exercise by other users could help stimulate engagement. Evidence is lacking as to whether such videos increase exercise completion and spill over to other exercises. Moreover, do the number of videos, the user-demonstrator gender fit, and demonstrator popularity matter? We ran a field experiment in a health and fitness app that randomly blocked videos among almost 2,000 exercises for about 3,000 users who recorded 35,000 completed exercises. We leverage pre-experiment workout histories to assess possible mechanisms through which videos may affect physical activity. We find that giving users access to exercise videos increases both immediate completion of the demonstrated exercise, and longer-term physical activity, in terms of spillovers to exercises without videos and more gym sessions overall. The uncovered mechanism is consistent with an information effect rather than a motivational effect of behavior change theory. Women and men respond positively only to videos with demonstrators of their own gender, with negative effects for cross-gender videos, and the number of videos depicting the same exercise. These findings suggest nuanced implications for managers and policy makers: only specific demonstrator videos have the power to move the app user.

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Digital Strategy 1

Session Moderator: **Can Tihanyi**, *WU Vienna*

CTO: **When Does it Pay to Have a Chief Digital Officer?**

Author: **Can Tihanyi**, *WU Vienna*
Author: **Alexander Toni Mohr**, *WU Vienna U. of Economics and Business*
Author: **Christian Schumacher**, *Assistant Professor, Copenhagen Business School*
Author: **Valentin Kiefner**, *WU Vienna U. of Economics and Business*

We examine the circumstances in which having a Chief Digital Officer (CDO) increase firm performance. Drawing on upper echelons theory we argue that the effect of having a CDO on firm performance will vary with the attention that the firm's Chief Executive Officer (CEO) and its board of directors (BOD) give to digital transformation. We suggest that both CEO's and the BOD's attention to digitalization influences the performance effect of having a CDO, because it (1) improves the CDO's ability to drive and coordinate the digital transformation, and (2) it reduces the potential obstacles that the CDO confronts when digitally transforming the organization. We test our hypotheses using a newly created dataset containing information on 535 S&P 500 firms over the period 2010-2019. Our empirical support for the proposed contingent performance effect of having a CDO has implications for both practice and research.

CTO: **Digital Technology and Qualitative Soft Information for Firm Growth**

Author: **Francesco Fasano**, *U. of Calabria*
Author: **Maurizio La Rocca**, *U. of Calabria*

Soft information is at the core of lending decisions of banks, as it allows alleviating information asymmetries. Cash resources provided by banks are essential for firms' growth and human contacts in bank-firm relationships is important to acquire soft information. The advent of digital technologies could change the way the bank and the firm communicate in the information collection process. This work, using a large sample of Italian SMEs from 2011 to 2020, suggests that the rapid increase and use of digital instruments has reduced the positive influence of bank-firm relationship on the amount of cash resources obtained. We have also found that the COVID-19 crisis did not amplify this moderating effect. The paper suggests that close human ties are still extremely relevant and digital technology should be exploited to support the collection of the kind of qualitative soft information that is crucial to support corporate growth.

CTO: **Digital Technologies, Innovation Ambidexterity, and Business Performance**

Author: **Zifeng Li**, *Central U. of Finance and Economics*
Author: **Xiji Zhu**, *Central U. of Finance and Economics*
Author: **Jinliang Chen**, *Central U. of Finance and Economics,Beijing,China*
Author: **Ran Li**, *Beijing Normal U.*

Digital technologies differ in their potential contribution to firm performance. Understanding the underlying mechanism and boundary condition are key to explaining the variability in performance. Drawing on information processing theory (IPT), we theorize that digital technologies improve business performance through innovation ambidexterity, which reflects the information processing capabilities of firms. Considering the organizational structure factors, we draw on the digital innovation head's managerial level and centralization and expect centralization to weaken the positive role of the digital innovation head's managerial level in strengthening the digital technologies–innovation ambidexterity link. Performing ordinary least squares (OLS) regression with 174 samples in China, we find that innovation ambidexterity is a key mechanism linking digital technologies to business performance. Our results also provide good support for a three-way interaction effect of digital technologies, the digital innovation head's managerial level and centralization on innovation ambidexterity. We advance research on digital and information processing theory (IPT) and recommend that digital transformation enterprises balance between the digital innovation head's managerial level and centralization, thus better coping with the performance of digital technology adoption.

CTO: **The Impact of Digital Transformation on the Internationalization Process of Family Firms**

Author: **Christian Keen**, *U. Laval*
Author: **Mikel Alayo**, *U. of the Basque Country UPV/EHU*
Author: **Valeriano Sanchez-Famoso**, *U. of the Basque Country UPV/EHU*

Internationalization is an important business strategy that offers opportunities for growth and contributes to the long-term goals of family firms. Although previous research has highlighted the importance of internationalization, to date little research has looked at the effect of digitalization on the internalization process of family firms. Digitalization facilitates information gathering, communications and network expansion in foreign markets, hence reducing the risks of liability and newness. Thus, there are several reasons why digitalization can be an important driver of family firms' internationalization in a globalized digital economy. We base our analysis on a sample of Spanish SMEs and test the proposed relationships using structural equation modelling technique. Our results reveal a positive effect of digitalization on the internationalization of family SMEs. Moreover, we also found positive moderating effects of the generation in charge and generational involvement in management.

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Crowds & Contests

Session Moderator: **Kathrin Reinsberger**, *Stockholm School of Economics*

CTO: **Birds of a Feather Crowd Together: Skill-Based Self-Selection in Crowdsourcing Innovation Contests**

Author: **Kathrin Reinsberger**, *Stockholm School of Economics*
Author: **Nikolaus Franke**, *WU Vienna*
Author: **Philipp Topic**, *Fraunhofer IPA*

Self-selection on the basis of problem-solving capabilities constitutes a powerful and convincing principle in crowdsourcing. The self-selection principle describes that among the huge mass of potential problem solvers particularly those individuals decide to participate in the contest who have the best problem-solving capabilities with regard to the problem at question. The classic argument from tournament theory is that higher skills increase the individual's chance of winning. However, there are also counter arguments: High-skilled potential participants may also have better alternative options to invest in than low-skilled individuals. We investigated how effectively self-selection in crowdsourcing works and how seekers can boost self-selection? Extant research on crowdsourcing success factors does not provide answers to this as studies exclusively rely on participants, i.e. the "survivors" of the self-selection process. By applying a unique research design - combining behavioral data from a real crowdsourcing contest with data from a survey and archival data - we were able to overcome several methodological challenges. Our findings suggest that individuals with strong skills indeed tend to self-select into the contest and those with lower skills tend to self-select out. However, this desired self-selection effect is far from being perfect as the effect size is only moderate. We also observe a significant difference in idea quality between high-skilled and low-skilled individuals. To mitigate the loss of high-skilled individuals and subsequently increase the quality of the contest output, our analyses emphasize the importance of the award structure and distribution in the self-selection process.

CTO: **Problem Specification in Crowdsourcing Contests: A Natural Experiment**

Author: **Kai Ye**, *HKUST Business School*
Author: **Tat Koon Koh**, *HKUST Business School*

Problem specification is a key aspect in crowdsourcing contests through which seekers convey their requirement and taste for the desired submissions. Hence, it is important to understand how problem specification should be framed to achieve better crowdsourcing contest outcomes. In this empirical study, we investigate the effects of a relatively more structured problem specification on contest quantity, solver quality, and idea quality. We leverage on a natural experiment setup on a major crowdsourcing contest platform where the problem specification of logo design contests changed from open-ended to structured. Our results show that the specification change impacts both seekers and solvers. Specifically, the number of contests increases after the change but the efficacy of top solvers and idea quality in the respective contests tend to be lower. We discuss the theoretical and practical contributions of this research.

CTO: **Contest Diversification and Solvers' Earning Performance**

Author: **Kai Ye**, *HKUST Business School*
Author: **Tat Koon Koh**, *HKUST Business School*

Winning is a key but challenging objective for solvers competing in crowdsourcing contests. Given solvers' low winning prospects in individual contests, they could win one contest but still perform poorly on the whole due to their results in other contests. Hence, it is important to know how solvers can improve their overall earnings performance across contests. To address this, this longitudinal research theorizes how solvers' contest portfolio diversification affects their performance in terms of the amount of prize won. As solvers face resource constraints, we also examine how the effect of diversification is moderated by contest portfolio size and idea quantity submitted. To validate our theorizing, we analyze the contest participation and earning performance of 2,928 solvers over 32 weeks on 99designs, a design contest platform. We find that the contest diversification positively affects solvers' earnings. Furthermore, the effect of contests diversification is positively and negatively moderated by contest portfolio size and idea quantity, respectively. This suggests that participating in more contests concurrently weakens whereas submitting more ideas strengthens the effect of diversification. We discuss the theoretical and practical contributions of this research.

CTO: **Investor Attention and Crowdfunding Performance**

Author: **Lin Hu**, *Australian National U.*
Author: **Kun Li**, *Australian National U.*
Author: **Zhenhua Wu**, *Nanjing U.*
Author: **Bin Gu**, *Boston U. Questrom School of Business*

Today's digital era facilitates the rise of crowdfunding markets by allowing entrepreneurs to seek funding directly from crowds. Crowdfunding, as IT-enabled disintermediation, lowers entry barriers for crowds to invest in business projects and entrepreneurs to obtain funding, yet may exacerbate information asymmetry and absorb investor attention to process information about the potential projects. Therefore, understanding how distractions that divert investor attention influence investor behavior and crowdfunding performance is very important for entrepreneurs as well as crowdfunding platforms, especially in today's fast-paced information era. To that end, we develop a model wherein investors with limited attention aggregate personalized information about (reward-based) crowdfunding projects and conduct comparative analyses on how rises in investors' unit attention cost (associated with greater distractions) affect investor attention, investment decisions, and crowdfunding performance. We then exploit a novel measure of distraction—news pressure—to test the effects of distraction on investor engagement and crowdfunding performance empirically, and the results support our model predictions.

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Coordination in Organizations

Session Moderator: **Jingyi Sun**, *Stevens Institute of Technology*

CTO: **Who are Boundary Spanners of Virtual Organizations? A Multirole Network Personality Approach**

Author: **Jingyi Sun**, *Stevens Institute of Technology*

In online communities, boundary spanning individuals who change group memberships play an important role in the evolution of groups. Do boundary spanners have a specific personality type? This study follows Burt's (2012) construct of multirole network personality, which refers to a consistent personal preference for building certain type of social networks across multiple roles. Drawing from brokerage theory and category theory, both interpersonal bond and individual-group interaction focus on the distinction between diversification and concentration in terms of resource access pattern. This study thus seeks to answer if individuals who prefer building diversified or focused social networks would have consistent or complementary patterns when interacting with groups. This study examines 96,203 players who changed roles within/across groups over 32 months in the gaming community World of Tanks, and used relational event models to assess group joining patterns. The results show that brokerage-prone individuals are more likely to be boundary spanners, and less likely to rely on the referral by co-members to switch group memberships.

CTO: **Interdependent Within a Crowd? A Test of Interdependence Theory in Team-Based Microtasking**

Author: **Mehdi Bagherzadeh**, *NEOMA Business School*
Author: **Andrei Gurca**, *Queen's School of Management, Queen's U. Belfast*
Author: **Andrew Loignon**, *Center for Creative Leadership*

Drawing on recent innovations within crowd-based microtasking, we test current interdependence theory. Historically, microtasking featured crowds of anonymous, distributed workers performing simple, repetitive tasks. However, some firms have decided to use teams to enhance the performance of the crowd. Current views of interdependence would assume that the well-defined and simple nature of microtasks precludes any need for interdependence. Based on data from crowdworkers associated with a platform-based, microtask crowdsourcing enterprise, we found evidence that contradicts extant interdependence theory. Specifically, even with consistently low levels of task interdependence, the more crowdworkers held collective, team-based goals the more revenue they generated. Furthermore, the benefits of goal interdependence were enhanced when teams readily shared their knowledge. Thus, although there is an apparent tension between the logics of microtasking (i.e., segmented, simple, and repetitive tasks), and team-based organizing (i.e., encouraging crowdworkers to engage and interact with each other), our findings suggest that teams of distributed crowdworkers can leverage goal and knowledge interdependence to achieve substantial increases in performance, even in the absence of task interdependence. Implications for future research on microtask crowdsourcing and interdependence are presented and discussed.

CTO: **Short and Long-Term Informal Coordination for Resilience: A Relational Event Modeling Approach**

Author: **Nevena Ivanovic**, *Faculty of Economics and Business, U. of Groningen*
Author: **Aaron Schecter**, *U. of Georgia*
Author: **Thomas Arend De Vries**, *U. of Groningen, Faculty of Economics and Business*
Author: **Gerben S. Van Der Vegt**, *U. of Groningen*

Organizational resilience research has mostly investigated formal coordination during large-scale disruptions. Yet, in practice, it is the small-scale, day-to-day disruptions that affect most of the operational and financial losses in organizations. Timely resolution of day-to-day disruptions depends on effective real-time, informal coordination. Current research has provided limited evidence on effective informal coordination for resilience. Thus, we rely on the modular system design and improvisation literature to propose short- and long-term informal coordination mechanisms likely to balance the control and flexibility necessary for real-time disruption response. We apply relational event modeling across 1,177 disruptions and 184,795 communication events in a water supply company and demonstrate that long-term decentralization and loose coupling combined with short-term restructuring characterized by routine breaking and centralization help solve disruptions faster. Further, we empirically demonstrate that mechanisms forming employees' reactions to disruption occurrence do not necessarily match the mechanisms shown to help resolve them faster. In this way, we point to potential reasons behind the failures to flexibly adapt coordination when disruptions occur. This study contributes to the resilience literature by demonstrating previously unexplored mechanisms behind effective real-time informal coordination during day-to-day disruptions and provides valuable practical insights for managers in organizations dealing with frequent disruptions.

CTO: **Misalignment in Technology Perceptions Predicts Advice Tie Dissolution**

Author: **Y. Jasmine Wu**, *The Wharton School, U. of Pennsylvania*
Author: **Brennan Antone**, *Cornell U.*
Author: **Noshir Contractor**, *Northwestern U.*

Shifts to hybrid work prompted by the COVID-19 pandemic have the potential to substantially impact social relationships at work. Hybrid employees rely heavily on digital collaboration technologies to communicate and share task-related information. Therefore, employees' perceptions of the technologies are critical in shaping networks within organizations. The dyadic-level misalignment in these perceptions, however, may lead to relationship dissolution. To explore the social network consequences of hybrid work, we conducted a two-wave survey in a department of an industrial manufacturing firm (N = 169). Our results show that employees were less likely to maintain their advice-seeking ties when they had a mismatch in the ease-of-use perception of technology with their colleagues. The effect was stronger when advice-seekers tended to work remotely. The study provides empirical insights into how congruence in employees' perceptions of organizational communication technologies affects the way they churn advice networks during hybrid work.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1928** | Submission: **18694** | Sponsor(s): **(CTO, SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

The Changing Role of Digital Platforms for Organisational Audiences in an Age of Polarisation

Participant: **Itziar Castelló**, *Bayes Business School (formerly Cass), City, U. of London*
Participant: **Michael Andreas Etter**, *King's College London*
Participant: **Naomi A. Gardberg**, *City U. of New York, Baruch College*
Participant: **Elanor Colleoni**, *U. of Milan*

In this symposium, we aim at discussing the changing role of digital platforms for the way organisational audiences relate to firms. From different perspectives, we will elaborate the antecedents, conditions, and consequences of initial empowerment of organisational audiences and their decline for the democratic social evaluation, mobilisation, and social control over businesses. In acknowledging social-material relations, we will not only emphasise the central role of digital platforms, but also critically highlight the role of increasing conflict, polarisation, and radicalization of audiences active on such platforms. By stimulating a discussion on the challenges ahead, panellists will develop reflections around different related topics, such as the ways digital platforms exercise power, create organized immaturity of organizational audiences, and amplify societal polarisation; how such immaturity and polarization undermines social control of organizations and promises of democratic engagement; how a decrease of trust challenges our understanding of how organizations and audiences relate; and how a multiplicity of voices eventually may find convergence and exercise power.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1929** | Submission: **20432** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Women in Leadership

Session Moderator: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*

DEI: **Male Champion Advocacy Groups: Too Much of a Good Thing?**

Author: **Isabel Metz**, *Melbourne Business School, U. of Melbourne*
Author: **Carol T. Kulik**, *U. of South Australia*

Women continue to be underrepresented in senior leadership roles around the world, yet few organizations are making gender equality a top strategic priority. As stakeholders increase pressure on organizations to advance gender equality, male champion groups are emerging as an innovative change strategy. Drawing on the individual-level allyship and group-level dynamics literatures, we investigate how and why members of male champion groups engage in gender equality inside and outside the members' own organizations. We interviewed 42 senior leaders (and two convenors) across five champion groups in Australia, supplementing the interviews with data from company reports and news media. Our findings demonstrate that male champion groups are differentially effective. Members of an inaugural group experimented with gender equality initiatives in their own organizations and publicly advocated for gender equality; in other groups, members engaged in low-impact scoping activities and avoided public advocacy. Our analysis highlights the unique challenges experienced by male champion groups. As groups proliferate, it becomes more difficult to assemble a critical mass of high-commitment members and manage high-status members. We recommend realistic previews and team charters as strategies for harnessing the potential of male champion groups.

DEI: **What Are We Waiting for? How Gendered Temporal Experiences Maintain the Gender Leadership Gap**

Author: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Svetlana Khapova**, *Vrije U. Amsterdam*
Author: **Ernst Graamans**, *Vrije U. Amsterdam, School of Business and Economics*

This paper explicates the concept of waiting as a temporal experience of women in leadership development pipelines. By drawing on Simone de Beauvoir's work that emphasizes the way time is organized and lived is gendered, we aim to explain what women are waiting for, why they wait, and trace some of the career and leadership development consequences of waiting for women. Based on 81 interviews with both women and men directors who are part of a corporate leadership development pipeline, we discovered four forms of waiting can be ascribed to women through women's own experiences and through observations from their peer male colleagues: to be recognized, to be ready, for the firm to direct their career, and for the right time to relocate with their family. We show that in some situations women enact a waiting temporal mode, which is a passive, constrained embodied style that is gendered and learned. We explain why they wait and theorize how waiting in the context of the firm's leadership development program creates dilemmas that women have to grapple with on top of the challenge of becoming a competent leader. Our study contributes to the literature on leadership development by bringing attention to a common and mundane, yet undertheorized temporal phenomenon that has implications for how leadership development processes should be designed and executed. In doing so, it decenters the focus on becoming to show how individuals experience their development in different ways with varying consequences. Further, our discussion of waiting contributes an explanation regarding how gender disparity is maintained in leadership positions.

DEI: **Does Female Management Representation Affect Corporate Financial Fraud? An Institutional Perspective**

Author: **Yuehua Xu**, *Shandong U.*
Author: **Vishal K. Gupta**, *U. of Alabama*
Author: **Shan Xue**, *Lingnan U. / Sun Yat-sen U.*
Author: **Sandra Mortal**, *U. of Alabama*
Author: **Honghui Chen**, *Lingnan U. / Sun Yat-sen U.*

To make progress on the debate about whether and when the presence of women managers is more or less beneficial for the firm and its stakeholders, the present study takes an institutional perspective to develop a theoretical account linking female representation in top management teams (TMTs) with corporate financial fraud. We offer two main insights: (a) female TMT representation is associated with lower incidence of corporate fraud, and (b) the relation weakens for firms domiciled in regions with historical- and cultural-contingent norms that are more gender inegalitarian. The results of our main study, based on archival data about Chinese public firms and simultaneous estimation of fraud commitment and detection probabilities, support our predictions. We also validate otherwise difficult-to-observe aspects of our theory, including confirming that male and female executives differ in risk preference and conformity to hierarchy, and illuminating stereotype threat effects for women executives. Several alternative econometric specifications, including (but not limited to), instrumental variable analysis, enhance confidence in the robustness of our findings.

DEI: **Combining Agency and Communality for a Female Leadership Advantage in a Societal Grand Challenge**

Author: **Kayla Stajkovic**, *U. of California, Davis*
Author: **Alexander Stajkovic**, *U. of Wisconsin, Madison*
Author: **Jenny M. Hoobler**, *NOVA School of Business and Economics*

Based on the “Big Two of Social Perception” and the “think manager-think male” paradigm, women have been misaligned perceptually with leadership roles. For decades, literature demonstrated that women are judged to be less effective leaders due to a perceived mismatch between an assumed need for agency, and communal traits stereotypically associated with women. Social perceptions about leadership, though, are changing. We build on top female leadership advantage research and draw from the new CADDIS model of agency to examine the agency-communion divide between men and women leaders. In contrast to literature essentializing men and women’s styles, we bridge theory lenses to articulate how agency interacts with communality and gender to manifest in a female top leadership advantage. We pooled data from multiple sources into a dataset including 389 leaders responsible for managing organizations serving homeless individuals. Results from complementary analyses suggested that women leaders who express higher communality and prescriptive agency were associated with more effective outcomes. Additional analyses revealed that women tended to embrace a community-engaged, relational discourse that emphasized caring, by highlighting services and programs available to individuals to help meet their needs. In contrast, men manifested a style characterized more by a data and systems focused approach.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1930** | Submission: **20428** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Sustainability and Societal Concerns

Session Moderator: **Kendall Cox Park**, *Vanderbilt U.*

DEI: **Women on Boards and Environmental Innovation: The Roles of Well-Being and Women's Representation**

Author: **Huafang Liu**, *Zicklin School of Business, Baruch College, City U. of New York*
Author: **Kendall Cox Park**, *Vanderbilt U.*

Environmental innovation allows companies to create new products, processes, and services that meet the needs of customers while also preserving natural resources and protecting the environment. In this study, we examine why and under what conditions women on boards foster environmental innovation. While prior research has yielded many useful insights about the value of female representation on boards, little is known about the relationship between women on boards and environmental outcomes. We draw from upper echelons theory and tokenism theory to argue that workplace well-being and women's representation across the organization can explain and enhance the relationship between women on boards and environmental innovation. Specifically, we argue that women on boards achieve positive environmental outcomes through improvements in workforce well-being. Furthermore, we expect that increasing women's representation across all levels of the organization will create a context that allows more gender-diverse boards to have a stronger effect on both well-being and environmental innovation. We tested and found support for our hypotheses using a large panel dataset from S&P 1500 firms from 2002-2020. Our results suggest that women on boards influence environmental innovation through well-being and that this effect is strongest when women's representation in the organization is high.

DEI: **Factors Affecting Green Products Consumption Behavior: Testing a Moderated Mediation Model**

Author: **Ali NAWAZ Khan**, *School of Economics and Management Hubei Engineering U.*
Author: **Ali Ahmad**, *Radboud U. Nijmegen*
Author: **Chenglong Zhang**, *School of Economics and Management Hubei Engineering U.*
Author: **Fu Jing**, *Business English, English teaching, English learning*
Author: **Ding Yi**, *School of Economics and Management Hubei Engineering U.*

This study aims to investigate the role of socially excluded consumers in green product consumption behavior (GCB) through green identity. Additionally, this research examined the moderating role of pro-environmental. Data were tested using structural equation modeling on a time-lagged survey. The findings showed that social exclusion was a strong predictor of green identity. Results also showed a positive relationship between green identity and GCB. Moreover, the association between social exclusion and GCB was mediated by green identity; furthermore, this mediation was moderated by the pro-environmental attitude so that social exclusion exhibits stronger green identities in the presence of the pro-environmental attitude. Finally, the outcomes suggest that social exclusion can have a positive impact on green identity and GCB under the boundary conditions of the pro-environmental attitude. This study has implications for theory and practice.

DEI: **A systematic review of literature: women in business and their approach to sustainability**

Author: **Anna Lucia Missaglia**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Vincenza Vota**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Valentina Minutiello**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Patrizia Tettamanzi**, *LIUC U. Cattaneo, Castellanza (VA), Italy*

The aim of this paper is to understand which is the approach of women in business towards sustainability. Hence, two research questions have been answered: 1. What is the current state of literature regarding the commitment of female managers and entrepreneurs towards sustainability, and which are the main topics debated? 2. What are the future research directions according to current trends and further relevant issues? A "Systematic Literature Network Analysis" (SLNA) was performed combining a Systematic Literature Review with citations- and keywords-networks analysis, i.e. the main path of the biggest connected component, the Citation Score analysis and the co-occurrence of authors' keywords analysis. Thanks to the citations analysis, four main clusters of emerged, i.e. studies on the Board of Directors' (BoD) impact on sustainability commitment (1), performance (2), disclosure (3) and BoD diversity, personal characteristics and innovation (4). Instead, other issues emerged through the keywords analysis, i.e. the approach of gender-diverse BoD to CSR and sustainable development (1), the attitude of women entrepreneurs in developing contexts (2), emerging topics such as innovation, D&I and ESG (3) and the contexts of gender diversity studies (4). The main limitations are the use Scopus as only database and the eventual presence of subjectivity through the first steps of analysis or in the interpretation of findings. This paper contributes to literature being the first review on those topics, hence providing suggestions for future research and confirming the effectiveness of the SLNA in systematizing a broad research field and helping the location of future trends.

DEI: **Religious Rituals and the Transmission of Gender Beliefs from Society to Markets**

Author: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*
Author: **Rekha Krishnan**, *Simon Fraser U.*
Author: **Neethu Parvathy**, *Beedie School of Business Simon Fraser U.*

Using ethnographic, experimental, and survey data from an indigenous community in India, this study examines whether participation in rituals that reinforce gender stereotypical beliefs influences the ritual participants' gendered market preferences. Based on the findings from ethnographic fieldwork, we hypothesized that during the non-ritual period, people would exhibit gender homophiles in the market by preferring same-gender sellers over opposite-gender sellers. However, after participating in a religious ritual enacted with gender stereotypical beliefs, the participants will drift from gender homophily by choosing to buy products from the sellers whose gender was venerated in the ritual. We propose that the mechanism underlying this behavior is the internalization of the gendered beliefs conveyed through the ritual: people who are exposed to a culturally relevant and powerful ritual internalize the beliefs conveyed through the ritual and carry these beliefs to the market arena. We tested our theory using a natural experiment where indigenous people from one village participated in a three-day-long clan ritual that strictly enforced purity restrictions and treated men as inherently pure and women as inherently impure; only men were allowed to participate in ritual preparations and enactment, and women were only allowed to be spectators to the ritual. Indigenous people from two other villages who were not exposed to this ritual became our control group. Whereas control group villagers exhibited homophily when choosing vendors to buy merchandise, treatment group villagers preferred to buy predominantly from male vendors. This paper contributes to our understanding of how moral codes penetrate the market structure.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1931** | Submission: **20429** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

Intersectionality

Session Moderator: **Sally Rao Hill**, *U. of Adelaide*

DEI: **An Intersectional Exploration of Migrant Women's Entrepreneurial Experiences**

Author: **Sally Rao Hill**, *U. of Adelaide*
Author: **Xin Deng**, *U. of South Australia*
Author: **Subhadarsini Parida**, *Lecturer*
Author: **Shruti Sardeshmukh**, *U. of South Australia*

Despite the significant contribution of migrant entrepreneurs to society and the economy, the migrant entrepreneurship literature does not focus on the gendered experience of such endeavours. This study explores how the intersection of foreignness and gender shapes the experiences of migrant women entrepreneurs. Taking micro perspectives on business, ethics, and migration, we employed a qualitative research method and conducted in-depth interviews with 32 female migrant entrepreneurs in Australia and New Zealand. We situate their experiences in sociocultural terms to show how the intersection is manifested in their agentic role in entrepreneurship. While gender often intertwines with foreignness in impacting on this group's decisions, in contrast to what is portrayed in the literature as the "double disadvantage" of ethnicity and gender, we found that neither of them is necessarily a disadvantage. Indeed, despite some challenges, this new generation of migrant businesswomen is highly capable and can ride the unprecedented economic opportunities arising from home and host countries to establish their business ventures. Our study contributes to intersectionality debates by illustrating the positive manifestations of generally perceived negative social categories and unpacking the roles of gender and foreignness of this group of migrants through their entrepreneurial experiences.

DEI: **Intersectional Labour Market Experiences of Discrimination of Muslim Employees**

Author: **Debora Gottardello**, *Edinburgh Business School - School of Social Sciences*
Author: **Rosalia Montserrat Cascón Pereira**, *U. Rovira I Virgili*
Author: **Deirdre Anderson**, *Cranfield School of Management*

This article examines discrimination and oppression in the workplace experienced by those who identify as Muslim. We draw on interviews with Muslim men and women working in various employment sectors in the Catalonia region of Spain, where people of the Islamic faith represent the largest religious minority. The lens of intersectionality is used to explore triggers for discrimination and to develop an understanding of the repercussions for Muslim employees, in terms of their opportunities, interactions with colleagues and supervisors, and positions in structures of power. The results show that Muslim employees face challenges and barriers based on prejudice and stereotypes founded on their religious identity; this manifests in many stages of their working life, from recruitment to selection and promotion decisions. However, the type of discrimination experienced by Muslim women and men differs by age, gender and occupational role. The study contributes to scholarship by highlighting strategies that Muslims adopt to enter, integrate or advance professionally in their career, and offers proposals for HR practitioners to support Muslim employees in their organizations.

DEI: **The Intersectionality of Race and Female Gender in STEM Career Ascendance**

Author: **Dawn Adams-Harmon**, *Kean U.*
Author: **Nancy Greer-Williams**, *Grand Canyon U.*

Purpose-The purpose of this paper was to explore the intersectionality issues experienced and success strategies utilized by minority, female executives as they attempted to advance into leadership positions within STEM industries. Design/methodological/approach-Intersectionality challenges and successes were explored through the lens of Adams-Harmon and Greer-Williams (2020) theory on barriers that prevent women from advancing the corporate ladder, called the 360-Degree Gender Sphere. The material for the study was grounded in 15 in-depth interviews with executive, minority women who experienced intersectionality challenges, in their professional lives. A Qualitative, Transcendental, Phenomenological research approach was leveraged and the interview data was analyzed by means of thematic analysis. Findings- Minority women in STEM suffer from discrimination, biases, and inequities at both the gender level and at the racial level. Intersectionality coping strategies are essential to provide support and create resilience to overcome these inequities. Originality-Intersectionality issues and successes that impact female minorities in STEM careers, is an interesting yet under-researched area. The research results will impact the scholarly, leadership, and practitioner fields and will create impetus for changes in society, women at large, businesses, geo-political entities, and political systems across the country, and globally. This research explains why minority women have not ascended seamlessly in STEM, due to intersectionality barriers encountered, and will illustrate how women can overcome barriers through awareness and resilience strategies.

DEI: **Women in Business: The Role of Gender and Professional Identities in Negotiation**

Author: **Chi-Ying Cheng**, *Singapore Management U.*
Author: **Amy Lim**, *Murdoch U.*
Author: **Fiona Lee**, *U. of Michigan*

Gender expectations for women have largely been blamed for the widely documented "gender gap" in negotiations between men and women. However, women in business have both gender and professional identities. Drawing from the psychological literature on multiple identities, this paper examines the role of businesswomen's perceived compatibility between their gender and professional identities–captured by the construct Gender-Professional Identity Integration (G-PII)–in shaping their negotiation behaviors. Two studies were conducted to examine how G-PII interacts with the salience and valence of identity cues to influence negotiation outcomes. The results showed that those who perceived their gender and professional identities as compatible (high G-PII) exhibited an "assimilation" effect by negotiating more effectively when their professional identity is salient and when prototypical female traits were positively linked to negotiation success; they negotiate less effectively when their gender identity is salient and when prototypical female traits were negatively linked to negotiation success. However, those who perceived their gender and professional identities as incompatible (low G-PII) exhibited the opposite "contrast" effect. This work sheds new light on the boundary conditions of the gender gap in negotiations, as well as ways to reduce the gender gap in organizations.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1932** | Submission: **20430** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

Stereotypes and Intersectionality

Session Moderator: **Bahar Kagitcibasi**, *Koç U., College of Administrative Sciences and Economics*

DEI: **Stereotype Content at the Intersection of Age, Sex and Social Class**

Author: **Bahar Kagitcibasi**, *Koç U., College of Administrative Sciences and Economics*
Author: **Justin Marcus**, *Koç U.*
Author: **Nicholas Anthony Smith**, *ohsu-psu school of public health*
Author: **Pinar Imer**, *Bahcesehir U.*

Although stereotype content regarding the three prime facets of demography including age, sex and race is firmly established, the study of intersectionality in DEI is nascent – there are multiple competing theoretical perspectives and no empirical evidence exists on stereotype content involving the conjoint tripartite of age, sex and race. Accordingly, we conduct the first study in DEI investigating stereotypes at the intersection of these facets of demography. Via three separate experimental studies sampling 333 participants and involving a variety of targets, stimuli, and settings, we utilize Grounded Theory and abductive logic to analyze 16,385 different words and find unique stereotypes associated at the intersection of age, sex, and race. Racialized stereotypes of Blacks vs whites in a highly diverse country, the US, was found to converge with status-based stereotypes of low vs high status ethnic Turks in a highly homogenous country, Turkey. Results support the notions that race and social class (job status) occupy the same construct space and that there are unique, cross-cultural stereotypes typifying young vs. old men vs. women of low vs. high social classes. Implications for theory and practice are discussed.
Keywords: age; sex; race; social class; ageism; sexism; racism; intersectionality; stereotypes

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DEI: **Minding the Gender Gap: The Consequences of a Slimmer Stereotype Gap among Non-White vs. White, Men**

Author: **Erika V. Hall**, *Emory U., Gozuieta Bus Sch*
Author: **Arielle Lewis**, *Emory U., Goizueta Business School*

There is a stark gender gap in American society, whereby women are associated with feminine stereotypes (e.g., warmth and kindness) and men are associated with masculine stereotypes (e.g., aggressiveness and dominance). This potent divide contributes to sex-segregation within feminine- and masculine-typed occupations. Nonetheless, this simple account of gender-typing neglects the influence of employee race. We theorize that gendered race stereotypes and attention to minorities' racial, rather than gender, categories may mute the contrast in gender stereotypes for men and women of color. Study 1 finds that gender stereotypes are more divergent between White (vs. non-white) men and women. Study 2 shows that gender stereotypes more intensely affect the representation of White (vs. non-white) men and women in occupations. In Study 3, we survey White, Asian, Latinx, and Black participants and find that their personal perceptions of fit with occupations are guided by gender normative beliefs, regardless of racial group.

DEI: **Foregone Potential? The Effects of Gender and Ethnic Diversity on New Venture Funding**

Author: **Riccarda Anna Joas**, *Technical U. of Munich*
Author: **Lukas Heidegger**, -
Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*
Author: **Isabell Melanie Welpe**, *Technical U. of Munich*

Investors have been found to be subject to biases and homophily, which influence their evaluations of entrepreneurs and their subsequent investment decisions. Surprisingly, little is known about how investors perceive gender and ethnic diversity or intersectionality within a new venture team (NVT). To address this research gap, we use a large secondary dataset that puts the NVT diversity dimensions in relation to the investor funding raised. Our results reveal that gender diversity is significantly related to the total amount raised but not ethnic diversity or the simultaneous presence of gender and ethnic diversity. Our findings challenge studies that reveal a positive relation between gender or ethnic diversity of NVTs and funding. Our study is important because it indicates that the team setting does not mitigate gender-based biases as present for individual entrepreneurs. In addition, this study extends the perspective of past studies by not only differentiating between the male and female gender but including NVT members that are agender or non-binary. Finally, building upon a secondary dataset, this study limits shortcomings that usually result from primary studies, e.g., biases due to accessibility of participants. Overall, our findings pave the way for new discussions surrounding NVTs.

DEI: **The Role of Language in International Migrants' Work Life Experiences**

Author: **Claudine Gaibrois**, *B. U. of Applied Sciences*
Author: **Natalie Victoria Wilmot**, *Bradford U.*
Author: **Wilhelm Barner-Rasmussen**, *Hanken School of Economics*

This paper analyses international migrants' experiences of work life in their new locations specifically from the perspective of how these experiences are (co-)shaped by language. Based on an exploratory qualitative study conducted in the German-speaking part of Switzerland, we identify commonalities and differences between different types of migrants', ranging from highly qualified self-initiated expatriates to recognized refugees. The findings show that: 1) Limitations on the job market and the need to find a niche as well as the role of the national context, e.g., in the form of prevalent language ideologies, affect all migrants, 2) a hierarchy of languages creates status differences between migrants, which sometimes intersect with nationality- or culture-related preconceptions. We then discuss the implications for conceptualizations of language proficiency and for language expectations towards migrants.
Keywords: Migration, migrant, language-sensitive IB, fluency, intersection, employment, work life

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1933** | Submission: **20431** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Northeastern**

Leadership and Gender

Session Moderator: **HeyIn Gang**, *Saginaw Valley State U.*

DEI: **Gender Differences in Strategic and Supervisory Leadership**

Author: **HeyIn Gang**, *Saginaw Valley State U.*
Author: **Marc H. Anderson**, *Iowa State U.*

Numerous studies have suggested that women leaders are more effective than men leaders, but women remain underrepresented at the upper-management level. The current study examines this paradox from a strategic and supervisory leadership perspective. Strategic leadership concerns the functions performed by individuals at the top levels of an organization, whereas supervisory leadership focuses primarily on leading subordinates. If women are seen as being less effective as strategic leaders than men, this finding might help explain the persistent underrepresentation of women at the top executive positions. We investigate how female and male leaders are perceived in terms of being strategic or supervisory leaders as represented by the instrumental leadership style (representing strategic leadership) and the servant leadership style (representing supervisory leadership). We conducted two experimental studies. In study 1, we conducted a study that examined the extent to which female and male leaders are seen as displaying the instrumental and servant leadership styles. In study 2, we examined whether people consider these leadership styles as differentially important for middle versus upper management levels, and also whether each is seen as more or less important for male versus female leaders for their promotions. Overall, the results showed no differences in perceptions regarding gender and instrumental leadership, but that female leaders were seen as both displaying more servant leadership and being expected to show greater levels of servant leadership. The current study suggested that stereotypical beliefs about leaders may still hold for women, but perhaps not for men.

DEI: **Service with a Smile: Gender Role Conformity, Servant Leadership, and Followership**

Author: **Sonia White**, *U. of South Alabama*
Author: **Rachel Meuleman O'Sullivan**, *Athens State U.*
Author: **Robyn Brouer**, *U. of South Alabama*

Although women represent half of the workforce, they remain underrepresented in leadership, especially senior leadership. Women are often expected to exhibit communal traits, while “leaders" are traditionally seen as demonstrating agentic traits. Therefore, women engaging in traditional leadership forms have greater gender role schema dissonance. As a communal and follower-focused leadership form, servant leadership is viewed as a natural fit for women. The communal aspects and focus on follower needs and well-being of servant leadership are aligned with the traditional gender role schemas of women, creating gender role schema congruency. This research examines how the servant leader’s gender role schema congruency or dissonance impacts follower liking and job engagement.

DEI: **Excluded from Exchange: How Social Exchange Theory Privileges Men Leaders**

Author: **Karryna Madison**, *Monash Business School*
Author: **Nathan Eva**, *Monash Business School*
Author: **Zen Goh**, *Monash Business School*
Author: **Helen De Cieri**, *Monash U.*

Social exchange theory has become synonymous with leadership research seeking to explain why positive leader behaviors elicit positive follower behavior. This is based on an argument that when leaders display positive behaviors to the followers, followers reciprocate in return due to feelings of obligation. Yet, leadership research continuously overlooks how gender role expectations may influence followers’ perceptions of leader behavior. Given its widespread use within leadership research, and organizational studies more broadly, such oversight may negatively influence the fields progression. Against this backdrop, this study examines how gender (dichotomized due to the sample as women or men) differences in helping expectations may disrupt leader-follower social exchange relationships. Drawing on data from a multi time-point survey (n = 171), we hypothesize and find that men leaders who engage in helping behaviors elicit follower reciprocation in the form of felt obligation and task helping, but not women leaders. Our findings illuminate how organizational research reliance on older theories may be insufficient to understand today’s workforce and highlight the need to reimagine existing theoretical frameworks within leadership research for a more inclusive workforce.

DEI: **The Gendered Effect of Leader Family-Related Information Sharing**

Author: **Yuhui Li**, *Renmin U. of China*
Author: **Jiaying Chen**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Jason Huang**, *Michigan State U.*

Sharing family-related information, used by leaders to demonstrate their affinity and concern for their subordinates, has yet to receive systematic investigation with regards to how it influences subordinates. We examine how supervisors' family-related information sharing is perceived by employees, how such perception further influences employees' taking charge behavior, and, more importantly, whether this non-work information sharing behavior is contingent on supervisor and subordinate genders. To explore these questions, we propose that supervisors' family-related information sharing can promote subordinates' perceived leader relations-orientation, and thus motivate employees to be more willing to take charge at work. We further propose that the gender composition of the superior and subordinate pair will moderate the positive effect of supervisors' family-related information sharing on subordinates' perceived leader relations-orientation. Specifically, relative to other gender compositions, when the leader is male and the subordinate is female, supervisors' family-related information sharing has the weakest effect on subordinates. In a 3-wave survey with 726 employees, our hypotheses received general support. The conclusions contribute to the supervisors' nonwork information sharing, leader relations-orientation, taking charge, and complexity of gender impact in the workplace literature. Our findings also provide guidance for how leaders may apply family-related information sharing to affect employees' initiative in practice.

Session Type: **Paper Session**
Program Session: **1934** | Submission: **20425** | Sponsor(s): **(DEI)**
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Marginalization and Bias in Career Making

Session Moderator: **Sarah Federman**, *U. of San Diego*

DEI: **Transformative Negotiation: Strategies for Everyday Change and Equitable Futures**

Author: **Sarah Federman**, *U. of San Diego*

This paper is based on the forthcoming book "Transformative Negotiation: Strategies for Everyday Change and Equitable Futures" (University of California Press, Fall 2023) This next-generation approach to negotiation promises to shake up the field by placing the worker and historically marginalized groups at the center. Moreover, it shows how the central role of negotiation in the pursuit of equity for those seeking it as well as those with power. Instead of the usual examples of big corporate deals or a hostage crisis, this approach explores the sorts of real-world examples faced by masters' students needing to negotiate in hierarchical workplaces, with courts to get their kids back, or with the IRS to reduce late fees. The author explains how heritage, ethnicity, wealth, gender, age, education, and other factors influence what we ask for, how people respond to our requests, as well as what is at stake when we negotiate. The same strategies used in the boardroom, if deployed in the streets, can lead to dangerous altercations Based on the wisdom of over 100 individuals who negotiate successfully from the margins, Transformative Negotiation provides tools for those who need them most, and guidance for instructors and managers wishing to support them.

DEI: **Women Athletes in Semi-Professional Sport: Exploring the Psychological Contract**

Author: **Tracy Lynn Taylor**, *College of Business and Law, RMIT U.*
Author: **Wendy O'Brien**, *Victoria U. Australia*
Author: **Clare Hanlon**, *Victoria U.*
Author: **Kristine Toohey**, *Griffith Business School, Griffith U.*

Women's semi-professional sport is a rapidly changing landscape; with athletes striving to redefine the employment relationship with their clubs. Positioning our research in a postfeminist sensibility, we explore implicit and explicit expectations and obligations through psychological contracts (PC) theory. We conducted interviews across two semi-professional sport leagues, with 30 athletes, 20 coaches and managers and two league level representatives. Three themes emerged: 1. Obligations, commitment, and choice: whereby athletes felt obliged to deliver a professional product while not receiving commensurate remuneration; while employers noted they expected time and effort commitments to increase in line with salary. 2. Expectations of conformity: Rules of the game: athletes felt obligated to be positive role models and grateful for the chance to play for pay; and employers wanted athletes to 'act' professionally. 3. Fulfilling organisational goals: athletes took on emotional responsibility for the league's success; correspondingly employers placed accountability on athletes for fan and community engagement. Many athletes struggled to balance their time commitments and power imbalances in the PC were evidenced as employers relied on athletes' desire to play at almost any cost. Athletes felt they had little choice but to accept the current state of employment, endure sacrifices and hope for a future when they could reach their potential through viable career pathways and a living wage. Our research provides a better understanding of the PC employment relationship. Greater knowledge about PC's could be used to develop work practices and relations that enhance and benefit both athlete and employer.

DEI: **A Social-Symbolic Framework of Stigma-Management Processes Through the Lens of Motivation**

Author: **Jingyi Wei**, *U. of Macau*
Author: **Joanne Chan**, *U. of Macau*

Stigma management of dirty workers is a process where, instead of 'playing Whac-A-Mole', workers devote purposeful efforts to negate the negative impacts of stigma. Our qualitative study explores the lived experiences of dirty workers in the animal production industry in China and introduces a concept of 'stigma-symbolic work' based on their experiences. Using stigma-symbolic work, dirty workers who pursue the fulfillment of basic needs combine the strategies of boundary setting, negative-identity destruction, emotional detachment, and meaning sustaining in parallel to avoid cognitive and emotional threats, while those seeking to satisfy advanced needs use the strategies of boundary spanning, positive-identity construction, emotional attachment, and meaning making in sequence to enhance self-esteem at work and in life. This study sets the stage for future research on different types of dirty workers and their variations in the stigma-management processes.

DEI: **Investor's Bias in the Funding of Women Ventures – A Qualitative Narrative Enquiry Using LIWC**

Author: **Kashika Sud**, *Indian Institute of Management, Ahmedabad*
Author: **Neharika Vohra**, *Indian Institute of Management, Ahmedabad*

The start-up ecosystem in India is currently the third largest in the world, trailing only behind USA and China. However, there are striking gender differences in the business ownership and funding practices. Only 11% of the Indian start-ups have women founders. Starkly, only 6% of the funding goes to companies with women as a founder or co-founders and for companies with only women founders, the percentage of the total funding drops to 1.5%. This research primarily explored the role investor biases play in explaining the persistence of gender-gap in accessing funds. While the existing research focuses on the notion of deficit in women's attitude or personality as evidence of gendered disparity in entrepreneurial potential and success, there is little attention on alternate stream of research focussing on investor's perceptions and prejudices that restrict women's performance. We focus on the perceptions of venture capitalist, angel funds, and private equity players in the start-up landscape, to understand how their biases towards women entrepreneurs are manifested at the individual and group level, gaining legitimacy and being institutionalized in the long-run. The study is an observational field-based study, focused on the nature of linguistic and psycholinguistic patterns of interactions of investors with men and women founders. Textual analysis (LIWC-22) was used to analyse 42 such conversations, and differences were found in expressed emotion, motivational words, stances and social processes toward men and women founders. Drawing from social-role theory and principles of homophily, we contribute to the literature on systemic patterns of investor bias at the individual and group level towards women-led ventures.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1935** | Submission: **20433** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Power Dynamics and Leadership Outcomes

Session Moderator: **Sonal Kumar**, *Assistant professor of finance, Bryant U.*

DEI: **Lingua Franca Proficiency and Task Expertise: Multiple Status Signals in Multinational Teams**

Author: **Thao Phan Hanh Nguyen**, *Cornell U.*
Author: **Yu Yuan**, *Cornell U.*

Lingua franca proficiency and task expertise coexist in multinational teams as prominent status signals that are often relied upon to infer a member's competence. These personal attributes, however, do not always suggest consistent information since those with lower lingua franca proficiency might be more expert at the task and vice versa. In examining their joint implications, we draw on status characteristics and expectation states theories to identify the signaling nature of each attribute. Unlike the categorically specific quality of task expertise, lingua franca proficiency possesses characteristics defining both specific and diffuse signals: it represents a social group and, at the same time, carries valid information about performance for certain tasks. Using archival (Study 1) and experimental (Study 2) data, we explore how the hybrid nature of lingua franca proficiency shapes its interaction with task expertise and study the resultant leadership outcomes of such an interaction.

DEI: **When Distinction Disguises Discrimination: A Look at Female and Non-White CEO Performance**

Author: **Sonal Kumar**, *Assistant professor of finance, Bryant U.*
Author: **Rahul Ravi**, *John Molson School of Business, Concordia U.*
Author: **Sandra Betton**, *Professor at John Molson School of Business, Concordia U.*
Author: **Gillian Leithman**, *John Molson School of Business, Concordia U.*

Extant research presents superior performance of women CEOs as evidence in support of differences between the genders. We argue that this body of research suffers from joint hypothesis problem. Although it is possible that female executives are superior, another possibility could be that discriminatory practices impose higher entry barriers allowing for only above-average female executives to occupy these positions. We find that stratified by gender and ethnicity, the female CEO of color emerges as best performer, followed by white female CEOs and men CEOs of color. The white male CEO is among the worst performers. The woman of color faces the highest barriers as she is subject to both gender and ethnic discrimination. Thus, those from this group who do manage to make it to top are among the best performers.

DEI: **Sustainability Framing Increases Women's Likelihood to Apply for Leadership Positions**

Author: **My Nguyen**, *Singapore Management U.*
Author: **Michael Schaerer**, *Singapore Management U.*

Reducing the underrepresentation of women in leadership positions is one of the most vexing issues plaguing contemporary organizations. Past research has primarily focused on identifying structural solutions to women's underrepresentation in leadership positions (e.g., affirmative action), yet "supply-side" interventions (e.g., increasing the attractiveness of leadership positions to women) are lacking. Drawing on research on gender differences and person-environment fit, we propose sustainability framing— an organization's explicit emphasis of their commitment to sustainable development, ethically- and socially-responsible practices, and a future-focused mindset—as an intervention that increases the likelihood of women to apply to leadership positions. Results from three experiments (N = 2,161) showed that although women were generally less likely to apply to leadership positions than men, this gap was attenuated when the recruiting organization explicitly highlighted that they value sustainability. This effect was mediated by women's increased perceived fit with the position and organization. The present work suggests that women are not by default less interested in leadership positions and that incorporating sustainability in organizational business models may help solve the gender gap.

DEI: **Empowering Asians' Leadership Advancement with Debate Training: A Longitudinal Field Experiment**

Author: **Jackson Lu**, *MIT Sloan School of Management*
Author: **Michelle Zhao**, *Washington U. in St. Louis*

To date, researchers and practitioners have a limited understanding of what specific interventions help ethnic minorities move up the leadership ladder. In particular, despite East Asians' educational and economic achievements in the US, they are disproportionately underrepresented in leadership partly because their tendency to be verbally unassertive is culturally incongruent with the American prototype of how leaders communicate. To break this "Bamboo Ceiling," we conducted a preregistered, three-wave longitudinal field experiment to test whether a 9-week debate training could increase Asian employees' leadership advancement by improving their assertiveness. 471 Asian employees at an S&P 100 technology company in the US signed up for the debate training, but were randomly assigned to either receive it or not. 18 months later, individuals in the treatment group were significantly more likely to advance in leadership level than individuals in the control group. Improved assertiveness mediated this effect. The debate training was similarly effective (a) for men and women and (b) for US-born and foreign-born employees. While our novel research causally identified a leadership advancement intervention empowering employees, it is important for future research to also explore interventions targeting organizations, as the onus to change should not fall solely on the employees.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1936** | Submission: **18066** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Measuring the Pulse of DEI in Organizations: Reducing the Chasm BetweenTheory and Practice

Organizer: **Carla Jones**, *Sam Houston State U.*
Organizer: **Bina Ajay**, *Sam Houston State U.*
Organizer: **Huda Masood**, *Sam Houston State Uni*
Panelist: **David Porter**, *Bi-Coastal Consulting, LLC*
Panelist: **Carliss D. Miller**, *The Toro Company*
Panelist: **Kemi Anazodo**, *Odette School of Business, U. of Windsor*
Panelist: **Anica Zeyen**, *Royal Holloway, U. of London*

The overarching goal of this symposium is to begin to bridge gaps between the theory that supports DEI practice and the implementation of DEI, while discovering methodologies for implementing DEI more fully. The discussion will broadly revolve around DEI theories that inform practice, DEI practices that cannot be adequately explained by extant theory, and the mechanisms through which organizations determine DEI priorities and implement DEI holistically. We have invited panelists who are prominent organizational leaders with experience in developing scholarly DEI research and developing and implementing DEI initiatives in organizations. This dynamic session will provide a unique opportunity to engage both theoretical and practical perspectives of DEI. We develop a discussion platform that we hope will continue to be revisited as the field and literature continues to advance.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1937** | Submission: **17481** | Sponsor(s): **(DEI, CAR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Putting the Worker Age Front and Center: A Multidimensional and Nuanced View of Age in Organizations

Organizer: **Angela Shakeri**, *NYU Stern School of Business*
Organizer: **Irina Gioaba**, *Kean U.*
Discussant: **Ashley E. Martin**, *Stanford Graduate School of Business*
Presenter: **Shona G. Smith**, *U. of Texas At Arlington*
Presenter: **Susan Reh**, *U. of Exeter Business School*
Presenter: **Noemi Nagy**, *U. of South Florida*
Presenter: **Stéphane Francioli**, *The Wharton School, U. of Pennsylvania*
Participant: **Michael S. North**, *New York U.*
Participant: **Ariane Froidevaux**, *U. of Texas At Arlington*
Participant: **Myrtle P. Bell**, *U. of Texas At Arlington*
Participant: **Daniela Andrei**, *Curtin Business School*
Participant: **Lucinda Iles**, *Centre for Transformative Work Design / Curtin U.*

The age demographics in the modern workforce are shifting dramatically, with modern workplaces looking older and more age-diverse than ever before. Although existing work has made significant contributions to our understanding of age in the workplace, answers to fundamental questions such as how worker age affects performance remain unanswered. Age scholars have argued that in order to resolve existing inconsistencies and advance understanding of this timely topic, the field ought to take a more nuanced and multidimensional view of age in organizations. The current symposium aims to respond to this call by exploring (1) how age and gender interact to shape stereotype content, (2) how generational identity as a millennial and racial identity jointly predict turnover intentions, (3) how older workers' temporal social comparisons with younger versus older colleagues shape engagement and withdrawal from work, (4) how subjective age (i.e. how old one perceives oneself to be) affects organizational outcomes, and (5) attitudes toward all (not just older) age groups, and people's assumptions about society's attitudes towards these groups. By looking at age through many different lenses, including intersectionality, subjective age, social comparisons processes, and ageism against the young, this symposium helps inject much-needed nuance and multidimensionality into the older worker literature, toward stronger theoretical perspectives and definitive conclusions.

Stereotypes of Women and Men in Different Age Groups

Author: **Angela Shakeri**, *NYU Stern School of Business*
Author: **Michael S. North**, *New York U.*

A Social Identity Perspective on Millennials' Turnover Intentions

Author: **Shona G. Smith**, *U. of Texas At Arlington*
Author: **Ariane Froidevaux**, *U. of Texas At Arlington*
Author: **Myrtle P. Bell**, *U. of Texas At Arlington*

A Temporal Social Comparison Perspective on Older Workers' Engagement and Withdrawal at Work

Author: **Susan Reh**, *U. of Exeter Business School*
Author: **Daniela Andrei**, *Curtin Business School*
Author: **Lucinda Iles**, *Centre for Transformative Work Design / Curtin U.*

Subjective Age in the Context of an Aging Workforce

Author: **Noemi Nagy**, *U. of South Florida*
Author: **Michael S. North**, *New York U.*

"How Biased Do You Think We Are!?" Comparing Actual versus Estimated Sentiments toward Age Groups

Author: **Stéphane Francioli**, *The Wharton School, U. of Pennsylvania*
Author: **Michael S. North**, *New York U.*
Author: **Angela Shakeri**, *NYU Stern School of Business*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1938** | Submission: **18037** | Sponsor(s): **(DEI, CAR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

The Implications of Gendered Expectations for Worker Outcomes

Organizer: **Mabel Abraham**, *Columbia Business School*
Organizer: **Brittany Bond**, *Cornell U.*
Discussant: **Emilio J. Castilla**, *MIT Sloan School of Management*

Whereas feminine stereotypes center on communal characteristics such as helpfulness and cooperativeness, male stereotypes center on agentic characteristics including competence and assertiveness (Abele, 2003; Fiske & Stevens, 1993). Broad beliefs and specific stereotypes about gender do more than just describe common gender differences in behavior, they also prescribe how men and women ought to behave (Gorman, 2005; Heilman, 1983; Perry, Davis-Blake, & Kulik, 1994). Such prescriptions may lead to gender inequality by shaping expectations in two distinct ways. First, evaluators assessing both men and women are apt to interpret behaviors demonstrated by male and female candidates based on the consistency of these behaviors vis-à-vis dominant gendered beliefs (e.g., Correll, Weisshaar, Wynn, & Wehner, 2020). Second, gendered beliefs shape people's understanding about how others expect them to behave, thus, at times, leading individuals to conform to what they see as the desired, or expected, behaviors based on their gender (e.g., Correll et al., 2017). The aim of this symposium is to deepen and expand our understanding of how such gendered beliefs and expectations both shape the how men and women are evaluated by others and lead men and women to engage differently, specifically in ways that often disadvantage women. This symposium brings together economic sociologists, strategic management scholars, and organizational behavior scholars using a wide range of methods (e.g., observational, natural language processing, experimental) to uncover the processes leading to gender inequalities in the workplace. In line with the annual meeting theme, Putting the Worker Front and Center, each of the papers in this symposium focuses on worker behavior and the ways these behaviors can lead to gender differences in outcomes. Furthermore, the papers in this symposium examine these gender dynamics both at the hiring interface and over time among existing employees within organizations, thus offering insights about worker experiences with inequality at numerous critical moments for organizations seeking to create equitable workplaces.

Differential Effects of Transparency: How Transparency Shapes Male and Female Evaluative Behavior

Author: **Mabel Abraham**, *Columbia Business School*
Author: **Brittany Bond**, *Cornell U.*

Catching Negativity: Gender and the Dynamics of Emotional Contagion in Email

Author: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*

Gender Differences in Career Advancement When Re-entering the Workforce After Entrepreneurship

Author: **Tristan L. Botelho**, *Yale School of Management*
Author: **Daniel Fehder**, *USC Marshall School of Business*
Author: **Milan Miric**, *U. of Southern California -Marshall School of Business*

The Intersectional Implications of the Gender Composition of Applicant Pools

Author: **Claire Daviss**, *Stanford U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1939** | Submission: **17646** | Sponsor(s): **(DEI, OB, CAR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Sí Se Puede: Supporting Latina Faculty Workers to Succeed in Academia

Session Chair: **Patricia Guerrero**, *U. of Texas At Arlington*
Participant: **Angelica Gutierrez**, *Loyola Marymount U.*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Carolina Gomez**, *Florida International U.*
Participant: **Patricia G Martinez**, *Loyola Marymount U.*

As the representation of Hispanic and Latinx business students continues to increase to an expected 4.1 million by 2026, Latina faculty only represent about 3 percent of full-time faculty across disciplines. In efforts to put the worker front and center, faculty should consider understanding the issues of representation within the academy. There are unique barriers that Latinas face contributing to a disconnect between the representation of students and faculty. The purpose of this session is to create an open dialogue on the cultural differences of Latina faculty workers and what we can do to support their success in the academy. This session aims to discuss four key themes centered around why few Latinas are represented in academia: 1) Latina's value of family and collectivist culture, 2) mitigating impostor syndrome and negotiating equal pay, 3) navigating the tenure process, 4) research and academy success. This session will benefit current faculty in business schools to increase their awareness of issues pertaining specifically to Latinas and help current Latinas be successful in their academic career.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1940** | Submission: **16995** | Sponsor(s): **(DEI, OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Inclusion and Exclusion in Organizations: Behaviors, Experiences, and Solutions

Organizer: **Hans Van Dijk**, *Tias Business School*
Discussant: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*

Despite the widespread consensus among researchers and practitioners about the importance of inclusion, reports of excluding actions and experiences continue to abound, and have become more salient in the wake of the MeToo, Black Lives Matter and Stop Asian Hate movements. This paradox raises the question of why exclusion remains so prevalent when there seems to be near-unanimous support for inclusion. In this symposium, we aim to address this question by shedding more light on (a) the nature of including and excluding behaviors, (b) how those including and excluding behaviors relate to experiences of inclusion and exclusion, and (c) ways to mitigate behaviors that yield experiences of exclusion and propagate behaviors that foster experiences of inclusion in organizations. This symposium consists of five presentations of studies on these topics and is rounded up by a discussant who is a leading researcher in the field as well as the vice-dean of equity at a prominent U.S. business school.

A typology of modern-day acts of exclusion in the workplace

Author: **Jason Jie**, *Tilburg U.*
Author: **Hans Van Dijk**, *Tias Business School*
Author: **Charissa Freese**, *Tias Business School*

Worker silence in a turbulent neoliberal context

Author: **Cihat Erbil**, *Ankara HBV U.*
Author: **Mustafa Ozbilgin**, *Brunel U.*

Development and validation of the inclusive coworker behavior scale

Author: **Rowan Moelijker**, *Rotterdam School of Management, Erasmus U.*
Author: **Anne Burmeister**, *U. of Cologne*

The process of perceived exclusion: The roles of attribution, legitimacy, and tipping points

Author: **Jamie Breukel**, *Tilburg U.*
Author: **Hans Van Dijk**, *Tias Business School*
Author: **Sanne Nijs**, *Human Resource Studies, Tilburg U.*
Author: **Marloes Van Engen**, *Human Resource Studies, Tilburg U.*
Author: **Stefanie Duijndam**, *Tilburg U.*

The promise of inclusive leadership in virtual and hybrid teams

Author: **Moritz Kentmann**, *Amsterdam Business School, U. of Amsterdam*
Author: **Tanja Hentschel**, *Amsterdam Business School, U. of Amsterdam*
Author: **Frank D. Belschak**, *U. of Amsterdam*

Session Type: **Symposium**
Program Session: **1941** | Submission: **17473** | Sponsor(s): **(DEI, OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Yarmouth**

On The Elements of Diversity: Definitions and New Considerations

Organizer: **Lars Uriah Johnson**, *U. of Texas At Arlington*
Presenter: **Derek R. Avery**, *U. of Houston*
Participant: **Enrica Nicole Ruggs**, *U. of Houston*
Presenter: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Session Chair: **Aylime Bueno**, -
Participant: **Tyleen Lopez**, *Wayne State U.*
Participant: **GABRIELA GUZMAN**, *U. of Texas At Arlington*
Participant: **Michael J. Tews**, *Pennsylvania State U.*
Participant: **Larissa R. Garcia**, *U. of Houston*
Participant: **Horatio Traylor**, *U. of Houston*
Participant: **Kristi Hatter**, *U. of Houston*
Participant: **Tiffany Lilly Owens**, *Doctoral Student, U. of Houston*
Participant: **Dustin Maneethai**, *U. of Houston*
Presenter: **Tiffany Trzebiatowski**, *Colorado State U.*
Presenter: **Phillip M. Jolly**, *Pennsylvania State U.*

Research on diversity, equity, and inclusion has expanded rapidly over the past decade or so. This symposium makes note of that expansion by considering existing definitions (and related epistemologies) of diversity and presenting novel research in some key areas of the diversity literature. We do so by presenting a literary review of diversity definitions and new research on effects of diversity, equity, and inclusion definitions and processes on leadership, diversity climate and constituent attachment, and stereotype threat in pre- and post-selection situations.

The Meaning of Diversity: A Review of Diversity Conceptualizations by Level of Analysis

Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Tiffany Trzebiatowski**, *Colorado State U.*

Black, White, And Shades of Gray: How Leader Race Influences Firm Valuation

Author: **Derek R. Avery**, *U. of Houston*
Author: **Enrica Nicole Ruggs**, *U. of Houston*
Author: **Larissa R. Garcia**, *U. of Houston*
Author: **Horatio Traylor**, *U. of Houston*
Author: **Kristi Hatter**, *U. of Houston*
Author: **Tiffany Lilly Owens**, *Doctoral Student, U. of Houston*

The Asymmetric Stereotype Threat Cognitions Model

Author: **Lars Uriah Johnson**, *U. of Texas At Arlington*
Author: **Aylime Bueno**, -
Author: **Dustin Maneethai**, *U. of Houston*
Author: **GABRIELA GUZMAN**, *U. of Texas At Arlington*

Together, We Stay: Constituent Attachment as a Predictor of Turnover

Author: **Phillip M. Jolly**, *Pennsylvania State U.*
Author: **Lars Uriah Johnson**, *U. of Texas At Arlington*
Author: **Michael J. Tews**, *Pennsylvania State U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1942** | Submission: **20559** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Social Entrepreneurship From an Individual-Level Perspective

Session Moderator: **Maria Riniker**, *Bern U. of Applied Sciences*

ENT: **Conceptualizing Social Entrepreneurial Personae in Crowdfunding**

Author: **Maria Riniker**, *Bern U. of Applied Sciences*
Author: **Pascal Dey**, *Bern U. of Applied Sciences*

Crowdfunding has been identified as an apt mechanism for financing social enterprises' projects and ventures. While the academic literature has offered detailed analyses of specific elements and success factors of social entrepreneurial crowdfunding, we argue that this research endeavor is getting 'too narrow too early.' Specifically, we claim that the dominance of quantitative studies based on publicly available data and the lack of conceptual clarity have produced many detailed but isolated findings that do not combine to form a comprehensive understanding of social entrepreneurial crowdfunding. This points toward the importance of a relational ontology that conceives of the relations between the elements and success factors of social entrepreneurial crowdfunding identified in extant research as more fundamental than the entities themselves. As a path forward, we use this paper to offer a more integrative understanding of social entrepreneurial crowdfunding that theorizes how social entrepreneurs utilize crowdfunding platforms to create value for their ventures and stakeholders. Drawing on previous research on social entrepreneurial crowdfunding and various additional bodies of literature, we conceptualize four social entrepreneurial personae – fundseeker, networker, buzzmaker, and crowdsourcer – that describe the different ways social entrepreneurs use crowdfunding, what their goals are, what specific tactics they use, and what problems they might face. Apart from offering a more holistic understanding of the inner workings of social entrepreneurial crowdfunding, this paper aims to point out future research directions that will help us maintain the relevance and 'promise' of our field.

ENT: **Who are the Nonprofit Entrepreneurs?**

Author: **Farzana Chowdhury**, *Durham U. Business School*

Understanding the antecedent of engagement in non-profit entrepreneurship is important since non-profit organizations combine two competing organizational objectives – creating social values and economic wealth. Drawing from the norm-activation theory (NAT) and resource-based view lenses, we address the following questions: What are the antecedents of undertaking non-profit entrepreneurial activity? What is the role of entrepreneurs' knowledge resources in the decision to exploit a non-profit entrepreneurial opportunity? We test the propositions of this paper by focusing on the type of entrepreneurship chosen by 8544 entrepreneurs. Our study results show a significant linkage between entrepreneurs' different job-related experiences and social orientation and non-profit entrepreneurship compared to education and entrepreneurial experience —the results of our study hold for several robustness analyses.

ENT: **Social Entrepreneurs Emerging from Adversity: A Perspective of Identity Construction via Sensemaking**

Author: **Fangjie Wang**, *U. of Warwick*
Author: **Mona Mensmann**, *U. of Cologne*
Author: **Nicos Nicolaou**, *U. of Warwick*

While research has shown that social entrepreneurs can emerge from adversity, we know very little about how adversity leads an individual to become a social entrepreneur. Building on a grounded theory study of social entrepreneurs, we develop a model explaining how individuals develop identities relevant to being social entrepreneurs through sensemaking of adversity. Drawing on a sample of 221 podcast episodes, 34 videos, and 43 online articles involving 62 social entrepreneurs facing 72 adversities, we unpack the sensemaking of adversity by examining different ways people may interpret and respond to their adverse environments. We find that individuals' perceptions of themselves in relation to other victims of adversity direct their sensemaking towards different directions, resulting in different identities relevant to being a social entrepreneur. We also find that adversity is only one factor contributing to social entrepreneurship and discuss other conditions that are necessary for people to become social entrepreneurs following adversity. The findings contribute to a better understanding of social entrepreneurship and add to the literature on sensemaking and identity

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ENT: **The Role of Perspective - Taking in Social Venture Opportunity Development**

Author: **Raja Singaram**, *Audencia Business School*
Author: **Sarnish Kour**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*

We study the role of perspective-taking in social venture opportunity development by performing content analysis of the stories of 109 founders of social ventures. Perspective-taking, the ability to view a situation from others' point of view, is an essential socio-cognitive skill that drives opportunity development. We find that cognitive and affective perspective-taking enable founders to garner crucial insights into the situations of the customers. These insights guide the generation and selection of effective solution alternatives, which in turn contribute to the viability of the new social venture. We derive a process model that illustrates the role of perspective-taking in advancing social venture opportunity development through solution ideation.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1943** | Submission: **20652** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **111**

Politics shaping Entrepreneurship

Session Moderator: **William John Wales**, *U. at Albany, State U. of New York*

ENT: **How Does Politics Shape the Performance of Entrepreneurially Oriented Strategic Business Units**

Author: **William John Wales**, *U. at Albany, State U. of New York*
Author: **Safal Batra**, *Indian Institute of Management, Kashipur*
Author: **Uma Shankar Rangaswamy**, *Indian Institute of Management, Kashipur*

In this study, we examine the entrepreneurial orientation (EO), political behavior, and leader discretion of an organization's strategic business units (SBUs) to determine whether and how a unit's interpersonal political dynamics affect its performance. Building our arguments within a social information exchange perspective, we argue that politically charged SBUs are less capable of translating EO into improved performance. However, we observe the harmful influence of SBU politics on the EO-performance relationship is partially alleviated when SBU leaders have greater discretion over unit actions. We examine our theoretical model using robust, multi-level data collected from 320 SBU leaders and 1181 reporting unit managers within a large multi-national information technology firm headquartered in India. Implications for theory and practice are discussed.

ENT: **Political Turbulence and Decision Making of Potential Entrepreneurs**

Author: **Daxin Sun**, *Shanghai Jiao Tong U.*

Prior studies on political turbulence have highlighted the role of treat rigidity induced by external political environment in driving entrepreneurs to adjust their strategies to reduce uncertainties. However, an-corruption campaign, regarded as an effort made by government to fight against corruption, not only posts the treats on the stability of firms' operations, but also signals their responsiveness and benevolent intentions to the public, and therefore providing more confidence with the social members. In this case, the causal effect of anti-corruption campaign on the decision making of entrepreneurs is still not well understood. This paper investigates whether and how political turbulence influences the decision making of starting business for entrepreneurs by focusing on the anti-corruption investigations since 2012 in China. Using a panel dataset of China Family Panel Studies (CFPS) surveys over the period 2012 to 2016, we find that exposure to anti-corruption campaign increases rather than decreases the possibility of individual entrepreneurship. Furthermore, we test two potential mechanisms underlying the focal relationship: political experience and social comparison. We find that those people having positive interactions with government before or affiliated with lower economic status are more likely to start new business than others. Our findings provide fresh insights into the corruption literature and studies on the determinants of entrepreneurship by clarifying the heterogeneous response of entrepreneurs facing anti-corruption campaign.

ENT: **Windfalls of Political Shield: Government Capital and Venture Innovation in China**

Author: **Chengyan Zhan**, *National School of Development, Peking U.*
Author: **Xuanli Xie**, *Peking U.*
Author: **Peiyuan Huang**, *Peking U.*

In the past two decades, infusing government capital into new ventures to support innovation has drawn increasing research attention. Prior literature, however, overlooks the nuances within government venture capital (GVC) and focus disproportionately on its direct investment in new ventures (GOVC), and has not paid enough attention to the alternative investment mode, indirect investment through funding other venture capitals (GSVC). This paper specifically examines the different impacts of these two types of government capital on their investee ventures' innovation. We argue GOVCs and GSVCs bring different information advantages and fulfill different intermediary roles. Using data from biotech and IT industries in China from 2009 to 2019, we find that GOVCs and GSVCs contribute to different venture innovation outcomes. While GOVC-back ventures create more novel innovations, GSVC-backed ventures tend to produce more focused innovations. The above effects are further moderated by regional government industrial policy and regional industry development.

ENT: **Like Knows Like: The Power of Proximity Between Entrepreneurs & Government Officials**

Author: **Zi Xuan Chan**, *U. of Macau*
Author: **YUMIN CAO**, *U. of Macau*
Author: **Xiaoyun Chen**, *U. of Macau*
Author: **Lin Yuan**, *U. of Macau*

This paper studies the contingent role of political ties from proximity perspectives on the innovation initiative of entrepreneurial firms in an emerging market. By using an 8084 national questionnaire survey of Chinese private firms in 2016, we first examine how the regional institutional environment influences firm innovation. As expected, our findings show that a more market-develop institutional environment favours the firm to innovate. More importantly, this effect will be further strengthened when the proximity-based political tie between entrepreneurs-government officials is strong. In contrast to prior literature on entrepreneur-government relationships that focus on relational-based political connection, we introduce a new perspective to study political ties, namely, the proximity-based political attachment, exploring the proximity mechanism of the entrepreneur-government official's "invisible tie". Unlike previous political ties from relational perspectives that required continuous interaction and will become a burden to the firm, we find that the results will be further bounded by the availability of the interaction, depending on the nature of the proximity dimension. Our findings, therefore, contribute to the social network, institution, and innovation literature by integrating both macro and micro perspectives to explore the extrinsic and intrinsic power that fuelled firm innovation in the emerging market.

KEY TO SYMBOLS

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Organizational context: Self-employment, and SMEs 2

Session Moderator: **Viktoriia Pisotska**, *Department of Business and Management, LUISS Guido Carli U.*

ENT: **How Do Entrepreneurial Practices Balance Art and Business?**

Author: **Viktoriia Pisotska**, *Department of Business and Management, LUISS Guido Carli U.*
Author: **Kerem Gurses**, *La Salle, U. Ramon Llull*

Relying on the literature on tensions and contradictions and the theory of practice, coupled with the literature on creative industries, this study uncovers how creative entrepreneurs balance the tension between art and business and respond to other challenges of creative entrepreneurship. The multiple case studies method is adopted by examining founders, co-founders and main employees of European film production companies. We reveal the perception of creative entrepreneurs towards the relationship between art and business. We explore different organizational and industry-level challenges experienced by creative entrepreneurs and uncover the organizational practices they adopt to deal with the identified challenges. The research contributes to the phenomenon of creative entrepreneurship by introducing the practice perspective, to the literature on paradox and contradiction by exploring the micro-foundations of tensions and paradox responses in high intensity situations, and to practice-based studies by investigating a domain specific practice theory and highlighting the agency of creative entrepreneurs in adapting practices necessary to deal with conflicting demands of creative entrepreneurship.

ENT: **Examination of the Person-Job Fit of Entrepreneurs, Joiners, and Employees of Established Firms**

Author: **Danny Chung**, *California State U., Chico*

Many individuals pursue entrepreneurship in hopes of finding an occupation that fits well themselves. However, existing scholarly research on person-job fit and entrepreneurship does not provide a definitive answer on whether entrepreneurs do indeed enjoy a better person-job fit. Using a large dataset derived from the 2010, 2013, and 2015 waves National Survey of College Graduates, this study examines the level of person-job fit among entrepreneurs, employees of startups (a.k.a joiners), and employees of established firms. The results show that while entrepreneurs enjoy a better fit, joiners experience worse fit compared to employees of established firms. Further analysis finds that both entrepreneurs and joiners enjoy better fit in terms of the pecuniary attributes associated with their jobs, but experience worse fit in terms of the non-pecuniary attributes.

ENT: **A Business of Small Size is not a "Small and Medium Enterprise"**

Author: **José Osvaldo De Sordi**, *Centro U. Campo Limpo Paulista (UniFACCAMP)*
Author: **Wanderlei Paulo**, *Centro U. Campo Limpo Paulista*
Author: **André Rodrigues Dos Santos**, *Centro U. Campo Limpo Paulista (UniFACCAMP)*
Author: **Reed Nelson**, *U. of Louisiana Lafayette*
Author: **Marcia Carvalho De Azevedo**, *U. Federal de São Paulo*
Author: **Marcos Hashimoto**, *Centro U. Campo Limpo Paulista (UniFACCAMP)*

Composite categories such as "small and medium enterprise" (SME) violate canons of the categorization process, such as mutual exclusion, configuring a scientific-ontological problem and also a business-pragmatic one, as such categories make it difficult to understand and seek solutions for these companies. In order to explore this difficulty, this study analyzed the concepts recently used by researchers and practitioners to characterize businesses of small size. Two sets of texts were analyzed: i) defining documents from society (laws, norms, ordinances); and ii) scientific articles published in important journals that focus on businesses of small sizes. The analysis of the subcategories and the values of the delimiting properties showed that the defining documents work with typologies of businesses of small size that are more consistent and precise than those found in the articles, with articles being marked by the presence of many composite subcategories. We questioned editors and authors of articles from journals specializing in "small business" regarding the reasons for the prevalence of the SME to the detriment of the "small business" subcategory. A contemporary myth is highlighted, characterized by a dichotomous view of the business universe, covering large and non-large companies, with SME being an expression of the latter group.

ENT: **More Than a Feeling – Conceptualizing Mittelstand Mindset for International Application**

Author: **Ann-Christin Groezinger**, *U. of Siegen*
Author: **Miriam Hiepler**, *U. of Siegen*
Author: **Donald F. Kuratko**, *Indiana U.*
Author: **Petra M. Moog**, *U. of Siegen*

Our world is becoming increasingly volatile, which leads to economic systems having to withstand significantly more crises. In comparison to others, the German economy remains relatively stable in such situations, which can be attributed to its strong Mittelstand, a type of companies featuring long-term orientation and moderate growth. Common Mittelstand definitions refer to the German (research) context and are mainly unsuitable for international research. Research on the German Mittelstand increasingly shows that this type of company is characterized by an entrepreneurial mindset that is probably transferable to other national context. Thus, based on this special mindset, we conceptualize observable characteristics of Mittelstand that allows the identification of Mittelstand-like companies in an international context.Our study follows a qualitative multiple case study approach, to enhance the accuracy and generalizability of the emerging definition approach and provide a testable theory. We use two different data sources: First, 17 relevant research papers on Mittelstand companies were identified and analyzed utilizing a qualitative inductive coding process. Second, case data (based on interviews, websites, and archival data) of 64 potential Mittelstand companies was analyzed in the same way as the scientific articles. This approach allows to identify the Mittelstand mindset and the resulting observable characteristics in an in-depth way. We identify eight characteristics of Mittelstand that emerge from the mindset of those companies, namely owner-management, responsible identity, rurality and regional embeddedness, internationalization, product orientation, service orientation, value orientation and, SME. We enrich the international debate on Mittelstand by developing a framework that applies to the international level. This opens the opportunity for researchers to investigate the (societal) contribution of Mittelstand beyond national borders in Germany and thus entails the opportunity to include those types of companies in the respective political debates, as well into the debate on an entrepreneurial continuum.

KEY TO SYMBOLS

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Crowdfunding 3

Session Moderator: **Fang He**, *U. of St. Gallen*

ENT: **The Crowd Beyond Funders: An Integrative Review of and Research Agenda for Crowdfunding**

Author: **Fang He**, *U. of St. Gallen*
Author: **Matthias Troebinger**, *ESSEC Business School*

Crowdfunding, or seeking contributions from dispersed individuals through online platforms without financial intermediaries, is an increasingly indispensable strategy for established firms, young ventures, and aspiring entrepreneurs alike. We propose an integrative review of the crowdfunding research accumulated over the past decade. We aim at breaking down disciplinary silos to develop a framework that integrates the insights from research across distinct disciplinary traditions, and synthesized research in the fields of management, entrepreneurship, innovation, operations, information systems, and marketing. Our goal is to develop a comprehensive and balanced understanding of the phenomenon by integrating insights gained by different communities of practice. Our analyses reveal three critical issues. First, the literature has treated the crowd primarily as funders, paying insufficient attention to its other indispensable roles at the critical stages before and after the crowdfunding campaign. Second, most empirical studies focus on the campaign in isolation, although campaigns involve heterogeneous actors and a multitude of complementary stakeholders. Third, most theorizing has been variance-based, leaving the temporal dynamics and the generative forces within the process inadequately addressed. Our review addresses these issues and provides an integrative framework to guide future research.

ENT: **Country-Level Drivers of Crowdfunding Platform Creation in Africa**

Author: **René Guy OMENGUELE**, *U. of Dschang*
Author: **Yimpi Cedric MBOUOLANG**, *U. of Dschang*
Author: **Anne-Laure Boncori**, *INSEEC Business School*
Author: **Eric Braune**, *INSEEC Business School*

Given the ongoing debate on the relationship between institutions and the development of crowdfunding, this study aims to better understand the joint effects of country-level formal and informal institutions on crowdfunding platform (CFP) creation in African countries. To achieve this goal, the current study uses multiple datasets, including the World Development Indicators (WDI), World Economic Forum (WEF), World Bank/International Finance Corporation (IFC) and the International Telecommunication Union (ITU). The data cover 33 countries from 2011 to 2017. The results suggest that corruption impedes formal institutions from significantly influencing the creation of domestic CFPs in African countries. Consequently, the development of the domestic crowdfunding industry in Africa is linked to the centuries-old and culturally rooted African practices of individuals helping one another. Furthermore, the negative relationship between financial market development and the rise of CFPs enables us to conclude that the crowdfunding industry and traditional sources of financing are substitutable.

ENT: **Analyzing Advancement in Crowdfunding Research and Envisioning its Future: A Bibliometric Approach**

Author: **Swati Oberoi**, *Indian Institute of Management, Shillong*
Author: **Smita Srivastava**, *Wichita State U.*
Author: **Rohit Joshi**, *Associate Professor, Indian Institute of Management Shillong*
Author: **Atul Mehta**, *Indian Institute of Management, Shillong*

Crowdfunding represents an emerging alternative means of marshaling resources which may prove to be a game-changer in the entrepreneurial finance landscape. Although the rapid growth in this field has yielded a multidisciplinary body of work, the scaffolding of this vast body of work is still largely unknown in the scholarly domain. We conduct a bibliometric analysis of 534 crowdfunding articles to uncover the intellectual landscape of crowdfunding research. Our comprehensive co-citation analysis reveals two generations of crowdfunding research, identifies the most researched themes in area, and highlights its theoretical and disciplinary anchors. In addition, our bibliographic cartography traces the shifts in areas of interest of scholars within the heterogeneous field. Overall, our critical analysis of the most influential conversations in crowdfunding research helps reveals gaps in the extant literature which act as fertile directions for its future inquiry.

ENT: **Sustainability Orientation and Crowdfunding Performance: A Perspective of Resourcefulness**

Author: **Xiaojuan Hu**, *School of Economics & Management, Tongji U.*
Author: **Vincenzo Buttice**, *Politecnico di Milano*

Drawing on theories of resourcefulness and optimal distinctiveness, we propose that the relationship between sustainability orientation and crowdfunding performance changes under different levels of project creativity, project transparency, and third-party endorsements. Two studies were conducted to test hypotheses at the project level and backer level respectively. In the field study (Study 1), 1,233 data were collected from Kickstarter at Time 1 (projects were live) and Time 2 (projects were completed). In the experimental study (Study 2), 649 data were collected from participants at Amazon Mechanical Turk. The results indicate that sustainability orientation positively affects crowdfunding performance and backers' attitudes. Project creativity moderates the relationships between sustainability orientation and crowdfunding performance (funding ratio, funding amount, and number of backers) in an inverted-U shape. Project transparency moderates the above associations in a U shape. Third-party endorsements positively moderate the above links. Thus, sustainability orientation has stronger positive effects on crowdfunding performance when project creativity is at a moderate level, project transparency is at a low or high level and the project has third-party endorsements. Furthermore, the same effects of sustainability orientation, project creativity, and third-party endorsements are observed at the backer level. These findings can provide guidance for creators to obtain better crowdfunding performance. It can also help backers make more knowledgeable decisions.

KEY TO SYMBOLS

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Entrepreneurial Ecosystems 3

Session Moderator: **Paul Steffens**, *U. of Adelaide*

ENT: **Configurations of Entrepreneurial Ecosystem Well-Being**

Author: **Iulia Stroila**, *FH Muenster U. of Applied Sciences*
Author: **Paul Steffens**, *U. of Adelaide*
Author: **Carolin Plewa**, *U. of Adelaide*

While the importance of well-functioning entrepreneurial ecosystems is well understood, broad configurational perspectives on ecosystem health remain limited, with a narrow focus on economic, quantifiable elements. Drawing on the concept of ecosystem well-being from ecology, we develop and employ a new configurational perspective within entrepreneurial ecosystems. Through 52 interviews with local experts in Amsterdam, Berlin, Medellín, São Paulo, Silicon Valley, Stockholm, and Tel Aviv, we investigate combinations of ecosystem well-being dimensions—diversity, quality, resilience, opportunity and choice provision for entrepreneurs and their ventures. Four distinct configurations emerge: Expansive, Instrumental, Grassroots, and Limited Ecosystem Well-Being. Accordingly, our study extends entrepreneurial ecosystem research by shifting the analysis focus from an economic perspective to one that combines economic and non-economic elements of an ecosystem and by acknowledging the configurational character of entrepreneurial ecosystems.

ENT: **Circular Ecosystems Intermediation: The Transition to Circular Textiles and Fashion**

Author: **Lori DiVito**, *Amsterdam U. of Applied Sciences*
Author: **Jakomijn Van Wijk**, *Maastricht School of Management*
Author: **Iteke Van Hille**, *Amsterdam U. of Applied Sciences*
Author: **Zita Ingen-Housz**, *Amsterdam U. of Applied Sciences*

We investigate circular ecosystems that supports circular start ups and innovation. We argue that circular ecosystems extend across spatial and disciplinary boundaries, requiring system intermediaries to bridge contextual environments and provide access to actors and resources. Focusing on the emerging circular transition in the textiles and fashion industry, we gathered data from in-depth interviews, field observations, and archival documentation over a five-year period. Our findings show that circular ecosystems are nested and interdependent and that ecosystem intermediation is distributed across various ecosystem actors. We elucidate the role of ecosystem intermediation that aligns multiple ecosystem actors. We observed how ecosystems co-evolve and converge on different levels towards a circular transformation and developed a model that illuminates ecosystem intermediation across geographic and sectoral boundaries. Our study contributes to the literatures on circular entrepreneurship, circular ecosystems and system transitions as well as provides practical implications for practitioners and policy makers.

ENT: **The Impact of Nonprivileged Catalysts on Entrepreneurial Action**

Author: **Ouafaa Hmaddi**, *City College - City U. of New York*
Author: **Lauren Lanahan**, *U. of Oregon*

Scholars have identified several privileged catalysts such as prior employers, educational programs, and connections that push prospective entrepreneurs to act on their ideas and share them with external audiences. However, entrepreneurial action is often pursued by individuals without access to such catalysts. We focus on nonprivileged catalysts—resource spillovers available to the population at-large that do not depend on direct access to the underlying resource for their effects to be realized—and whether they kickstart entrepreneurial action. Using data from the U.S. State Small Business Credit Initiative and Kickstarter, we find evidence that entry of a nonprivileged catalyst increases entrepreneurial action.

ENT: **Iron Cages or Open Horizons? Entrepreneurial Ecosystems and the Shaping of New Venture Ideation**

Author: **Austin R. Brown**, *Belmont U.*
Author: **Matthew Wood**, *U. of Oklahoma*

Entrepreneurial ecosystems as an enabling force in the formation of new ventures has emerged as an influential scholarly conversation. This study adds to that conversation by elaborating theory at the individual level, examining how variation in entrepreneurial ecosystems impact the new venture ideas entrepreneurs generate. Specifically, we deploy a verbal protocol experiment where the focus and coherence of structural factors and key actors in the ecosystem (i.e., ecosystem convergence) are manipulated and entrepreneurs engage in think-out-loud new venture ideations under the different configurations. An analysis of the qualitative data from 110 new venture ideas generated by 28 entrepreneurs resulted in a novel conceptual model that identifies three distinct types of ecosystem-driven ideation (mimetic, synthetic, and agentic). We then explicate the ecosystem conditions under which each form of ideation is likely to occur. Doing so, we delineate ecosystem convergence around a specific industry as increasing the likelihood of mimetic ideation, with decreasing convergence leading to greater likelihoods of synthetic and then agentic ideation. Our theoretical insights culminate in a set of propositions that improve our understanding of the ways in which entrepreneurial ecosystems shape entrepreneurs thinking and action.

KEY TO SYMBOLS
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Entrepreneurial Digital Transformation 2

Session Moderator: **Yingzhu Fu**, *central south U. business school*

ENT: **Digital Opportunity Development and Corporate Entrepreneurship During COVID-19**

Author: **Yingzhu Fu**, *central south U. business school*
Author: **Marilyn Ang Uy**, *Nanyang Business School, NTU Singapore*
Author: **Wai Fong Boh**, *Nanyang Technological U.*

Drawing on the theory of situational strength, this research investigates the extent to which perceived organizational climates interact with corporate entrepreneurs' (1) emotional reactions to COVID-19's impact on business and (2) digital technology choices to influence digital opportunity development. We conducted an eight-wave longitudinal survey study involving 108 leader managers in Singapore and found that, depending on the perceived climate for initiative and psychological safety, corporate entrepreneurs' emotional reactions and digital technology choices can have positive or negative impact on digital opportunity development. Our findings shed light on digital opportunity development and corporate entrepreneurship during the COVID-19 pandemic.

ENT: **Export Performance of Emerging Economy Enterprises: Institutions and Digital Capability**

Author: **Chao Zhang**, *Autonomous U. of Barcelona*
Author: **Joan-Lluís Capelleras**, *U. Autònoma de Barcelona*
Author: **Victor Martin-Sanchez**, *U. of Southern Denmark*

We employ a two-stage theoretical model which argues export performance of emerging economy enterprises (EEEs) depends both upon their home country institutional environments and firm-specific capability. Specifically, we test this theoretical model based on Heckman two-stage procedure using a large dataset of 30,978 firm-level observations and covering 76 emerging economies globally. Our findings suggest EEEs will be more likely to export (i.e., export propensity) when facing low corruption, strong political stability, and high government effectiveness, not in line with weak institutional escapism. Besides, and surprisingly, firm digital capability influences post-entry performance (i.e., export intensity) in a U- shaped way. Taken together, our study enhances and advances understanding of determinants of EEEs' export performance, contributing to the explanations of institutions and firm capability on exporting activities.

ENT: **From Musicians to Entrepreneurs: The Effect of Business, Music, Creative and Digital Competencies**

Author: **Richard Aristeo Rodriguez**, *U. of Texas Rio Grande Valley*
Author: **Sibin Wu**, *U. of Texas Rio Grande Valley*

As a result of the digital disruption of the music industry supply chain, many music artists now have the option of acting as independent business units with their artistic identity serving as an entrepreneurial venture that can be marketed online through social media and delivered through digital platforms such as Spotify. However, why do some musicians emerge as entrepreneurial and others do not? We provide a theoretical model to answer the question. Basing on Jack-of-all-Trades Theory, we identify four sets of competencies (business, music, creative, digital) that music entrepreneurs need to be successful. We then relate the competencies with music entrepreneurial performance indicators. Specifically, we propose that the competencies affect both financial and non-financial music entrepreneurial performance. Further, digital competencies moderate the relationship between the other competencies and music entrepreneurial performance.

ENT: **Optimal Distinctiveness and "Entrepreneurial Construal" in Digital Health Business Model Innovation**

Author: **Jay Inghwee Chok**, *Keck Graduate Institute, Claremont Colleges*
Author: **Chiung-Yi Hwang**, *National Yang Ming Chiao Tung U.*

We qualitatively ground digital health entrepreneurship by studying "entrepreneurial construal" – a central category that emerged and was refined through our iterative coding. In our sample of digital health startups, we find that the cognitive distance between the top management team and the "prototypical user" affects the entrepreneurial learning processes associated with construing opportunities as either concrete or abstract. We coded this process as "entrepreneurial construal", which follows two distinct paths. In the first path, learning embedded with a profit logic is relatively more abstract. By contrast, in the second path, founding teams invoke a social welfare logic in their learning processes to construe opportunities in a more concrete fashion. These findings led us to develop a framework for how the learning trajectory is affected by an identity-logic nexus (i.e. commercial vs. social welfare) informed by recent scholarly discourse about optimal distinctiveness within institutional theory. Our findings help ground and advance a novel yet nuanced line of inquiry focused on how "entrepreneurial construal" embedded within optimally distinct identities may shape learning among top management teams in early-stage startups.

KEY TO SYMBOLS
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Session Type: **Symposium**
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Innovation and Inequality: Evaluating the Distributive Consequences of Innovation

Organizer: **Andy Buschmann**, *U. of Michigan, Ann Arbor*
Session Chair: **Dan Breznitz**, *Georgia Institute of Technology*
Presenter: **Simona Iammarino**, *LSE*
Presenter: **Michele Scataglini**, *Saïd Business School U. of Oxford*
Presenter: **Amos Zehavi**, *Tel Aviv U.*
Presenter: **Dimiana Farag**, *Said Business School*
Presenter: **Viktor Salenius**, -

What are the distributive consequences of innovation ecosystems? In recent decades, innovation has led to significant productivity gains and wealth creation, but the distribution of these benefits has been uneven, with the majority staying at the top rather than flowing to the bottom. Academic fields such as public policy, political economy, and economic geography have long debated distributive consequences of technological change under the umbrella of the efficiency-equality tradeoff, but innovation studies has not fully integrated these learnings. By conceptualizing and evaluating distribution-sensitive innovation policies and institutions, this symposium aims to address this gap and better understand how innovation can be leveraged to counteract the global "race to the bottom" resulting from liberalization and promote more equitable outcomes.

Innovation in Real Places

Author: **Dan Breznitz**, *Georgia Institute of Technology*

Was South Africa More Innovative Under Apartheid? The Case for Representation in Innovation Studies

Author: **Andy Buschmann**, *U. of Michigan, Ann Arbor*

Consumption Targeted Innovation for Women: From Principle to Practice?

Author: **Amos Zehavi**, *Tel Aviv U.*
Author: **Shai Oxenberg**, *Tel Aviv U.*

UK space sector commerce and the 'Levelling Up' Agenda

Author: **Michele Scataglini**, *Saïd Business School U. of Oxford*
Author: **Viktor Salenius**, -
Author: **Dimiana Farag**, *Said Business School*
Author: **Marc Ventresca**, *U. of Oxford*

The Impact of Critical Rare Metal Availability on the Renewable Energy Transition

Author: **Simona Iammarino**, *LSE*
Author: **George Yunxiong**, *London School of Economics*

KEY TO SYMBOLS
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Entrepreneurial Passion

Session Moderator: **Inna Kozlinska**, *U. of Groningen, Faculty of Economics and Business*

ENT: **Meta-Analytical Investigation of the Nature and Pathways of Passion in Entrepreneurship**

Author: **Vanessa Naumann**, *Paderborn U.*
Author: **Holger Steinmetz**, *U. of Paderborn*
Author: **Michael Marcus Gielnik**, *Leuphana U. Lüneburg*
Author: **Slawa Tomin**, *Paderborn U.*

The concept of passion in entrepreneurship encounters growing inconsistencies, both in terms of its conceptualization and measurement. Passion in entrepreneurship is a formative composite of the dimensions of entrepreneurial identity and intense positive feelings. However, the theoretical meaning and methodological operationalization of that composite is discrepant in the literature. Due to the inconsistencies, we see the need to consolidate the current research and provide a meta-analytic examination of the nature of passion in entrepreneurship. First, we conduct a meta-analytical structural equation model (MASEM) including 66 studies to examine the pathways of how passion influences entrepreneurial effectiveness through cognitive and motivational mechanisms. By this we validate the theory of entrepreneurial passion by Cardon et al. (2009). Second, we investigate what the nature of passion is and strengthen our theoretical understanding of passion in entrepreneurship. Following the approach of Cardon et al. (2009), we test the theory of passion in entrepreneurship as a formative construct and compare it to the umbrella term and the superordinate construct. We advance the theoretical understanding of the construct of passion in entrepreneurship and its nature by showing the predictive validity of the conceptual model of Cardon et al. (2009) and display that all three variants (formative and superordinate construct as well as umbrella term) are functional and need to be tested in practice as a basis for future research.

ENT: **Envisioning the Future: The Role of Passion in Eudaimonic Well-Being of Entrepreneurs**

Author: **Inna Kozlinska**, *U. of Groningen, Faculty of Economics and Business*
Author: **Sílvia Fernandes Costa**, *U. of Groningen*
Author: **Florian Noseleit**, *U. of Groningen*

We theorize and test a model that emphasizes the role of envisioning in translating the experience of entrepreneurial passion for founding a venture into higher levels of eudaimonic well-being among entrepreneurs. Additionally, acknowledging the heterogeneity of well-being outcomes in entrepreneurship, we propose that the motive driving the creation of a new venture (necessity- or opportunity-driven entrepreneurship) moderates this process. We find that envisioning partially mediates the relationship between passion for founding and eudaimonic well-being. Additionally, necessity-driven entrepreneurs experiencing lower levels of passion tend to engage less in envisioning, which leads them to lower levels of eudaimonic well-being. Our study contributes to a more comprehensive understanding of entrepreneurial well-being by considering affective, cognitive and motivational determinants.

ENT: **The Structuring of Organizational Attention by Contagion of Entrepreneurial Passion (WITHDRAWN)**

Author: **Minh Hoang Vo**, *INSEAD*

Passion plays a prominent role in the experience and success of entrepreneurial ventures. Entrepreneurship research recognizes how entrepreneurial passion contributes to venture performance by creating the motivational energy needed for opportunity search, by helping to persuade resource holders, and by embodying key practices in entrepreneurial organization. Yet, for decades, the entrepreneurship literature remains focused on the contagion mechanism of entrepreneurial passion and under explores how, as a high-activation emotion, entrepreneurial passion may narrow organizational attention in critical ways. My inductive, longitudinal study of a nascent venture successful in mobilizing support and achieving growth by using entrepreneurial passion shows how contagion of entrepreneurial passion leads to neglect treatment and competitive aggression among venture workers. This organizational dynamic emerges through three interlinked mechanisms: reconfiguration of worker's attention boundary, worker's boundary-focused coping, and top-down socialization of attention focus. Presented in a process model, this finding provides an alternative perspective to the literature on venture growth, which values entrepreneurial passion for the resources it enables to support venture growth rather than a potential contributor to dysfunctions in organizational collaboration. My finding also addresses the paucity of empirical and theoretical work on cultural processes in growing ventures. While the prevailing view espouses founders' determination of culture in ventures from the top-down, I provide a bottom-up account by examining the journey of workers and by highlighting their ongoing enactment of culture.

ENT: **Antecedents and Outcomes of Entrepreneurial Passion: A Meta-Analysis**

Author: **Frederik Riar**, *U. of Bern*
Author: **Shanshan Qian**, *Towson U.*
Author: **Chao Miao**, *Salisbury U.*
Author: **Bart J. Debicki**, *Towson U.*

Entrepreneurial passion has gained increasing scholarly attention in recent years. The various constructs and contexts that have been studied present a need for the entrepreneurial passion literature to be effectively analyzed. Using meta-analytic techniques, we systematically review constructs that have been investigated as antecedents and outcomes of entrepreneurial passion and its inherent domains (i.e., passion for inventing, founding, and developing). Our results, based on a sample of 54 studies containing 332 effect sizes, provide empirical insights into the impact of individual-level antecedents (e.g., age, gender, self-efficacy, human capital), firm-level antecedents (e.g., firm age, firm size), and macro-level antecedents (e.g., environmental dynamism) on entrepreneurial passion and its domains. Furthermore, our results show the implications of entrepreneurial passion and its domains for individual-level outcomes (e.g., entrepreneurial intention, opportunity recognition) and firm-level outcomes (e.g., firm performance).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1950** | Submission: **21027** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Entrepreneurial Process: New Venture Formation and Growth 3

Session Moderator: **Emiliia Karpinskaia**, *National Research U. Higher School of Economics*

ENT: **Dynamics and Constraints of the Start-Up Legitimation Process: Role of Organizational Identification**

Author: **Emiliia Karpinskaia**, *National Research U. Higher School of Economics*
Author: **Galina Shirokova**, *HSE U. St. Petersburg, Russia*
Author: **Tatiana S. Manolova**, *Bentley U.*

From inception, start-ups are torn between two opposing legitimacy pressures: the need to differentiate from competitors and the need to conform to stakeholders' expectations. In this study, we adopt an organizational identification perspective, coupled with a legitimacy-seeking lens, in order to explore the start-up legitimation progress for entrepreneurs who identify with their ventures either intrinsically or instrumentally. Applying a longitudinal multi-case study design and using rich interview data, we track the decisions and actions of ten Russian high-tech start-ups over a twenty-month period. Our findings reveal that start-up legitimation is a dynamic process that is guided by the organizational identification of the founders and bounded by identity tensions. The study extends the literature on new venture legitimation and its constraints. Theoretical and practitioner implications are discussed.

ENT: **Lean Startup-Based Business Coaching And The Acceleration Of Deep Tech Ventures**

Author: **Syeda Nimra Batool**, *Ruhr U. Bochum*
Author: **Jana Thiel**, *ETH Zürich*

Over the past decade, lean startup methods have fundamentally shaped the approach to coaching and mentoring in entrepreneurial support programs around the globe. More recently, the scholarly debate has voiced concerned about the uniform application of this method across all venture types, especially deep tech ventures. In this paper, we are using a longitudinal multi-case study on 13 deep tech projects in a university-based entrepreneurial support program to offer novel insight into the micro-level dynamics around the lean startup focused training and business coaching. We find a number of contingencies and progress catalysts that facilitate the productive convergence on the venture's business case as well as contribute to the build-up of entrepreneurial capital. A major intake contingency is technology readiness, which impacts to what extent lean principles can be beneficially applied in their original prescriptions. We find that specific creative method adaptations and judgement-supporting coaching interventions are furthermore key to increase program engagement and learning. Our insights contribute to practical concerns of accelerator program design but also offer new insights for the theorising on lean startup and entrepreneurial experimentation.

ENT: **Senior Entrepreneurship: An Integrative Framework of Self-Efficacy, Motivation, and Intention**

Author: **Maria Luiza C.A. Pinho**, *Widener U.*
Author: **Daniela Rivera Piedra**, *Georgia State U.*
Author: **Fernando Trochez**, *Doctoral Student*
Author: **Seyda Deligonul**, *Professor of Business Strategy, Retired*
Author: **S. Tamer Cavusgil**, *Georgia State U.*

What drives individuals to engage in entrepreneurial activities later in life? Guided by this question, we explore the senior entrepreneurship literature and propose a conceptual framework explaining this phenomenon. In particular, we contend that older people experience higher levels of self-efficacy and higher autonomous and control goals, which translate into entrepreneurial intentions. Drawing on somewhat contradictory empirical literature around senior entrepreneurship, we emphasize the importance of integrating personal judgments, goals and needs to explain this phenomenon. We conclude by proposing an extensive research agenda for future scholars of senior entrepreneurship.

ENT: **Feasibility Perceptions, Goal Commitment and Entrepreneurial Effort in Nascent Entrepreneurs**

Author: **Sufia Mohand-Amar**, *U. of Granada*
Author: **Matilde Ruiz-Arroyo**, *U. of Granada*
Author: **Maria Del Mar Fuentes**, *U. of Granada*

The aim of this study is to offer new insights into the factors that determine nascent entrepreneurial effort within the process of new venture creation, by exploring two main questions. First, we analyse the role of goal commitment as an antecedent to entrepreneurial efforts. Second, we examine the twofold effect of perception of feasibility, by exploring its direct and indirect role in explaining entrepreneurial efforts, and by distinguishing between its internal dimension (entrepreneurial self-efficacy) and an external one (perceived availability of external financial resources). Drawing on a sample of 151 nascent entrepreneurs from PSED II, our results show that goal commitment exerts a direct effect on the entrepreneurial effort of nascent entrepreneurs, and that entrepreneurial self-efficacy seems to affect effort through goal commitment. These results contribute to a better understanding of the self-regulatory mechanisms underlying entrepreneurial effort in nascent entrepreneurs.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1951** | Submission: **20548** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **304**

Family Business Succession 2

Session Moderator: **Bidisha Bhattacharjee**, *IIM Bangalore*

ENT: **Patriarchy In Indian Family Firms: Origins And Performance Impact**

Author: **Bidisha Bhattacharjee**, *IIM Bangalore*
Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

Family businesses tend to follow the cultural norm of primogeniture and show a strong preference for male successors. Daughters are often given cash, real estate, or other assets, and sons are given shares in the family business. Even when women are allowed to hold a share of the family business, they rarely hold formal leadership positions in the firm. We theorize and investigate the antecedents and consequences of these patriarchal choices in family firm leadership. Based on prior theory on scarcity and attention, and prior research on cases where daughters took on leadership roles in the family, we theorize that the patriarchal preference for male successors is weakest among firms founded in times of scarcity. In addition, we theorize that patriarchal intra-family leadership choices impact the quality of the successor and negatively impacts organizational performance. We find support for our hypotheses among the population of listed Indian family business firms. Our research contributes to our understanding of intra-family dynamics and its impact on family business performance.

ENT: **The Initiation of Family Succession in Lone-founder Firms and Multiple Audience Reaction**

Author: **Yijie Min**, *Guanghua School of Management, Peking U.*
Author: **Yufeng Xia**, *Peking U.*
Author: **Xiangru Zhou**, *Peking U.*
Author: **Junyan Lu**, *Guanghua School of Management, Peking U.*
Author: **Wanfang Hou**, *School of Information Management, Nanjing U.*

Family succession plays as an important route of entrepreneurial exit in lone-founder firms. Though a great number of studies have explored “actual exit” events of this route (i.e., decisive power transfer from founder to family), far less is known about its initiations. This study aims to explore how multiple audiences with heterogenous evaluation schemas evaluate and react to the initiation of family succession. By theorizing lone-founder firms’ initiation of family succession as an incorporation of multiple organizational forms, we find the first-time familial appointment, as a key substance regarding the initiation, results in increased TMT turnover and lowered analyst recommendation; the congruent familial rhetoric plays paradoxical roles, as it strengthens the TMT turnover effect while weakens the analyst devaluation effect after familial appointments. The above findings contribute to both entrepreneurial exit and corporate governance literature.

ENT: **It’s Signaling Game Time! Investigating Search Fund Successions in the Context of Family Firms**

Author: **Tobias Reif**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Recently, the private equity phenomenon of search funds seems to gain certain momentum for family firms as demonstrated by succession/acquisition numbers and success stories. Within current studies and media reports, we identify hints for a special match between searchers and family firms, but the antecedents and formations of these unique bonds remain unclear. In this article, we aim to investigate the underlying rationales of searcher–family firm matchings and their effects on the designation of searchers as successors. We argue the application of signaling theory on the procedure of search fund successions/acquisitions to result in clearer information about the antecedents and their interrelationships. To address this aspiration, we conduct a qualitative research design of multiple case study methodology containing nine European search fund cases. We reveal searchers to rely on the stage specific application of costly and hard-to-fake signals to achieve the perceived objectives of initial recognition, credibility, and finally conviction. In addition, we find the succession preferences of family firm leaders to influence the efficiency of the searchers’ signaling activities. Besides, we identify a further influencing effect of other present family members on the signaling efficiency of searchers.

ENT: **Intra-Family Successor Selection: The Signaling Value of Entrepreneurship**

Author: **Massimo Bau**, *Jönköping International Business School*
Author: **Jasper Brinkerink**, *U. of Edinburgh*
Author: **Alfredo De Massis**, *Free U. of Bolzano, IMD Business School and Lancaster U.*
Author: **Johan Karlsson**, *Centre for Family Entrepreneurship and Ownership*
Author: **Philipp Sieger**, *U. of Bern*

Entrepreneurial parents aspiring to transfer their business to one of their children face information asymmetries regarding the entrepreneurial commitment and competence of each of their offspring, complicating identification of the most suitable successor. We posit that offspring’s independent entrepreneurial experience and performance serve as costly and hard-to-imitate signals of their entrepreneurial commitment and competence, respectively, mitigating these information asymmetries. Accordingly, we assess the signaling value of entrepreneurship in a large sample of Swedish intra-family successions. In line with our predictions, we find that offspring’s independent entrepreneurial experience positively affects the likelihood of becoming a successor in their parents’ business, and that this effect is stronger at higher levels of parental firm performance. Partly contradicting our curvilinear hypothesis, however, we find a distinctly negative effect of offspring’s independent entrepreneurial performance on the likelihood of becoming a successor. Our findings thus suggest that offspring’s early-career entrepreneurial activities indeed signal information relevant to the intra-family succession process, yet may do so in ways that do not guarantee selection of the most capable intra-family successors for the parental firm. We thereby contribute to literatures on entrepreneurial careers, succession, entrepreneurial families, and signaling theory.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1952** | Submission: **21025** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **309**

Entrepreneurial Performance and Outcomes 2

Session Moderator: **Hang Do**, *U. of Southampton*

ENT: **Known for being different? Reputation, status, and the optimal distinctiveness of new ventures**

Author: **Jonas Janisch**, *U. of Siegen*
Author: **Alexander Vossen**, *Tilburg U.*

We investigate how evaluation of new ventures' distinctiveness changes when they accumulate status and reputation. Using longitudinal data on 4,279 products offered by 853 new ventures over 211 weeks on the U.S. Amazon Launchpad, we observe status through new ventures increasing tenure in the respective product category, and reputation through the increasingly available evidence on their products' past performance. Building on the notion of optimal distinctiveness as the trade-off between legitimacy and differentiation, we propose that increasing status and reputation steepens the U-shaped effect of new ventures' distinctiveness. While this steepening benefits highly distinct ventures the most, especially averagely distinct ventures face an ever increasing "stuck in the middle" problem as their status and reputation grows. Our study shows that the effectiveness of a new venture's distinctiveness is not only contingent on audience preferences or competitive and categorical contexts, but also on evolving degrees of complementary organizational traits. Our results provide guidance on how to achieve optimal distinctiveness while evolving into more mature market actors. Managers need to consider that the favorable appeal of distinctiveness they used to enter a market may change as their status and reputation grows.

ENT: **Great Expectations? Insights into UK SMEs' Optimism From the Inside and Outside View**

Author: **Hang Do**, *U. of Southampton*
Author: **Chris Hand**, *Kingston Business School*

Entrepreneurial optimism has generated academic interest in the last two decades, drawing on research on biases in human cognition, in particular the inside view (i.e. focussing on the specifics of the case) and the outside view (i.e. based on the outcomes of other similar cases). Inside view thinking is associated with more optimistic (and over optimistic) expectations than outside view thinking. Our study links these notions to determinants of the expected firm growth. Drawing on a sample of 12,273 UK small and medium sized enterprises (SMEs), we found evidence for both inside view and outside view thinking influencing expectations of the future. Our findings suggest that the innovation novelty, firm characteristics and behaviour, and network have an impact on the expected returns, whereas business planning has no effect. The reflection from the inside or outside view based on the information perceived is also likely to drive the impact of these factors on the expected growth. Additionally, we find some indirect evidence of learning from experience insofar as firm age moderates some of these effects.

ENT: **Entrepreneurial Quantity and Quality: The Configurational Impact of National Environmental Elements**

Author: **Yeyao Ren**, *Xi'an Jiaotong U. & City U. of Hong Kong*
Author: **Liang Zhang**, *Business School, Central South U.*
Author: **Wenhong Zhao**, *Xi'an Jiaotong U.*
Author: **Juan Li**, *City U. of Hong Kong*

Prior literature has ignored the complexity of entrepreneurship phenomenon, i.e., the interdependencies among entrepreneurial environmental elements and the multidimensional nature of entrepreneurial output, resulting in mixed findings regarding the net effects of national environmental elements on entrepreneurship. Building on entrepreneurial ecosystem perspective, we examine the configurational effect of eight environmental conditions from cultural, social, and material elements on two dimensions of entrepreneurship (i.e., entrepreneurial quantity and entrepreneurial quality). Employing fuzzy set qualitative comparative analysis to data from 44 economies, we find that it is not isolated environmental conditions but their various combinations that lead to entrepreneurial quantity and quality. There are asymmetries between configurations leading to high entrepreneurial outcomes and those leading to not-high entrepreneurial outcomes. Moreover, configurations leading to high (or not-high) entrepreneurial quantity partly differ from those leading to high (or not-high) entrepreneurial quality. This study extends entrepreneurship literature by utilizing a novel approach to capture and validate the systemic nature of entrepreneurial environment and its heterogeneous impacts on entrepreneurial quantity and quality. This study also informs policymakers by suggesting various recipes for improving entrepreneurial quantity and quality.

ENT: **Does Entrepreneurial Hustle Predict New Venture Performance? And if so, Why?**

Author: **Devin Burnell**, *Neeley School of Business - Texas Christian U.*
Author: **Emily Neubert**, *Texas Tech U.*
Author: **Greg Fisher**, *Indiana U.*
Author: **Matt R. Marvel**, *Ball State U.*
Author: **Donald F. Kuratko**, *Indiana U.*
Author: **Regan M. Stevenson**, *Indiana U.*

Entrepreneurial action theory suggests individuals demonstrate agency to bring forth new ideas into viable enterprises. Recent research suggests one way in which entrepreneurs might express agency is through entrepreneurial hustle—urgent and unorthodox actions intended to overcome challenges and seize opportunities during venture development. But does entrepreneurial hustle predict venture performance and stakeholder enrollment in entrepreneurial endeavors? And if so, why? In this study, we develop a theoretical model linking entrepreneurial hustle to venture performance and stakeholders' willingness to invest. We hypothesize that entrepreneurial hustle leads to venture performance and willingness to invest because urgent behaviors allow individuals to advance their goals and unorthodox behaviors allow entrepreneurs to be more innovative. To test this theory, we first develop and validate a scale to measure individual's behavioral tendency to engage in entrepreneurial hustle. We then test our hypotheses using data from mentor-entrepreneur dyads from entrepreneurial support organizations across the United States. Overall, we find empirical support for our dual-path model. Our research advances knowledge of what entrepreneurs do to demonstrate agency during venture development.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1953** | Submission: **21022** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Entrepreneurship from a life-course perspective

Session Moderator: **Ahmed Maged Nofal**, *EMLYON Business School*

ENT: **Does Child Labor during Adolescence Impact Entrepreneurial Entry?**

Author: **Ahmed Maged Nofal**, *EMLYON Business School*
Author: **Frederic Delmar**, *EMLYON Business School*

There is a widespread recognition that child labor during adolescence has both detrimental, and developmental consequences for the labor market, which raises an important unanswered question: Does child labor during adolescence play a role in the labor market through entrepreneurial entry? We propose that child labor during adolescence plays a positive role in the engagement of formerly working adolescents in the labor market through entrepreneurial entry, rather than the employment route. We combine two longitudinal datasets from the UK with census data to test our proposition. We account for endogeneity using coarsened exact matching, Mundlak Chamberlain estimator, and a within twin fixed effects estimation. Our findings indicate that child labor during adolescence positively correlates with entrepreneurial entry. This finding, however, is observed among people with limited human capital, particularly people with no education qualification. Critically, our results present some differences when disentangling sole-entrepreneurial entry, and job-creating entrepreneurial entry. We explain two channels: education, and health.

ENT: **The Influence of Parenting Roles and Styles on Subsequent Entrepreneurial Behavior in Adolescents**

Author: **Angela Randolph**, *Babson College*
Author: **Alisa Boguslavskaya Jno-Charles**, *Babson College*
Author: **William B. Gartner**, *Babson College*

This paper explores a variety of characteristics of parents (business ownership, parenting styles, and socioeconomic variables) and their effect on subsequent adolescent entrepreneurship. We measure both the choice of adolescents to enter entrepreneurship (pursuit) as well as the length of time an adolescent continues in entrepreneurship (persistence). Using the National Longitudinal Survey of Youth (NLSY97), we find that a father who owns a business has a positive effect on an adolescent's choice to pursue entrepreneurship but that parents who own a business have no effect on adolescent entrepreneurship persistence. The moderating effect of business ownership on different parenting styles affects adolescents' future entrepreneurial persistence and entrepreneurial pursuit. Other findings are discussed, and implications for research and practice are offered.

ENT: **Entrepreneurship and Workforce Age and Tenure: Breaking Through the "Grey" Ceiling**

Author: **Rui Agostinho**, *CEG-IST, Instituto Superior Tecnico, U. of Lisbon*
Author: **Rui Baptista**, *CEG-IST, Instituto Superior Tecnico, U. of Lisbon*
Author: **Jolanda Hessels**, *Erasmus U. Rotterdam*
Author: **Hugo Castro Silva**, *CEG-IST, Instituto Superior Tecnico, U. of Lisbon*
Author: **Peter Van Der Zwan**, *Leiden U., The Netherlands*

This study investigates whether increases in workers' age and tenure are associated with a decline in entrepreneurship, at the industry level. As the workforce ages, entrepreneurship should slow down, because older workers will tend to monopolize the managerial ranks that provide crucial skills for entrepreneurship. We propose that this "rank effect" is not solely associated with workforce age, but also with tenure (i.e., time spent in the firm). We propose that the age and tenure of an industry's workforce are positively related with the age and tenure at which workers reach managerial ranks and negatively related with the proportion of industry workers who become entrepreneurs. We confirm these predictions using microdata from a longitudinal linked employer-employee dataset for Portugal. Our findings suggest that tenure plays a key role in the rank effect. Our study provides a more direct test of the rank effect compared with previous studies by including managerial experience in the analysis.

ENT: **Work Ability, Satisfaction with Life, and Aging Small Business Owners' Exit to Retirement**

Author: **Monika Von Bonsdorff**, *U. of Jyväskylä School of Business and Economics*
Author: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*
Author: **Susanna Reetta Emilia Mansikkamäki**, *U. of Jyväskylä School of Business*

Entrepreneurs exit their firms for various reasons. For aging entrepreneurs, exiting during late career may be linked to a decline in resources and bring about uncertainty. In the present study, we draw on the job-demand resources model as we examine work ability and the role of life satisfaction in the later career exit phase. Using empirical data from 198 Finnish small business owner-managers who intended to retire within two years from an entrepreneurial career, and employed at least one person in addition to themselves, we found a negative relationship between perceived work ability and company exit. Furthermore, we found that for those small business owners, who reported low or average satisfaction with life, the association between work ability and exit is stronger. Our ?ndings highlight the importance and complexity of the entrepreneur's late career exit and retirement phase of the life course, as well as the role of work ability and general life satisfaction as a job-resource factor in aging small business owner's exit.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1954** | Submission: **20911** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

Entrepreneurship and Innovation 2

Session Moderator: **Wei Wang**, *Xi'an Jiaotong U. School of Management*

ENT: **Small firm innovation: The role of geographic proximity with competitor**

Author: **Wei Wang**, *Xi'an Jiaotong U. School of Management*
Author: **Qiaozhuan Liang**, *Xi'an Jiaotong U.*
Author: **Wei Deng**, *Northwestern Polytechnical U.*

We build a framework on how geographic proximity with competitor impacts small firm innovation, based on the theoretical perspectives of liability of smallness and theory of knowledge spillovers. We find that geographic proximity with competitor has a U-shaped relationship on R&D intensity (innovation input) and a moderating effect on R&D intensity-small firm innovation relationship (innovation output generation). We further posit that the relationship between geographic proximity with competitor and R&D intensity is moderated by industrial park entry. Using data from a sample of representative small firms via the China Micro and Small Enterprise Survey (CMES), our findings suggest geographic proximity with competitor matters for small firm innovation, and, moreover, the effects differ in different stages of innovation.

ENT: **Nonmonetary Awards and Innovation: Evidence from Winning China's Top Brand Contest (WITHDRAWN)**

Author: **Zhiming Cheng**, *Macquarie Business School, Macquarie U.*

We use the short-lived, but high-profile, China Top Brand Award to examine the causal effects of nonmonetary awards on firm innovation. To do so, we create a panel dataset by matching official China Top Brand Award recipients to the innovation outputs of listed companies. Results from difference-in-differences estimates show that firms that received the China Top Brand Award have a higher number, and better quality, of filed patents. We find that the positive effects of winning the China Top Brand Award on innovation outputs are mediated through higher government subsidies to winning firms. We also find that the positive effects of award-winning are stronger among state-owned enterprises, larger enterprises and better-performing enterprises, as well as in provinces with stronger intellectual property rights protection. Our results are robust to a series of sensitivity checks.

ENT: **Going the Distance: How Proximity to Metropolitan Regions Influences Small Firms' Innovation Modes**

Author: **Philip J. Piercey**, *Haskayne School of Business, U. of Calgary*
Author: **Chad Saunders**, *Haskayne School of Business, U. of Calgary*

We question the necessity of geographic proximity for innovation policy through an investigation of innovation modes among small firms. Our cross-economy sample of 4,887 Canadian small firms enabled an examination of innovation mode use per firm location. It revealed that geographic proximity, as distance to metropolitan regions, is more critical for some innovation mode learning processes than others. Although the science-technology-innovation (STI) mode (e.g., R&D) and the external dimension of the doing-using-interacting (DUI) mode (e.g., supply chain collaborations) feature prominently in policy, small firms are less likely to engage in these activities as their distance to metropolitan regions increases. Whereas use of STI and external DUI relies on external knowledge sources, the internal activities associated with the DUI mode (e.g., cross-functional teams, employee training) remain comparatively viable for small firms in less proximal locations. For small firms far from metropolitan regions, we propose that impactful innovation policy should aim to support the internal capacities of small firms, thereby serving as a counterweight to a policy tradition dominated by STI interventions stressing external interactions. Our findings further endorse the important role of geographic contexts for innovation modes and add to the currently thin research on the DUI innovation mode.

ENT: **Corporate-Startup Collaborative Innovation Forms: A Systematic Literature Review**

Author: **Ferhat Demir**, *Doctoral Candidate*
Author: **Martin Lukes**, *Prague U. of Economics and Business*

Although various forms of corporate-startup collaboration have been identified, it remains unclear how corporate managers should select the most suitable ones. The purpose of this study is to identify, organize, and synthesize the relevant literature on corporate-startup collaborative innovation and, subsequently, to develop integrative frameworks that help to differentiate individual collaborative innovation forms and provide criteria for choosing the right ones. This study reveals several important trends: 1) in literature and practice, a wide range of forms for corporate-startup collaboration exists, 2) new forms emerged from established modes, 3) various forms of collaboration can be synchronized and employed in parallel, 4) some forms of collaboration act as a mediator between corporates and startups. The proposed framework enables managers to select the ideal form of collaboration with startups.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1955** | Submission: **18220** | Sponsor(s): **(ENT, DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Undocumented, Immigrants, Asylums & Entrepreneurship: How Different or Similar are These Groups?

Organizer: **Essam M. Boraey**, *U. of Connecticut*
Organizer: **Karla Corres**, *U. of Massachusetts, Boston*
Panelist: **Aki Harima**, *U. of Bremen, Germany*
Panelist: **Exequiel Hernandez**, *Wharton*
Panelist: **Benson Honig**, *McMaster U.*
Panelist: **Alexandra Rheinhardt**, *U. of Connecticut*
Panelist: **Ana Cristina O. Siqueira**, *William Paterson U.*

Most of the work related to 'undocumented entrepreneurs' is related to refugee, asylum seeker entrepreneurs in the European context, and undocumented immigrants in the U.S. (mainly Mexican and Central American). This stream of research has emerged and diverged from international migration scholars and the purpose of this panel symposium is to bridge the conversation as it relates to undocumented immigrant entrepreneurs generally, and we hope to explore the various ways that these two groups overlap or not. Some of this work has focused less on the effect of undocumented immigrants on informal entrepreneurship and the role of local/national/domestic policies of this group as it relates to people shifting from informal to formal entrepreneurship. We aim to provide a space for scholars from different backgrounds to enrich the discussion of potential future studies for undocumented immigrants' entrepreneurship.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1956** | Submission: **11822** | Sponsor(s): **(ENT, OMT, MH)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

Entrepreneurial Custodianship: The Institutionalization of Entrepreneurial Projects in Time & Space

Organizer: **Luca Manelli**, *Politecnico di Milano School of Management*
Organizer: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*
Participant: **Peter Dacin**, *Queen's U.*
Presenter: **Tina Dacin**, *Queen's U.*
Presenter: **Ryan L. Raffaelli**, *Harvard Business School*
Participant: **Ryann Noe**, *Harvard Business School*
Participant: **Yaru Chen**, *U. of Liverpool Management School*
Presenter: **Trish Reay**, *U. of Alberta*
Participant: **Ian Kirkpatrick**, *U. of York Management School*
Presenter: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*
Discussant: **Roy R. Suddaby**, *U. of Victoria*

There is a growing interest in the ways in which entrepreneurial endeavors extend over time and space. Unfortunately, however, much of entrepreneurship research has adopted shorter time horizons and has revolved around the (often under-contextualized) figure of the “hero-entrepreneur”. We seek to extend entrepreneurship research by focusing on how preserving, transmitting, revitalizing and reinvent social-symbolic resources from the past, such as legacy values, stories, and traditions, can trigger entrepreneurial endeavors and facilitate, instead of constraining, entrepreneurial agency. We nest such set of activities within institutional theory, and specifically, with respect to the idea of “custodianship” which highlights the role of tradition in entrepreneurial action. In particular, the proposed symposium emphasizes two interrelated perspectives on custodianship: custodianship-through-time and custodianship-through-space. The first perspective seeks to investigate how the social construction of temporality and history by entrepreneurial actors situates and favors entrepreneurial endeavors. The second perspective focuses on how institutionalized communities of individuals that claim attachment to a bounded space curate and mobilize social-symbolic resources to favor entrepreneurship. In this way, the proposed symposium seeks to foster opportunities for the development of an approach to entrepreneurship research that foregrounds transformative action that occurs over broader spans of time and space.

How Craft Entrepreneurs Leverage Legacy to Save Craft & Place

Author: **Peter Dacin**, *Queen's U.*
Author: **Tina Dacin**, *Queen's U.*

Institutional Emplacement and the Novel Resurgence of Independent Bookstores

Author: **Ryan L. Raffaelli**, *Harvard Business School*
Author: **Ryann Noe**, *Harvard Business School*

Custodian Work in the Development of Community Health Centres in China

Author: **Yaru Chen**, *U. of Liverpool Management School*
Author: **Trish Reay**, *U. of Alberta*
Author: **Ian Kirkpatrick**, *U. of York Management School*

Conflation in Intergenerational Entrepreneurial Projects: Insights from American Business Dynasties

Author: **Trevor Lyle Israelsen**, *Penn State Smeal College of Business*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1957** | Submission: **10167** | Sponsor(s): **(ENT, STR, OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Startup Employees: Current Research and Future Research Directions

Coordinator: **Travis Howell**, *Arizona State U.*
Panelist: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Panelist: **Olav Sorenson**, *UCLA Anderson School of Management*
Panelist: **Florence E M Honore**, *U. of Wisconsin, Madison*
Panelist: **Jiayi Bao**, *UNC-Chapel Hill*
Panelist: **Henry Sauermann**, *ESMT European School of Management and Technology*

Human capital plays a key role in determining entrepreneurial success. Yet, historically, the primary focus of research on human capital in new ventures has been on the founders of new companies. Much less attention has been paid to the early employees of new companies. This omission is problematic, as hiring early employees is one of the most important and yet also one of the most difficult responsibilities in a startup. Overall, more data and analysis are needed to understand startup employees. Therefore, the purpose of this panel symposium is to engage a group of panelists in a discussion of (1) what we have learned from recent research in this area, and (2) areas for future research.

KEY TO SYMBOLS
Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1958** | Submission: **10441** | Sponsor(s): **(ENT, STR, TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Different Perspectives on Entrepreneurial Experimentation

Organizer: **Christopher L. Tucci**, *Imperial College Business School*
Organizer: **Hyeonsuh Lee**, *West Virginia U.*
Discussant: **Mary Tripsas**, *U. of California, Santa Barbara*
Discussant: **Robert Joseph Wuebker**, *U. of Utah*
Participant: **Todd Hall**, *U. of Kansas*
Presenter: **Sharique Hasan**, *Fuqua School of Business, Duke U.*
Presenter: **Yong Li**, *U. of Nevada, Las Vegas*
Participant: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Presenter: **Arnaldo Camuffo**, *Bocconi U.*
Presenter: **Gianluigi Viscusi**, *Linköping U.*

The last two decades have seen increasing interest in entrepreneurial experimentation, both from academia and practice, with a focus on better understanding the efficacy of adopting an experimental approach to guide entrepreneurs' decision-making. While the survival and performance benefits of adopting different types of experimental approaches are increasingly well-understood, relatively little research examines different underpinning processes both at the organizational and individual levels that guide experimentation processes and choices as well as their performance implications. The papers in this proposed symposium address the gap in existing literature through multiple perspectives. First, they explore how different strategic choices support entrepreneurial experimentation. Such choices include organizational decision-making processes, management of internal and external key stakeholders, real-options-based decision-making, and the adoption of a scientific approach for opportunity creation. Second, these papers draw upon different theoretical perspectives to enrich our understanding of experimentation. We expect this symposium to add value to the field by facilitating discussion across different aspects of experimentation and generating insights for future research. Third, all of these papers consider experimentation as "part of a larger system," investigating different factors and processes that underpin a focal venture's experimentation. Collectively, the papers to be presented in this symposium highlight different pathways that entrepreneurs might undertake to better manage experimentation.

The Politics of Experimentation

Author: **Todd Hall**, *U. of Kansas*
Author: **Sharique Hasan**, *Fuqua School of Business, Duke U.*

Real Options and Business Model Experimentation

Author: **Yong Li**, *U. of Nevada, Las Vegas*
Author: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*

Theory-driven Experimentation: Crafting Theories for Optimal Unknown-unknown Exploration

Author: **Arnaldo Camuffo**, *Bocconi U.*

Towards the System of Entrepreneurial Experimentation: A Review and Research Agenda

Author: **Hyeonsuh Lee**, *West Virginia U.*
Author: **Gianluigi Viscusi**, *Linköping U.*
Author: **Christopher L. Tucci**, *Imperial College Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1959** | Submission: **21054** | Sponsor(s): **(HCM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

Roll Over Beethoven: Novel Topics in Healthcare

Session Moderator: **Nicholas Edwardson**, *U. of New Mexico*

HCM: **Evaluating the Impact of Genome Sequencing on Healthcare Resource Use: Evidence from Cancer Patients**

Author: **Sandra Barbosu**, *New York U.*
Author: **Sarah Wordsworth**, *U. of Oxford*
Author: **John Buckell**, *U. of Oxford*
Author: **James Buchanan**, *U. of Oxford*

Precision medicine, a model in which prevention, diagnostics, and treatments are targeted to individual patients based on their genetic makeup, promises better patient outcomes and substantial healthcare savings in the long run. A key component of precision medicine is information on individuals' genetic data, often obtained through genome sequencing. Recent advances in next generation sequencing technologies and subsequent cost reductions have accelerated sequencing initiatives around the world, leading to the production of unprecedented amounts of genomic data and spurring innovation in precision medicine. Yet the development of scientific breakthroughs and their adoption into the clinic requires, among other factors, an understanding of the economics of precision medicine, particularly which interventions are cost-effective. This is important as it can inform both pharmaceutical companies' research and development (R&D) efforts, and policymakers' healthcare resource allocation decisions. However, research on the cost effectiveness of genome sequencing is limited. This paper seeks to provide early economic evidence on the impact of genome sequencing on healthcare resource in oncology, the medical field accounting for the largest share of the global sequencing market. It does so by evaluating the resource use of cancer patients enrolled in the UK's 100,000 Genomes Project (100KGP), one of the earliest large-scale sequencing efforts in the world. Resource use is a key component, when combined with unit costs, of economic evaluations. A staggered difference-in-differences analysis shows that sequencing reduces patients' healthcare resource use. Namely, patients whose genomes are sequenced experience fewer and shorter hospital episodes compared to non-sequenced patients. These effects also vary over time and across cancer types. These findings can be used as input parameters in future economic evaluations of genome sequencing that can inform both pharmaceutical companies' strategies and result in health policy implications.

HCM: **Corporate Ownership and Firm Performance: Evidence from Fertility Clinics**

Author: **Ambar La Forgia**, *Haas School of Business, UC Berkeley*
Author: **Julia Bodner**, *Copenhagen Business School*

Corporate investors have fueled the corporate transformation of medicine by acquiring and affiliating with healthcare organizations. This paper studies how corporate ownership impacts firm performance. We collect novel data on US fertility clinics that join corporate-backed fertility networks and use difference-in-differences methods to estimate changes in clinic volume and the success of In Vitro Fertilization (IVF). We find that post-transaction, clinic volume (measured by IVF cycles) increases by 25.8%, and IVF success rates (measured by the live birth rate) increase by 2.5 percentage points (6.7% increase). This improvement in IVF success rates is driven by clinics that are directly owned by the corporate parent: acquired clinics increase IVF success rates by 5.1 percentage points (13.6% increase), while affiliated clinics experience no change in IVF success rates. In addition to differences in ownership structure, we provide qualitative and quantitative evidence that resource and knowledge transfer within networks most likely explain increases in clinic performance. In particular, we find that clinics change processes and procedures towards quality enhancement, that larger improvements occur among underperforming clinics, and that clinics expand the IVF market instead of capturing market share from independent clinics. Private equity investment into networks also largely explains increases in clinic volume but not IVF success rates. This paper sheds light on the conditions under which corporate ownership can improve life-changing healthcare outcomes.

HCM: **In Search of Quality of Care in Hospitals: A Mixed-methods Approach on Practicing Nurses**

Author: **Tiago Rodrigues Gonçalves**, *ISEG (Lisbon School of Economics & Management), U. de Lisboa*
Author: **Carla Curado**, *ISEG (Lisbon School of Economics & Management), U. de Lisboa*
Author: **Lucía Muñoz-Pascual**, *IME, U. de Salamanca*

Understanding quality of care in the current healthcare context is a complex endeavor. Recent conceptual and empirical literature in healthcare management discusses challenges pertaining to quality of care, stressing the importance of individual professional input as effective predictors of such healthcare outcome. Nevertheless, evidence suggests a lack of input from several healthcare professional groups, such as nurses, being of importance to improve quality of care in the direct aftermath of the global pandemic. The goal of this paper is to study the role of the pervasive competitive culture found in healthcare and of knowledge management systems (as organizational factors of influence), and the contribution of workplace happiness (as an individual level of influence) in their contribution to quality of care in hospitals. We use a mixed-methods approach, combining a partial least-squares structural equation model (SEM-PLS) and a fuzzy-set qualitative comparative analysis (fsQCA) to study the linear and non-linear complexity between the variables. Data from the study comes after a survey conducted to 127 practicing nurses working in Portuguese hospitals. Quantitative results suggest a positive relationship between workplace happiness and quality of care. Similarly, findings also show that knowledge management systems positively influence quality of care. Qualitative findings, show a single complex configuration combining that contributes to top quality of care. On the other hand, results also present two complex configurations contributing to the lack of quality of care. Our work offers an original insight to healthcare managerial practice by providing an overview of both individual and combined organizational influences promoting quality of care. This research provides and discusses theoretical contributions driving future research, while acknowledging the study's limitations.

HCM: **Internal and External Factors Influencing Hospital Responsiveness to International Medical Travelers**

Author: **Suzanne Garber**, *U. of Alabama, Birmingham*
Author: **Katherine A. Meese**, *U. of Alabama, Birmingham*
Author: **Kristine Ria Hearld**, *U. of Alabama, Birmingham*
Author: **S Robert Hernandez**, *U. of Alabama, Birmingham*

Medical tourism has been of interest to US hospitals seeking to alleviate financial pressures with the greater reimbursements typically paid by international patients. Existing literature on the topic of medical tourism is scant regarding hospital leadership's ability or desire to construct a management strategy and assign resources to attract international patients. The purpose of this study was to assess the responsiveness of U.S. hospitals to prospective international medical travelers to determine organizational and environmental predictors for those hospitals best poised to attract higher-paying patients from beyond the country's borders using contingency theory as a theoretical framework. Data for this study come from empirical evidence obtained through written queries in Spanish and Arabic made to 372 US hospitals from March – May 2022. Organizational and environmental factors such as specialized structures, inter-organizational networks, and external infrastructure contribute to the responsiveness of US hospitals toward, and ultimately attraction of lucrative international patients. As US hospitals seek to strengthen and diversify sources of revenue, these findings can help inform strategies to better engage with potential international patients.

HCM: **Towards Medical Pluralism: Boundary Expansion of the Drug Regulatory Category in India**

Author: **Anupama Kondayya**, *Indian Institute of Management, Bangalore*

The World Health Organization sees the integration of traditional medicine in national health systems as an important way to ensure the United Nations' Sustainable Development Goal of health for all. It has deemed Indian drug policy and India's Drugs Act, 1940, as exemplary in its integration of traditional medicines. However, the Drugs Act, 1940, explicitly excluded traditional drugs from its ambit while defining the regulatory category of 'drug'. They were only included through an amendment in 1964. This paper studies this change of policy and expansion of the drug regulatory category to include traditional drugs in India, using the lens of discursive boundary work to theoretically study regulatory categorization. Using the text of legislative debates from the Indian parliament, the paper finds that legislators engaged in expansionary boundary work through anthropo-centering, problematizing and equalizing. It contributes to the literature on regulatory categorization, discursive boundary work, policy change and medical pluralism.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1960** | Submission: **21055** | Sponsor(s): **(HCM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

'Cause I'm the Taxman: Regulation- and Policy-Implicated Management

Session Moderator: **Shalini Bhawal**, *Millsaps College*

HCM: **Regulation Mandates and Incentives: Examining Implementation Challenges in the Healthcare Industry**

Author: **Shalini Bhawal**, *Millsaps College*
Author: **Manjula S. Salimath**, *U. of North Texas*
Author: **Robert Pavur**, *U. of North Texas*

The effect of regulatory mandates and their implementation challenges in the healthcare industry remains largely under explored. While the US healthcare system is highly respected for its breakthrough scientific advances, it has also been critiqued for its operational inefficiency. Hence, from the government's perspective, improving the overall efficiency of its healthcare is a priority. We examine how regulatory requirements imposed for this purpose (specifically related to the adoption of electronic health records and interoperability across systems), have paradoxically created implementation challenges for healthcare service providers and their ensuing effect on hospital outcomes. We develop and test a process type relationship, based on theoretical insights from resource-based view of the firm, dynamic capability and regulatory literature. Results from a longitudinal, multi-source dataset from over 400 hospitals indicate a complex interdependency between regulatory incentives and health outcomes. Thus, we contribute to explicating the role of regulatory incentives and challenges, e-system infrastructure, and interoperability capability on hospital outcomes. Key words: Interoperability, Regulation, Healthcare, Electronic Health Records, HITECH Act

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HCM: **Friend or Foe: The Impact of a Reimbursement Policy Change on US Nursing Homes**

Author: **Gregory N. Orewa**, *U. of Texas At San Antonio*

In an effort to promote more value in skilled nursing facility spending in the US, the Centers for Medicare and Medicaid Services modified the way it pays for nursing homes services on October 1, 2019. With the change in the Medicare reimbursement methodology from a system based on therapist minutes to a value-based and important residents clinical classification, nursing homes must respond to these changes. Using contingency theory, this study investigates nursing homes responses to the policy change. Particularly, examining whether nursing homes are aligning their therapist and nursing staffing patterns with the new policy incentives and if the changes are resulting in better financial performance. Seven different datasets were merged for the periods 2017 – 2021, (CMS Medicare cost reports, CMS Payroll-Based Journal, CMS Nursing Home Compare, Area Health Resource File, Provider Relief Fund distribution from the U.S Department of Health and Human Services, Nursing home COVID-19 public file from Centers for Disease Control and Prevention, and COVID-19 Data Tracker from CDC. The data was modelled using random-effect regression, and mediation was tested using Kenny & Barron four step approach. Dependent variable for the first model was staffing intensity (nursing and therapy staffing) while the independent variable was PDPM. For the second model, the dependent variable was operating margin, mediator variable was staffing intensity and independent variable was PDPM. Organizational, market level and COVID-19 related variables were used as controls. Results suggest an increase in nursing staffing intensity for both RN and LPN, and a decrease in CNA staffing intensity over the two-year study period. Therapy staffing intensity also decreased for PT, PT Assist, OT and OT Assist post-PDPM. PDPM had negative impact on nursing homes financial performance which was partially mediated by LPN. With respect to therapy staffing intensity mediated by PT Assistant, OT, and OT Assistant. Some nursing homes may still be using the same tactics to improve their financial performance as they did prior to the policy's implementation, which may explain why it is taking them longer to change their behavior. Policymakers must monitor nursing homes billing practices. Keywords: Patient Driven Payment Model (PDPM), Staffing Intensity, Financial Performance

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HCM: **Managing the Obesity Epidemic in Underresourced Nursing Homes in the US**

Author: **Gregory N. Orewa**, *U. of Texas At San Antonio*
Author: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*
Author: **Rohit Pradhan**, *Texas State U. San Marcos*
Author: **Justin Lord**, *Louisiana State U. Shreveport*

Obesity is a growing concern in the delivery of high-quality nursing home care. Obese nursing home residents often require specialized equipment and resources. High Medicaid nursing homes have limited financial ability and may lack the necessary equipment and staff to address the needs of obese residents. However, there are variations across high Medicaid nursing homes with respect to the availability of obesity-related specialized resources. Therefore the purpose of this research was to explore the organizational and market factors associated with the availability of such resources in high-Medicaid nursing homes. Survey and secondary data sources from 2017-2018 were utilized. Data on the availability of obesity-related specialized resources was collected via mail surveys sent to Directors of Nursing in high-Medicaid nursing homes. The survey was merged with Brown University's Long Term Care Focus (LTCFocus), Nursing Home Compare, and Area Health Resource File. The dependent variable was the composite score of obesity-related specialized resources, ranging from 0-19. An ordinary least square regression with propensity score weights (to adjust for potential survey non-response bias), and appropriate organizational/market level control variables were used for our analysis. Results suggest that payer mix (>Medicare residents) and facilities with a higher proportion of obese residents were positively associated with the availability of obesity-related specialized resources. Policymakers may consider incentives for high-Medicaid nursing homes, for example, by boosting Medicaid payments to help these facilities address the specific needs of obese residents.

HCM: **Alignment of Substance Use Community Benefit Prioritization and Service Lines in US Hospitals**

Author: **Cory Cronin**, *Ohio U.*
Author: **Luke Kubacki**, *Ohio U. Heritage College of Osteopathic Medicine*
Author: **Lauren Donovan**, *Ohio U. Heritage College of Osteopathic Medicine*
Author: **Neeraj Puro**, *Florida Atlantic U.*
Author: **Dakota Lavinder**, *Ohio U.*
Author: **Kristin Schuller**, *Ohio U.*
Author: **Berkeley Franz**, *Ohio U. Heritage College of Osteopathic Medicine*

Objective. To assess the relationship between a hospital's prioritization of substance use within their community benefit documents and its offerings of substance use services in its clinical setting. Data Sources and Study Setting. This study of a national sample of U.S. hospitals utilizes secondary data sourced from the 2021 American Hospital Association (AHA) Annual Survey and data collected from publicly available Community Health Needs Assessments (CHNAs) and Implementation Strategies (ISs) produced by hospitals between the years 2018-2021. Study Design. This cross-sectional study employs descriptive statistics and multivariable analysis to assess relationships between prioritization of substance use on hospital ISs and the services offered by hospitals, with consideration of community and hospital characteristics. Data Collection/Extraction Methods. Hospital CHNA and IS documents were collected by research team members from hospital websites or by contacting hospitals directly and were then coded to identify whether the substance use needs were prioritized by the hospital. The collected data were incorporated into a data set along with the secondary data sourced from the 2021 AHA Annual Survey. Principal Findings. Multivariable analysis found a significant and positive relationship between the prioritization of substance use as a community need on a hospital's implementation plan and the number of the services included in this analysis offered by the hospital. Significant and positive relationships were also identified for five of the six specific service categories assessed, as well as for hospital size. . Conclusions.The availability of service offerings is related both to a hospital's prioritization of substance use as a community need and to its size, indicating that these factors are likely all inter-related in regard to a hospital's sense of its ability to address substance use as a community need. . Policymakers should be attuned to why hospitals may not prioritize a need prevalent within their community, such as whether the organization feels like it lacks the resources or infrastructure to take such steps. This study also highlights the value of the assessment and implementation strategy process as a way for hospitals to engage with community needs.

HCM: **To Be or Not to Be Compliant? Hospital Strategic Responses to the Federal Price Transparency Rule**

Author: **Jessica N. Mittler**, *Virginia Commonwealth U.*
Author: **Jean Abraham**, *U. of Minnesota*
Author: **Julie Robbins**, *Ohio State U.*
Author: **Paula Song**, *Virginia Commonwealth U.*

The hospital price transparency rule requires hospitals to publicly report prices for a prescribed set of medical services in both machine readable and consumer shoppable formats effective January 1, 2021. Early quantitative analyses consistently have found limited compliance with this regulation, but do not provide insight to why. This study's objective was to understand hospitals' strategic responses to this new regulation. We conducted in-depth, semi-structured, qualitative interviews between November 2021 and March 2022 with 12 not-for-profit hospital organizations. The sampled organizations were located in six geographically-diverse and compliance-diverse markets, and 11 were multi-hospital organizations. Drawing on Oliver's "Typology of Strategic Responses to Institutional Processes" (1991) and broader strategic management theory, the interview protocol was designed to solicit data about internal, organizational factors (e.g. resource constraints) and external, market factors (e.g. market position, peer behavior) affecting their responses. Transcribed interviews were coded and analyzed using the constant comparative method. Among the 12 organizations, we found that strategic responses skewed towards compliance, especially for the consumer shopping requirements. Only 3 organizations demonstrated any elements of an avoid strategy and only one organization had contingency plans to enact a defy strategy contingent upon being fined by the federal government. How hospitals responded (i.e. acquiesce, compromise, avoid, defy, manipulate or some combination) was influenced internally by the degree of the regulation's alignment with the organization's values and goals, and task complexity vis-a-vis available resources. We found extensive variation in organizational capabilities to comply, and particularly the reliance of hospital organizations on consultants and vendors to provide key support. The key external factors driving hospital organizations' strategic responses were hospitals' variable perceptions related to how making available price information may affect their competitive position, bottom line, and reputation with key stakeholders. Organizations with more confidence in their interpretation of the environment, including how others (peers or purchasers) would behave, as well as greater clarity in understanding their own organization's position and goals had more definitive, and typically more compliant, strategic responses. This exploratory study provides insights about how hospital organizations are navigating their strategic responses and suggests that a deeper understanding of the realities of operationalizing price transparency for hospital organizations is needed to improve the impact and implementation of price transparency and consumerism policy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1961** | Submission: **13439** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester**

Recognizing, Measuring, and Addressing Racial Biases in Organizations

Presenter: **Ravi Ramani**, *Morgan State U.*
Presenter: **Sean McGinley**, *Florida State U.*
Participant: **Steve Desir**, *U. of Southern California*
Presenter: **Pooja Khatija**, *Organizational Behavior Case Western Reserve U.*
Participant: **Diana Bilimoria**, *Case Western Reserve U.*
Presenter: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Participant: **Jaffa Romain**, *U. of Toronto*
Participant: **Nirusha Thavarajah**, -
Participant: **Akil Huang**, *U. of Toronto*
Presenter: **Rebecca Harmata**, *San Diego State U.*
Presenter: **Jorge Lumbreras**, *Seattle Pacific U.*
Presenter: **Arturia T. Melson-Silimon**, -
Participant: **Melissa Robertson**, *U. of Georgia*
Participant: **Neal Outland**, *U. of Georgia*

Institutions around the world are focusing increasingly on issues of diversity, equity, and inclusion (DEI), not just to improve organizational performance, but also as a means of delivering positive societal impacts by ameliorating barriers and providing opportunities to members of hitherto marginalized groups (DEI, 2022a; Gabriel et al., 2022; Roberson, 2019, 2022). And while the management field has made progress in advancing our understanding of DEI-related issues, much more is needed if we are to effectively answer this “grand challenge” (Benschop, 2021; George et al., 2016; Hideg et al., 2020). This presenter symposium presents novel approaches to help advance management research and practice by recognizing, measuring, and addressing racial biases in organizations. Together, the five papers identify how racial biases continue to influence business schools today (Ramani, McGinley, & Desir), how intersectionality of gender and racial stereotypes about Asians affects organizational employees (Khatija & Bilimoria), and in particular female professors (Radhakrishnan, Romain, Thavarajah, & Huang), how subtle acts of racial discrimination (i.e., microaggressions) are enacted in the workplace (Harmata), and how employees adopt particular behaviors in response to these discriminatory acts (Lumbreras, Melson-Silimon, Robertson, & Outland). Overall, the symposium provides new perspectives on how racial and gender biases affect minority employees, and offers recommendations for future research as well as practical advice for organizations seeking to address such issues.

Recognizing, Measuring, and Addressing Racial Biases in Organizations

Author: **Ravi Ramani**, *Morgan State U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1962** | Submission: **15466** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

The Impact of Pronouns and Gender Fair Language in the Workplace

Organizer: **Hayden DuBois**, *U. of Texas At Arlington*
Organizer: **Wendy J. Casper**, *U. of Texas At Arlington*
Presenter: **DC De La Haye**, *Florida State U.*
Participant: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Discussant: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Presenter: **Brooke A. Gazdag**, *U. of Amsterdam*
Discussant: **Mateo Cruz**, *Bentley U.*
Participant: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Pronouns and gender fair language have become an increasingly prevalent conversation in society and the workplace. Through a collection of three papers, this presenter symposium highlights critical exploratory work being done to better understand the motives and implications of the use of pronouns and gender fair language in the workplace. The first paper examines the use of pronouns through a hiring manager lens. The second presentation investigates the motives to use pronouns, perceptions of those who do present their pronouns, and the potential negative implications of pronoun use. Finally, paper three provides an overview of gender fair language and the implications of its use through a three-study design. The symposium concludes with insight on the papers, thoughts on the state of the field, and the application of this work by Dr. Thoroughgood and Dr. Cruz.

John Doe (he/him): Examining Hiring Managers' Perceptions of Pronoun Use at Work

Author: **DC De La Haye**, *Florida State U.*

He, She, They: The Double-edge Sword of Pronoun Use in the Workplace

Author: **Hayden DuBois**, *U. of Texas At Arlington*

Exploring the Everyday Practice of Gender Fair Language and it's Reception

Author: **Brooke A. Gazdag**, *U. of Amsterdam*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1963** | Submission: **10885** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George C**

Employee Perceptions of HR Practices: A Focus on HR Salience

Organizer: **Jeske Van Beurden**, *Tilburg U.*
Organizer: **Karina Van De Voorde**, *Tilburg U.*
Organizer: **Sargam Garg**, *California State U. Sacramento*
Discussant: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Presenter: **Sargam Garg**, *California State U. Sacramento*
Presenter: **Jeske Van Beurden**, *Tilburg U.*
Participant: **Karina Van De Voorde**, *Tilburg U.*
Participant: **Marc Van Veldhoven**, *Tilburg U.*
Presenter: **Adelle Bish**, *North Carolina A&T State U.*
Participant: **Frances Jorgensen**, *Royal Roads U.*
Presenter: **Manh Dao**, *Nottingham Trent U.*
Participant: **Helen Shipton**, *Human Resources*
Participant: **Daniel King**, *Nottingham Trent U.*
Participant: **Hoa Do**, *Aston U.*
Presenter: **Madleen Meier-Barthold**, *Rotterdam School of Management, Erasmus U.*
Participant: **Kerstin Alfes**, *ESCP Business School*
Participant: **Adrian Ritz**, *U. of Bern*

Strategic human resource management (SHRM) research has shown that employees' perceptions of human resource (HR) practices, rather than the implemented HR practices as rated by managers influence employees' behavior and outcomes. Despite the indications of the importance of employee perceptions of HR practices, we still have a limited understanding of the influence of the salience of HR practices on how employees evaluate and respond to HR practices. Accordingly, the set of papers in this symposium aims to shed light on (1) the employee perspective on HR salience, i.e., the temporality issues concerning HR practice salience for individual employees and the role of HR practice salience in influencing employee perceptions of HR practices and employee outcomes and (2) the employer perspective on HR salience, i.e., the salience of HR systems and its impact on employee outcomes. Collectively the papers suggest that HR salience plays an important role in how employees experience and react to HR practices.

The Paths of HR Salience: Understanding Employee Perceptions of HRM Practices Over Time

Author: **Sargam Garg**, *California State U. Sacramento*

Line Manager and Employee Perceptions of HRM and Employee Commitment: The Role of HR Salience

Author: **Jeske Van Beurden**, *Tilburg U.*
Author: **Karina Van De Voorde**, *Tilburg U.*
Author: **Marc Van Veldhoven**, *Tilburg U.*

HR salience: Beware of shifting tides

Author: **Adelle Bish**, *North Carolina A&T State U.*
Author: **Frances Jorgensen**, *Royal Roads U.*

Relationships between HPWS, HR attributions and employee wellbeing and performance

Author: **Manh Dao**, *Nottingham Trent U.*
Author: **Helen Shipton**, *Human Resources*
Author: **Daniel King**, *Nottingham Trent U.*
Author: **Hoa Do**, *Aston U.*

Team-level HPWS and engagement. The moderating roles of emotional and cognitive trust in the leaders

Author: **Madleen Meier-Barthold**, *Rotterdam School of Management, Erasmus U.*
Author: **Kerstin Alfes**, *ESCP Business School*
Author: **Adrian Ritz**, *U. of Bern*

KEY TO SYMBOLS
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Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1964** | Submission: **12841** | Sponsor(s): **(HR, CTO)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Exploring The Multifaceted Influences of Technologies on Work and Work Experiences

Organizer: **Yuntao Dong**, *Peking U.*
Discussant: **Zhixue Zhang**, *Peking U.*
Presenter: **Laura Venz**, *Leuphana U. Lüneburg*
Presenter: **Dritjon Gruda**, *Nat. Uni. of Ireland Maynooth/ Catolica Porto Business School*
Presenter: **James Duggan**, *Cork U. Business School*
Presenter: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*
Presenter: **Yaqi Gao**, *Guanghua School of Management, Peking U.*
Presenter: **Chencan Ye**, *School of management, Zhejiang U.*
Participant: **Anne Wöhrmann**, *Leuphana U. Lüneburg*
Participant: **Dana Unger**, *UiT The Arctic U. of Norway*
Participant: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*
Participant: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*
Participant: **David Douglas Walker**, *U. of British Columbia*
Participant: **Mingyue Tang**, *Guanghua School of Management, Peking U.*
Participant: **Qiongjing Hu**, *Zhejiang U.*
Participant: **Xiaoyun Xie**, *Zhejiang U.*
Participant: **Jiayi Zhu**, *School of management, Zhejiang U.*
Participant: **Shilin Wang**, *Zhejiang U., China*
Participant: **Yue Yu**, *Zhejiang U., China*

With the rapid development and widespread application within organizations, technologies of various types are changing the workplace and significantly shaping our work and important work outcomes. To advance our understanding of the multifaceted influences of technologies on our work and work experiences, this symposium consists of five papers that investigate how the adoption, implementation, and use of different categories of technologies (incl., information and communication technology, algorithm, artificial intelligence, big data and machine learning) are changing the multiple aspects of work, work experiences and employee outcomes (incl., cognition, affect, well-being, identity, inter-unit coordination, and performance evaluation). Moreover, these studies are conducted using different research methods in diverse settings, including a quantitative work with archival data of gig workers, a diary work in the context of virtual work, an ethnography study of medical staff in a hospital, and a machine learning study in a call center. With an explicit focus on putting the worker front and center in the digital era, the papers offer insights into how workers are encountering changes triggered by the applications of different technologies in a variety of organizational contexts. Therefore, this symposium provides important managerial implications for both workers and organizations in understanding the changing nature of work in the digital workplace.

Work from Home= Always on? A Diary Study on Telework, ICT Availability Demands and Employee Recovery

Author: **Laura Venz**, *Leuphana U. Lüneburg*
Author: **Anne Wöhrmann**, *Leuphana U. Lüneburg*
Author: **Dana Unger**, *UiT The Arctic U. of Norway*

Examining Feelings of Anxiety in App-Based Gig Work vs. Traditional Transportation Occupations

Author: **Dritjon Gruda**, *Nat. Uni. of Ireland Maynooth/ Catolica Porto Business School*
Author: **James Duggan**, *Cork U. Business School*

Towards a More Valid and Fair Performance Evaluation Model by Machine Learning

Author: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*
Author: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*
Author: **David Douglas Walker**, *U. of British Columbia*
Author: **Gabrielle Voiseux**, *Sauder School of Business, U. of British Columbia*

The Digital Self: A Multilevel Review of Technology and Identity

Author: **Yaqi Gao**, *Guanghua School of Management, Peking U.*
Author: **Mingyue Tang**, *Guanghua School of Management, Peking U.*

Technology as a Scapegoat: How CDSS Introduction Influences Pharmacists' Inter-Unit Coordination

Author: **Chencan Ye**, *School of management, Zhejiang U.*
Author: **Qiongjing Hu**, *Zhejiang U.*
Author: **Xiaoyun Xie**, *Zhejiang U.*
Author: **Jiayi Zhu**, *School of management, Zhejiang U.*
Author: **Shilin Wang**, *Zhejiang U., China*
Author: **Yue Yu**, *Zhejiang U., China*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1965** | Submission: **15818** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Relational Aspects of Working from Home: Embracing Opportunities and Navigating Challenges

Session Chair: **Michal Biron**, *U. of Haifa*
Session Chair: **Sumita Raghuram**, *San Jose State U.*
Organizer: **Gerhard Schewe**, *U. of Muenster*
Organizer: **Daniel Westmattelman**, *U. of Muenster*
Presenter: **Stefan Breet**, *Radboud U. Nijmegen*
Participant: **Lotte Glaser**, *Erasmus U. Rotterdam*
Presenter: **Karin Sanders**, *UNSW Business School, Australia*
Participant: **Andrew Dhaenens**, *UNSW Sydney*
Participant: **Xiaobei Li**, *Shanghai Business School*
Presenter: **Julia Backmann**, *U. of Münster*
Participant: **Amy Wei Tian**, *Curtin Business School*
Participant: **Rona Orlev**, *U. of Haifa*
Participant: **Sandra Schlagheck**, *U. of Münster*
Participant: **Keren Turgeman Lupo**, *Ramat Gan Academic College*
Presenter: **Shay Tzafrir**, *U. of Haifa*
Presenter: **Naama Bar-on Shmilovitch**, *U. of Haifa*
Participant: **Enosh Guy**, *U. of Haifa*
Participant: **Ruth Berkowitz**, *U. of Haifa*
Participant: **Elaine Berkery**, *U. of Limerick*
Presenter: **Hilla Peretz**, *Braude Academic College of Engineering*
Participant: **Siobhán Tiernan**, *U. of Limerick*

Physical distances (e.g., office versus home), temporal difference (e.g., work time or non-work time), and distinctive role identities are greatly reduced while employees work from home. Work relationships in the context of work from home are thus likely to differ from relationships taking place in the traditional, office-based context. The key question that guides this symposium is: How do employees engage in work relationships while working from home to achieve desired goals? To begin answering this broad question, we focus on five relationship settings: relationships with coworkers in the context of networking, relationships with managers and within teams in the context of learning, relationships within teams in local and multinational contexts, relationships with customers in the context of cyber misbehavior, and relationships with the broader society in the context of cultural norms. Our goal is to spark a debate around the changing nature of boundaries, relationships, and consequences in remote work environments. This symposium brings together a collection of papers that examine how the challenges and opportunities related to working from home, which intensified during the COVID-19 pandemic, can have far-reaching implications for future theorizing and research.

Changes in Networking Behavior: Examining Network Perception and Proactive Work Behavior

Author: **Stefan Breet**, *Radboud U. Nijmegen*
Author: **Lotte Glaser**, *Erasmus U. Rotterdam*

The fear of losing informal learning: A time versus a relationship argument

Author: **Karin Sanders**, *UNSW Business School, Australia*
Author: **Andrew Dhaenens**, *UNSW Sydney*
Author: **Xiaobei Li**, *Shanghai Business School*

A doubled-edged sword perspective on team national diversity: The role of remote work

Author: **Julia Backmann**, *U. of Münster*
Author: **Amy Wei Tian**, *Curtin Business School*

The relationship among job crafting, trust, and creativity in teleworking teams

Author: **Michal Biron**, *U. of Haifa*
Author: **Rona Orlev**, *U. of Haifa*
Author: **Keren Turgeman Lupo**, *Ramat Gan Academic College*
Author: **Gerhard Schewe**, *U. of Muenster*
Author: **Sandra Schlagheck**, *U. of Münster*
Author: **Daniel Westmattelman**, *U. of Muenster*

Cyberbullying perpetration and victimization between parents and teachers in remote learning

Author: **Shay Tzafrir**, *U. of Haifa*
Author: **Enosh Guy**, *U. of Haifa*
Author: **Ruth Berkowitz**, *U. of Haifa*
Author: **Naama Bar-on Shmilovitch**, *U. of Haifa*

Cultural tightness-looseness and organizational outcomes associated with workplace flexibility

Author: **Elaine Berkery**, *U. of Limerick*
Author: **Hilla Peretz**, *Braude Academic College of Engineering*
Author: **Siobhán Tiernan**, *U. of Limerick*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1966** | Submission: **16050** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

Advancing Turnover Research: Bridging Disciplinary and Research-Practitioner Gaps

Organizer: **Frederick Morgeson**, *Michigan State U.*
Organizer: **Pingshu Li**, *U. of Texas Rio Grande Valley*
Organizer: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Discussant: **Jason D. Shaw**, *Nanyang Technological U.*
Presenter: **Peter Hom**, *Arizona State U.*
Participant: **Jieun Lee**, *U. of Missouri, Columbia*
Presenter: **Caitlin M. Porter**, *U. of Memphis*
Participant: **Kim De Meulenaere**, *U. of Antwerp/ Antwerp Management School*
Participant: **David G. Allen**, *Texas Christian U.*
Presenter: **Carl P. Maertz**, *U. of Louisville*
Participant: **Julie Irene Hancock**, *U. of North Texas*
Participant: **Paula Ann Kincaid**, *U. of Texas at Tyler*
Participant: **Cameron Noe**, *UNC Greensboro*
Presenter: **Pingshu Li**, *U. of Texas Rio Grande Valley*
Participant: **Frederick Morgeson**, *Michigan State U.*
Participant: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*

Research on the causes and consequences of employee turnover has been marked by its diversity, from the micro focus of human resource management and organizational behavior research to the macro focus of strategic management research. Although we have learned much from this research, one major challenge has been that extant research has largely occurred within disciplinary boundaries, rarely crossing levels or otherwise communicating with each other. Another major challenge is the research-practitioner gap, as research often fails to offer actionable practitioner advice. This symposium seeks to address these challenges by presenting research from leading turnover scholars. In different ways, each paper shows the value drawing from theoretical developments from other disciplines and offering guidance to fill the research-practitioner gap.

When Voluntary CEO turnover Increases TMT turnover

Author: **Peter Hom**, *Arizona State U.*
Author: **Jieun Lee**, *U. of Missouri, Columbia*

TMT Gender Composition Signals Diversity Values: Implications for Collective Turnover

Author: **Caitlin M. Porter**, *U. of Memphis*
Author: **Kim De Meulenaere**, *U. of Antwerp/ Antwerp Management School*
Author: **David G. Allen**, *Texas Christian U.*

Being at Work Amid the Pandemic: Understanding the Role of Disruption, Work Demands, and Past Event

Author: **Pingshu Li**, *U. of Texas Rio Grande Valley*
Author: **Frederick Morgeson**, *Michigan State U.*
Author: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*

What Has Empirical Turnover Research Offered Managers?

Author: **Carl P. Maertz**, *U. of Louisville*
Author: **Julie Irene Hancock**, *U. of North Texas*
Author: **Paula Ann Kincaid**, *U. of Texas at Tyler*
Author: **Cameron Noe**, *UNC Greensboro*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1967** | Submission: **15493** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Parliament**

Priorities for Research on Customer Mistreatment in the Evolving Workplace

Organizer: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*
Discussant: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*
Discussant: **Jaclyn Koopmann**, *Auburn U.*
Presenter: **David Douglas Walker**, *U. of British Columbia*
Presenter: **Nate Zettna**, *U. Of Sydney*
Presenter: **Yu Wu**, *U. of Newcastle, Australia*
Presenter: **Nicholas Aaron Smith**, *Northern Illinois U.*
Presenter: **Ilias Danatzis**, *King's College London*
Participant: **Su Kyung Kim**, *U. of Manitoba*
Participant: **Karyn L. Wang**, *U. Of Sydney*
Participant: **Markus Groth**, *UNSW Sydney*
Participant: **Xinyu Hu**, *Roger Williams U.*
Participant: **Bethany Cockburn**, *Northern Illinois U.*
Participant: **Jana Möller-Herm**, *Freie U. Berlin*
Participant: **Steffen Herm**, *Hochschule für Technik und Wirtschaft Berlin*

The aim of this presentation symposium is to highlight the importance of understanding and mitigating the effects of customer mistreatment on employees, customers, and the workplace. Utilizing field studies, laboratory experiments, and bibliometric reviews, this symposium will contribute to the AOM 2023 conference theme of 'putting the worker front and center' by discussing new directions in customer mistreatment research, providing measurement scales for use in future research, and building bridges between various disciplines engaged in understanding and managing this phenomenon.

Priorities for Research on Customer Mistreatment in the Evolving Workplace

Author: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*
Author: **Danielle Van Jaarsveld**, *Sauder School of Business, U. of British Columbia*
Author: **Jaclyn Koopmann**, *Auburn U.*
Author: **David Douglas Walker**, *U. of British Columbia*
Author: **Su Kyung Kim**, *U. of Manitoba*
Author: **Nate Zettna**, *U. Of Sydney*
Author: **Karyn L. Wang**, *U. Of Sydney*
Author: **Yu Wu**, *U. of Newcastle, Australia*
Author: **Markus Groth**, *UNSW Sydney*
Author: **Nicholas Aaron Smith**, *Northern Illinois U.*
Author: **Xinyu Hu**, *Roger Williams U.*
Author: **Bethany Cockburn**, *Northern Illinois U.*
Author: **Ilias Danatzis**, *King's College London*
Author: **Jana Möller-Herm**, *Freie U. Berlin*
Author: **Steffen Herm**, *Hochschule für Technik und Wirtschaft Berlin*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **1968** | Submission: **13731** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

Rethinking Organizational Citizenship Behavior: Debunking Long-Held Beliefs & Revealing New Findings

Session Chair: **Young Eun Lee**, *Florida State U.*
Session Chair: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*
Participant: **Hee Young Kim**, *Rider U.*
Participant: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Participant: **Sarah Doyle**, *U. of Arizona*
Participant: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Participant: **Wu Liu**, *Hong Kong Polytechnic U.*
Participant: **Joel Koopman**, *Texas A&M U.*
Participant: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **Donald H. Kluemper**, *Texas Tech U.*
Participant: **Sandy J. Wayne**, *U. of Illinois Chicago*
Participant: **Jiaqing Sun**, *The London School of Economics and Political Science*
Participant: **Ricardo Brooks**, *SUNY, Albany*
Participant: **Phillip S. Thompson**, *Virginia Tech*
Discussant: **Mark C Bolino**, *U. of Oklahoma*

Organizational Citizenship Behavior (OCB) has been studied by numerous researchers, almost as if no stone is left unturned. Yet, despite the concern, scholars are still finding ways to contribute to the OCB literature by challenging its long-held assumptions and finding new discoveries. The purpose of this symposium is to add momentum to the development of this line of research by bringing papers that address a few of the assumptions and identify novel research ideas in the area of OCBs, in particular, OCB directed toward individuals (OCB-I) or helping behavior. Specifically, Kim, Chawla, Doyle, and Shea question the assumption that help is always granted by showing that there are times when help does not manifest (heightened mortality salience), yet also provide a way to encourage helping (intragroup-cohesion) despite the circumstances. Hu, Lin, and Liu also question the assumption that help is always granted by examining the psychological and behavioral outcomes of rejecting help requests. Lee, Koopman, Rosen, Kluemper, Wayne, and Sun question the assumption that help is beneficial for the recipients and show the emotional consequences of receiving help and the downstream negative effect it has on third parties. Lastly, Brooks, Thompson, and Bolino develop and make a unique connection with organization-level factors (perceived organizational support for social justice initiatives) and OCB-I to show that there are still important organizational factors that can contribute to more OCBs in the workplace. The papers in this symposium demonstrate the ways in which researchers can continue to expand the OCB literature in meaningful ways.

Helping the hand that bites you

Author: **Hee Young Kim**, *Rider U.*
Author: **Nitya Chawla**, *U. of Minnesota, Twin Cities*
Author: **Sarah Doyle**, *U. of Arizona*
Author: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

Managing prosocial identity threat after saying “no” to coworkers at work

Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*

Receiving Help Begets Incivility? The Unexpected Outcome of Receiving Help

Author: **Young Eun Lee**, *Florida State U.*
Author: **Joel Koopman**, *Texas A&M U.*
Author: **Christopher C. Rosen**, *U. of Arkansas*
Author: **Donald H. Kluemper**, *Texas Tech U.*
Author: **Sandy J. Wayne**, *U. of Illinois Chicago*
Author: **Jiaqing Sun**, *The London School of Economics and Political Science*

How Employee Race and Gender Influences Perceived Organizational Support for Social Justice

Author: **Ricardo Brooks**, *SUNY, Albany*
Author: **Phillip S. Thompson**, *Virginia Tech*
Author: **Mark C Bolino**, *U. of Oklahoma*

Session Type: **Symposium**
Program Session: **1969** | Submission: **15741** | Sponsor(s): **(HR, OB, CTO)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

When the Home Becomes Your Office: The Personal Outcomes of Remote Work

Organizer: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Discussant: **Sabine Sonnentag**, *U. of Mannheim*
Presenter: **Ilke Inceoglu**, *U. of Exeter*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Jonas W. B. Lang**, *U. of Exeter*
Participant: **Kim Peters**, *U. of Exeter*
Presenter: **Katherine A Karl**, *U. of Tennessee, Chattanooga*
Participant: **Andrea Rae Neely**, *U. of Tennessee, Chattanooga*
Participant: **Joy VanEck Peluchette**, *Lindenwood U.*
Presenter: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Participant: **Nurit Zaidman**, *Ben Gurion U. of the Negev*
Participant: **Lee Gazit**, *Southampton Business School, U. of Southampton*
Participant: **Osnat Bouskila-Yam**, *Ben-Gurion U.*
Presenter: **Feifan Yang**, *Shanghai U. of Finance and Economics*
Participant: **Zitong Sheng**, *Curtin U.*
Participant: **Bin Wang**, *School of Management, Shanghai U.*
Presenter: **Stefano Rodighiero**, *U. of Bologna*
Participant: **Cristina Boari**, *Department of management, Bologna U.*

Working from home has become an increasingly common work practice in recent years. Due to advances in communication technology and even more so following the outbreak of the COVID-19 pandemic, many organizations adopted various forms of remote working. While working from home provides autonomy and flexibility, the consequent social distancing may take a toll on workers, blurring the boundaries between work and personal life, and impacting their well-being, recovery, and work-home balance. Moreover, the lack of social interaction with other employees may decrease work engagement. The outcomes of working from home, as outlined in the existing literature, are mixed. Our symposium presents a complex picture of the implications of working from home, illuminating both advantages and disadvantages. Moreover, the presentations suggest several factors that could serve to buffer the possible negative effects of working from home, as well as alternative work frameworks that can address the shortcomings of working from home. We hope following the papers to spark an interesting discussion on the topic.

Zooming in and out: Understanding video call meeting multi-tasking, its antecedents and relationship

Author: **Ilke Inceoglu**, *U. of Exeter*
Author: **Ronit Kark**, *Bar Ilan U.*
Author: **Jonas W. B. Lang**, *U. of Exeter*
Author: **Kim Peters**, *U. of Exeter*

Sticky doors and crusty floors: Zooming in on messiness and parenthood in virtual meetings

Author: **Katherine A Karl**, *U. of Tennessee, Chattanooga*
Author: **Andrea Rae Neely**, *U. of Tennessee, Chattanooga*
Author: **Joy VanEck Peluchette**, *Lindenwood U.*

Remote work and work engagement of employees in a global organization

Author: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Author: **Nurit Zaidman**, *Ben Gurion U. of the Negev*
Author: **Lee Gazit**, *Southampton Business School, U. of Southampton*
Author: **Osnat Bouskila-Yam**, *Ben-Gurion U.*

A cross-cultural meta-analytic examination of work-related information communication technology

Author: **Feifan Yang**, *Shanghai U. of Finance and Economics*
Author: **Zitong Sheng**, *Curtin U.*
Author: **Bin Wang**, *School of Management, Shanghai U.*

Re-spatializing remote work: Coworking spaces as sites of organizing for remote workers

Author: **Stefano Rodighiero**, *U. of Bologna*
Author: **Cristina Boari**, *Department of management, Bologna U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1970** | Submission: **15396** | Sponsor(s): **(HR, OB, DEI)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

New Perspectives on Barriers to Women in STEM Fields

Session Chair: **Oyinkansola Sodiya**, *U. of Texas At Arlington*
Session Chair: **David F. Arena**, *U. of Texas At Arlington*
Participant: **Caroline Tiddy**, *U. of South Australia*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Presenter: **Shruti Sardeshmukh**, *U. of South Australia*
Participant: **Mengzi Jin**, *Peking U.*
Presenter: **Mingyue Tang**, *Guanghua School of Management, Peking U.*
Presenter: **Julie Jebsen**, *Alliance Manchester Business School, U. of Manchester*
Participant: **Catherine Lido**, *U. of Glasgow*
Participant: **Helen Mulvana**, *U. of Strathclyde*
Participant: **Caroline Gauchotte-Lindsay**, *U. of Glasgow*
Participant: **Caroline Wessen**, *U. of Wolverhampton*
Participant: **Debbie Stevens-Gill**, *U. of Wolverhampton*

Despite extensive research on workforce gender equality, research on the underrepresentation of women in STEM remains siloed and with minimal focus on avenues to optimally provide support to women. Literature also fails to provide an exhaustive list of stereotypes and biases faced by women in STEM fields. Additionally, uncertainty about actionable steps to empower women in STEM and tackle gender inequality persists. Thus, the comprehensiveness of research on women in STEM fields remains rigged with gaps. This session seeks to bring together a group of research teams that extend previous findings to contribute to a comprehensive understanding of women in STEM positions. Each study takes a different approach, but the common goal among them is to identify salient barriers, and maybe more importantly, identify strategies that women can use to overcome these barriers.

The Influence of Career Perceptions on Gender Diversity in Australian Geosciences

Author: **Caroline Tiddy**, *U. of South Australia*
Author: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Author: **Shruti Sardeshmukh**, *U. of South Australia*

Exploring Contingencies and Mechanisms of Gender Differences in Creative Performances

Author: **Mengzi Jin**, *Peking U.*
Author: **Mingyue Tang**, *Guanghua School of Management, Peking U.*

Sexual harassment, bullying and toxic working from early career to Professorship in STEM

Author: **Julie Jebsen**, *Alliance Manchester Business School, U. of Manchester*
Author: **Helen Mulvana**, *U. of Strathclyde*
Author: **Catherine Lido**, *U. of Glasgow*
Author: **Caroline Gauchotte-Lindsay**, *U. of Glasgow*

A Multilevel Review of Enhancing and Inhibiting Factors for Women's Success in STEM Fields

Author: **Oyinkansola Sodiya**, *U. of Texas At Arlington*
Author: **David F. Arena**, *U. of Texas At Arlington*

Concentric barrier model of factors women face in their career progression to Professor

Author: **Julie Jebsen**, *Alliance Manchester Business School, U. of Manchester*
Author: **Debbie Stevens-Gill**, *U. of Wolverhampton*
Author: **Caroline Wessen**, *U. of Wolverhampton*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1971** | Submission: **14638** | Sponsor(s): **(HR, OB, MOC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Multilevel Perspective on Feedback Research: Feedback Exchange and the Role of Contextual Factors

Organizer: **Akvile Mockeviciute**, *Vrije U. Amsterdam, School of Business and Economics*
Organizer: **Sabrine El Baroudi**, *Vrije U. Amsterdam*
Organizer: **Sergey Gorbatov**, *Vrije U. Amsterdam, School of Business and Economics*
Discussant: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
Presenter: **Ian Katz**, *Old Dominion U.*
Presenter: **Judy Qiu**, *ESSEC Business School*
Presenter: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*
Presenter: **Yingyue Luan**, *Cambridge Judge Business School*
Presenter: **YeunJoon Kim**, *U. of Cambridge*
Presenter: **Cort W. Rudolph**, *Saint Louis U.*
Presenter: **Selin Selin Kesebir**, *London Business School*
Presenter: **Wenjing Cai**, *Vrije U. Amsterdam*
Participant: **Caroline Moughan**, *Old Dominion U.*

Feedback is an integral part of organizational life and a critical enabler for employee development and performance. Past research found that individual's attitudes towards feedback and their likelihood to give and seek feedback is caused by and depends on the multilevel factors, namely those at the individual, team and organizational levels (e.g., Anseel et al., 2015; Finkelstein et al., 2017; Sijbom et al., 2018). However, recently scholars point out that there is still relatively little research into team and, particularly, organizational level factors that shape feedback behaviors and its effect on performance, rending further investigations into this research area necessary (e.g., Mockeviciute et al., 2022; Schleicher et al., 2018). This symposium is designed to advance organizational research by building a deeper, multilevel understanding of how factors at the individual, team, and organizational levels, and their interactions shape individual's attitudes and reactions towards feedback, as well as their feedback seeking and giving behaviors. Specifically, this symposium introduces most recent research and further advances scholarly discussion on feedback attitudes, behaviors, and feedback context by showcasing four cutting-edge studies. To achieve this goal, this symposium features four papers. The first two papers focus on individuals' attitudes and reactions towards feedback. Specifically, the first paper presents a meta-analysis on the literature on individual's attitudes towards feedback, i.e., feedback orientation, and its relationships with feedback seeking behavior and other variables. The second paper, using an experimental research design, investigates how an individual level factor, such as gender, shapes one's reactions to feedback. In turn, the third and the fourth papers focus on the dyadic and organization level influences on one's feedback seeking and feedback giving behaviors. Specifically, the third paper presents a scale development to measure organizational feedback norms and subsequently investigates to what extent, how, and under what conditions these perceived organizational feedback norms shape employee's feedback seeking behaviors. Thereby this paper focuses on the organizational level factors and their interaction with individual level factors in shaping one's feedback seeking behavior. Similarly, the fourth paper investigates how social relationships between feedback givers and recipients affect feedback giving behavior using a longitudinal research design, thereby contributing to a better understanding on how dyadic level factor shapes one's likelihood to give feedback. Following the presentations, prof. Dr. Frederik Anseel (UNSW Sydney) will synthesize the symposium papers and facilitate an interactive discussion on the current state of research. With this symposium we aim to broaden the understanding of the multilevel factors that shape feedback attitudes and behaviors at work, as well as develop new avenues and possibilities for future research in this field. Taken together, these papers will provide important insights for practitioners and scholars in the interrelated disciplines such as human resource (HR), organizational behavior (OB), and managerial and organizational cognition (MOC), on the multilevel factors that affect individual's feedback attitudes and behaviors at work.

Paper 1 Feedback Orientation Meta-Analysis

Author: **Ian Katz**, *Old Dominion U.*

Paper 2 Social Comparison Feedback: Gendered Preferences and Asymmetric Costs

Author: **Judy Qiu**, *ESSEC Business School*

Paper 3 Organizational Feedback Norms and Employee Feedback Seeking Behavior: Cost-Value Perspective

Author: **Akvile Mockeviciute**, *Vrije U. Amsterdam, School of Business and Economics*

Paper 4 the Link between Relationship, Feedback Seeking and Feedback Giving: A Network Perspective

Author: **Yingyue Luan**, *Cambridge Judge Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1972** | Submission: **16200** | Sponsor(s): **(HR, ODC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Relational Human Resource Management

Organizer: **Jody Hoffer Gittell**, *Brandeis U.*
Organizer: **Qian Zhang**, *U. of Ottawa*
Discussant: **Scott Soltis**, *U. of Kentucky*
Discussant: **Robin Switzer**, *Brandeis U.*
Presenter: **Catherine Mackintosh**, *U. of the West of England*
Presenter: **Aoife McDermott**, *Cardiff Business School, Cardiff U.*
Presenter: **Alankrita Pandey**, *Eastern Michigan U.*
Presenter: **Jillian Graves**, *Eastern Michigan U.*
Presenter: **Christina Marsack-Topolewski**, *Eastern Michigan U. - School of Social Work*
Presenter: **Kartik Trivedi**, *Brandeis U.*
Presenter: **Qian Zhang**, *U. of Ottawa*

The Relational Human Resource Management Symposium spotlights the strategic role of human resource management in managing workplace social relationships and its contribution to enhance other workplace outcomes. This symposium includes four presentations on relational human resource management with interrelated and important research foci. It will advance the theory and practice of relational human resource management through the diverse research approaches and methodologies adopted by the studies included.

A relational approach to successful line manager i-deals

Author: **Catherine Mackintosh**, *U. of the West of England*
Author: **Aoife McDermott**, *Cardiff Business School, Cardiff U.*

Caring for caregivers

Author: **Alankrita Pandey**, *Eastern Michigan U.*
Author: **Jillian Graves**, *Eastern Michigan U.*
Author: **Christina Marsack-Topolewski**, *Eastern Michigan U. - School of Social Work*

Towards relational algorithms

Author: **Kartik Trivedi**, *Brandeis U.*

Relational HRM systems in new ventures

Author: **Qian Zhang**, *U. of Ottawa*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1973** | Submission: **20459** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Copley**

Institutions and Leadership in MNEs

Session Moderator: **Madelynn R. D. Stackhouse**, *U. of North Carolina, Greensboro*

IM: **Global Leaders Personality Profiles and C-suite Ascendance: A Person-centered Approach**

Author: **Madelynn R. D. Stackhouse**, *U. of North Carolina, Greensboro*
Author: **Marketa Rickley**, *U. of North Carolina, Greensboro*

With data from 618 global leaders in various levels of management, this study identified latent subpopulations of global leadership types based on configural profiles of personality. We further examined how different combinations of personality traits (Big Five: agreeableness, conscientiousness, extraversion, openness to experience, and neuroticism) relate to global leader career ascendance to top management. Using a person-centered approach and latent profile analysis, we found evidence of five empirically distinct personality profiles among global leaders (in order of prevalence): moderates (46.8%), extreme undercontrollers (21.0%), extreme overcontrollers (15.4%), extreme resilients (11.0%), and creatives/vulnerables (5.8%). Of these, the extreme resilient profile (neuroticism low, all other traits high) and the extreme overcontroller profile (neuroticism and conscientiousness high, all other traits low) are most discriminative in meaningfully predicting ascension to top management. This research demonstrates that qualitatively and quantitatively distinct personality types can be identified among global leaders, and that the unique trait combinations found within individual global leaders have important career consequences. Implications of our findings for theory, practice, and the use of person-centered approaches for studying leadership are discussed.

IM: **Formal versus Informal Institutional Distance Impact on Strategic Assets Seeking Foreign M&A**

Author: **Hongshu Wang**, *Beijing Foreign Studies U.*
Author: **Xinwei Shi**, *Newcastle U. Business School*
Author: **Wenwei Chen**, *Regent's Park College, Oxford U.*
Author: **Zeyu Chen**, *SOAS U. of London*
Author: **Zhijie Wang**, *U. of Manchester*

This study intends to probe into the influence of different specific dimensions under formal versus informal institutional distances on sub-motives of emerging-market (EM) multinational enterprises (MNEs) strategic-asset seeking (SAS), in order to gain insights into the understanding of new trend of outward foreign direct investment (OFDI) from emerging economies like China. By adopting multinomial logistic regression through accessing to both macro and firm level data, we find that EMNEs would focus more on formal rather than informal institutional distance for seeking all types of strategic assets. Simultaneous results show that with higher formal institutional distance between home and host countries, the possibility of acquiring both patents and trademarks has significantly increased. While the informal distance is solely correlated with the motive of seeking trademarks only.

IM: **Space as a Novel Space for International Business: An Introductory Research Note**

Author: **Sebastian Herbert Fuchs**, *Tecnologico de Monterrey*
Author: **Marc Ventresca**, *U. of Oxford*
Author: **Tim Vorley**, *Oxford Brookes Business School*

Companies venturing in low earth orbit (LEO) and beyond pose challenges for the theory and practice of international business (IB) – and, a set of opportunities on par with prior shifts in field focus. There is considerable scholarship on the role of diverse distances in IB: Physical distance, places and locations, as well as cultural and institutional distance and distinct geographies have been prominent dimensions of analysis. These build from a focus on the successful management of the distributed multinational corporation, a core of IB since 1960s. This research note opens up a novel avenue of space and distance in IB: Contemporary commercial ventures in outer space, along with associated governance issues. These developments not only challenge traditional IB terminology and focus but also raise questions of how to integrate commercial engagements in outer space into IB research and practice. We reflect on core IB themes and past and contemporary developments around space activities that since early 2000s become increasingly commercialized, enabled by emerging technologies and changed funding sources, and posing novel analytic challenges. Based on this elaboration, we suggest future research topics around starting space ventures, international space law and institutions, internationalization into space, space MNC (SMNC) management, and provide some concluding considerations about the complexity of the study of outer space in the IB field.

IM: **Complexity Theory and International Business Research**

Author: **Sokol Celo**, *Associate Professor*
Author: **James Nebus**, *Suffolk U.*

Complexity Theory and Complex Adaptive Systems have been extensively used in management and organization science research but less so in international business research, despite the fact that multinational corporations are arguably among the most complex organizations. Using complexity theory for international business research requires first a 'translation' of its fundamental constructs into IB-equivalents and a depiction of the MNC as a complex adaptive system. This view of the MNC can then be applied in various ways to IB-research from simply providing new explanations to IB-phenomena, to conduct agent-based modeling and computer simulation techniques to build theory, to finally conduct empirical research to test theories whose propositions are complexity-inspired. The paper offers several recommendations to help IB scholars apply complexity theory in their research and practitioners to use it in practice.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1974** | Submission: **20469** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Jefferson**

Contextual Factors and Firm Internationalization

Session Moderator: **Der-Ting Huang**, *U. of Illinois at Urbana-Champaign*

IM: **Trade and Investment in a Regional World:The Asymmetric Effects of International Economic Agreements**

Author: **Der-Ting Huang**, *U. of Illinois at Urbana-Champaign*

International economic agreements—classified as multilateral, regional, and bilateral economic agreements—mitigate institutional barriers and reduce uncertainties for firms engaging in cross-border business activities. Building on new institutional economics and the regionalization literature, this paper brings the regional dimension into the institutional analysis. Due to the small but optimal group size and close geographic proximity of similar countries in a region, this paper argues that regional agreements are of higher safeguarding quality than other types of agreements. Specifically, I theorize that regional economic agreements involve greater safeguarding advantages in terms of enhancing trade and FDI as compared to multilateral and bilateral economic agreements. The empirical analysis employs panel data techniques on the trade and FDI relationships in Asia from 2000 to 2016, and the results empirically corroborate the hypotheses. This paper thus highlights that regional agreements help define regional borders that matter for foreign transactions, which contributes to research on the nexus between regions and international business.

IM: **Does Excess Cash Encourage R&D? A Cross-Country Examination**

Author: **Santanu Bhadra**, *Indian Institute of Management Raipur*
Author: **Palash Deb**, *Indian Institute of Management, Calcutta*
Author: **Vipin Sreekumar**, *Masters' Union School of Business*

Although current management research suggests the twin possibility of both positive and negative effects of excess financial slack on a firm's innovation efforts, there are several open questions about the contingencies that lead to one over the other. Relying on a large sample comprising multiple countries, we find that excess cash generally encourages innovation efforts by firms, supporting that managers are encouraged to do 'slack search'. Furthermore, we find that the extent of country-specific technology orientation and market competition can facilitate such innovation initiatives. We also find that a country's corporate governance regulations also influence the extent to which firms use excess cash for R&D. These findings underline the crucial role of institutional context in shaping a firm's innovation efforts from financial slack.

IM: **Electing to Defer: Political Real Options and Project Investment Financing Trends Around the World**

Author: **Harald Puhr**, *U. of Innsbruck*
Author: **Paul M. Vaaler**, *U. of Minnesota*

Competitive elections create temporary policy uncertainty with alternative outcomes that can help or hurt investors leading large infrastructure projects substantially reliant on debt financing. We develop a framework grounded in real options theory to explain when those investors are more or less likely to defer project financing until after an election primarily based on two factors: 1) project investor motive—the election is close with a potentially beneficial switch in governing parties and partisan policies; and 2) project investor opportunity—there is a substantial demand for project output, thus assuaging concerns of pre-emption by competitors. We find support for these and other framework assumptions in financing decisions for 3,030 projects announced in 80 countries holding 269 national competitive elections from 1998-2020. We advance strategy research and related practice and public policy debates with a "political real options" framework and broad-sample statistical evidence to guide understanding of infrastructure investment decision making during constitutionally mandated moments of policy uncertainty.

IM: **Globalization Paradox Under Crises Like the COVID-19 Pandemic**

Author: **Qi Wu**, *School of Management, Xiamen U.*
Author: **Bin Liu**, *School of Management, Xiamen U.*
Author: **Andrew Delios**, *National U. of Singapore*

Is it possible for there to a globalization paradox such that the extend of globalization increases the pace of de-globalization under the national crisis? Invoked on the idea of antipathy from social psychology literature, we propose that that de-globalization sentiments encapsulated in foreign antipathy would increase when local residents feel stronger ontological insecurity during crises like the pandemic because of globalization. By investigating a large dataset of social media posts in 2020 via the deep learning (DL) approach, the study has found that people resident in cities with more foreign imported COVID-19 cases would express stronger foreign antipathy controlling factors like inequalities. Such foreign antipathy caused by globalization becomes weaker when the focal city has better health care capabilities whereas stronger if the municipal political leader carries stronger ideological conservativeness. Overall, the study is among the first to unveil that globalization facilitates de-globalization sentiments under the national crisis while highlighting that the impacts are asymmetrical under different subnational contingencies. The study further reminds that social media data can be a nuanced data source to capture public sentiments and potential behaviors toward (de) globalization.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1975** | Submission: **20478** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Lincoln**

Acquisitions and Buyer-Supplier Relationships in Cross-Border Activity

Session Moderator: **Naaguesh Appadu**, *Bayes Business School (formerly Cass), City, U. of London*

IM: **Performance of Serial Acquirers: A Configurational Analysis of Firm's Multilevel Acquisition Rhythms**

Author: **Cong Cheng**, *zhejiang U. of technology*
Author: **Lulu Yan**, *zhejiang U. of technology*
Author: **Fuming Jiang**, *Royal Melbourne Institute of Technology U.*

Serial acquisitions, as strategic initiatives, often execute streams of mutually interrelated acquisitions aimed at specific strategic objectives. However, serial acquirer encounters the change-stability paradox as well as at their own rhythms or entrain with external environment. While interest in exploring temporal rhythms in serial acquisitions has gained momentum, it has fallen short on providing insights about interdependence of rhythm conditions and multilevel rhythms on acquirer performance. Using a fuzzy-set Qualitative Comparative Analysis of 129 firms engaged in 891 acquisitions during the 10 years between 1 January 2010 and 31 December 2019, we discover that intra- and inter-organizational rhythm can influence acquirer performance and identify four patterns of multilevel temporal rhythm patterns (i.e., Adaptive-orientation, Routine-orientation, Experimental-orientation, Analytical-orientation) that can result in high performance. Our findings contribute to multilevel temporal acquisition rhythms research and respond to calls to balance change-stability paradox across hierarchies by proposing the temporal rhythms that serial acquirer may balance the internal need for rhythms with the entrainment need for responses to environmental change. Our study also enriches the implications for practitioners who influence acquisition decisions.

IM: **Acquisition Experience in Level 3 & 4 Institutional Environments and Post-M&A Performance**

Author: **Nandakumar Mankavil Kovil Veettil**, *Indian Institute of Management, Kozhikode*
Author: **Naaguesh Appadu**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Rajaram Veliyath**, *Kennesaw State U.*
Author: **Ambra Galeazzo**, *U. of Padova*

We use institutional distance and organizational learning as conceptual frameworks to examine the moderating effect of the acquiring firm's prior cross-border M&A experience in level 3 and level 4 institutional environments on the relationship between institutional distance and post-M&A performance. These environments determine the "play of the game" directly linked to firms' cross-border acquisition strategies. This is one of the first studies assessing the performance impacts of learning engendered by the firm's prior operating experience across different country-level institutional environments in their cross-border M&A experiences. As expected, there was tentative evidence of a negative relationship between institutional distance and post-M&A performance, even though it was not conclusive. In contrast, we found a positive impact of the acquiring firm's prior cross-border M&A experience in different country-level institutional environments on post-M&A performance. Most importantly, through moderating the relationship between institutional distance and post-M&A performance, acquiring firm learning engendered by prior cross-border M&A experiences mitigated any residual negative impacts of institutional distance.

IM: **Performance Feedback, CEO Power and Timing Choices of Cross-border Acquisitions in Host Merger Waves**

Author: **Tingting Zhang**, *China U. of Political Science and Law*
Author: **Zhengyi Zhang**, *Capital U. of Economics and Business*
Author: **Incheol Kim**, *U. of Texas Rio Grande Valley*

Drawing on a behavioral theory of the firm with corporate governance theory, our study addresses the question with 4,222 cross-border acquisitions in 1999-2019 of acquiring firms from 60 countries. We firstly differentiate the effects of acquiring firms' historical and social performance feedbacks on their entry timing choices in a host merger wave into a host country via cross-border acquisitions. The results show that as historical performance shortfall enlarges, acquiring firms eager to conduct cross-border acquisitions earlier of host merger waves. Meanwhile, based on a consolidated social aspiration that we construct to unify domestic and host industrial average performance as thresholds, we find acquiring firms will postpone the implementation of cross-border acquisitions in host merger waves as their social performance gets negatively and positively remote to social aspiration. Moreover, we scrutinize the extent to which their power matters in aforementioned relations. The results show that powerful CEOs will propel earlier cross-border acquisitions as acquiring firms' historical/social performance shortfall enlarges or as social performance surplus increases.

IM: **Building Greener Chains: The Role Of Mnc Disclosure, Monitoring And Buyer-Supplier Relationships**

Author: **Julianne Sellin**, *Fox School of Business, Temple U.*
Author: **Theodore L. Hill**, *Fox School of Business, Temple U.*

Encouraged by stakeholders, multinational corporations (MNCs) are increasingly concerned with limiting the negative effects of their operations on the natural environment. Although multiple studies have touted the MNC's potential role in driving environmental performance through its supply chain, few studies have empirically investigated the actual effect on emissions of MNCs' endeavors to green their supply chains. Building on insights from management, accounting, finance and supply chain management literatures, we explore the effects of MNC environmental disclosure and direct monitoring on suppliers' environmental performance, as well as the mechanisms underlying these effects. We also consider two contingencies: MNC bargaining power and buyer-supplier relationship length. Using a sample of the direct suppliers to 15 smartphone original equipment manufacturers (OEM/MNC) between 2012 and 2020, we find that monitoring in a collaborative context is associated with improved environmental performance, contributing to the literature on the propagation of sustainability in global supply chains.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1976** | Submission: **20472** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Mariner**

Environmental Challenges and Opportunities for MNEs

Session Moderator: **Jude Edeh**, *INSEEC Business School*

IM: **Nested Local, National, and Global Identities in the Context of Existential Threat**

Author: **Anna Katherine Ward**, *Virginia Tech*
Author: **I-Heng Wu**, *U. of South Alabama*
Author: **Nancy Buchan**, *Darla Moore School of Business, U. of South Carolina*
Author: **Sophia Soyoung Jeong**, *New York U. Abu Dhabi*
Author: **Nasima Mohamed Hoosen Carrim**, *GDO*
Author: **Isis Olimpia Gutierrez Martinez**, *U. de las Américas Puebla*
Author: **Chang-Ya Hu**, *National Chengchi U.*
Author: **Sofia A. Johan**, *Florida Atlantic U.*

Although various theories on identity exist, each with its own vast literature, the extant research does not fully address change in nested identities in the presence of an existential threat – one that threatens both sub- and superordinate identity groups. Further, the identity literature lacks attention to workplace consequences of nested identity in the context of existential threat. We conducted a mixed-methods investigation to address these gaps. All data were collected in the presence of sub- and superordinate identity group threatening forces including Covid-19, supply chain disruptions, and social protests. In Study 1, we asked 27 adults working in the United States about their identification with their local community, nation, and world as a whole both pre-Covid and during the Summer of 2020. Their responses allowed us to develop a deeper understanding of how these nested identities changed in response to threat. In Study 2, we tested workplace implications of identification at each level by administering two surveys (separated by one month) to 337 adults working in Mexico, South Africa, Taiwan, and the United States. Results supported global identification as a useful tool for coping with existential threat, as it showed a positive influence on both satisfaction and performance.

IM: **Federalism, Political Uncertainty and Location Choice of Foreign Investors**

Author: **Ziko Konwar**, *U. of Leeds*
Author: **Christopher Hartwell**, *ZHAW School of Management and Law*
Author: **Timothy Michael Devinney**, *Alliance Manchester Business School, U. of Manchester*

The state of IB research is relatively weak on establishing a systematic understanding of micro-level determinants relating to political uncertainty that are likely to influence foreign investments, especially for host countries with a high degree of subnational institutional, cultural, and socio-political differences. Although broader frameworks relating to institutionalism and public choice have been integrated into such analyses, the context-specific workings of local politics make it difficult to fit into a broader theory of political uncertainty for foreign investors. This conceptual study explores how the political arrangement of federalism acts as a channel to increase or dampen uncertainty for MNE subsidiaries. In particular, we identify two important mechanisms associated with federal politics, namely the systems' capacity for federal integration and degree of centripetality/centrifugality within a federation, which is likely to exacerbate (reduce) degree of within-country political uncertainty and influence the location choice and timing of foreign investors. Drawing on a diverse stream of literature from political science, economics and international business, we focus on leadership stability and political regime changeability within federalist systems and develop an organising framework to capture the generators of political uncertainty arising from these two drivers and how they matter for foreign investors. We outline key theoretical and managerial implications along with avenues for future IB research.

IM: **Government Support, Venture Capital, and Regional Innovation: The Role of Firms' R&D Human Capital**

Author: **Jude Edeh**, *INSEEC Business School*
Author: **Frederic Prevot**, *Kedge Business School*

Technological innovation is at the heart of economic growth and a critical factor in determining the competitiveness of regions, particularly for emerging economies opening rapidly and implementing catch-up policies. Using panel data of 31 provinces in China, this study examines the impact of government R&D support and venture capital investments on regional innovation and the interaction with firms' R&D human capital. The econometric estimates reveal that R&D human capital has strong moderating effects, indicating that external support for firms in China does not lead to increased regional innovation performance except through R&D human capital. The study makes theoretical contributions on the effect of government support and venture capital investments on regional innovation performance of firms. It also offers practical implications for policymakers and private investors on how to maximize the efficiency of their R&D investments in regional economic growth.

IM: **Introducing Cultural Tolerance: Developing a Composite Index and Exploring its Impact**

Author: **Anthi Avloniti**, *U. of Central Lancashire*
Author: **Christiana Anaxagorou**, *Dr*
Author: **Spyridona Theocharous**, *U. of Central Lancashire*

This paper introduces the concept of Cultural Tolerance (CT) and indicates its role in examinations of multinational companies. CT is the degree of openness toward different cultures and acceptance of diversity in terms of values, beliefs, and behaviours. We argue that CT is a significant determinant of the host country environment and can moderate the impact that Psychic Distance between home and host countries has on firm performance. We develop a framework of CT by incorporating 13 dimensions across the four level of tolerance and we construct a composite index based on 45 reliable indicators. Following confirmation of the internal consistency of CTI, we then test its impact on multinational companies, by focusing on a sample of 718 SMEs with 2,395 foreign subsidiaries across the EU. Our findings confirm the significance of CT in cross-cultural examinations and indicate that in countries where cultural tolerance is deemed to be low (range of 0 to 0.4), the effect of PD on performance is statistically insignificant. Furthermore, the results show that CT positively moderates the impact of home-host PD on performance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1977** | Submission: **20489** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick A**

Knowledge Management Across Borders

Session Moderator: **Hina Mehreen**, *U. of Technology, Sydney*

IM: **Managing International Knowledge in MNEs – What Aids its Effectiveness and Efficiency?**

Author: **Hina Mehreen**, *U. of Technology, Sydney*
Author: **Hussain Gulzar Rammal**, *U. of Adelaide*
Author: **Stewart R. Clegg**, *U. of Technology, Sydney*

Knowledge transfer in multinational enterprises (MNEs) is a critical skill that can provide organizations with a competitive advantage across markets worldwide. However, knowledge-intensive organizations find it challenging to transfer technology due to the tacit nature of the knowledge, especially in intra-organizational settings. The transfer requires a degree of sensemaking and sensegiving interactions between the knowledge source and recipient. This study addresses how knowledge is translated in MNEs and critically reviews the knowledge and technology transfer literature. Using the knowledge-based view of the firm and organizational knowledge creation theory, we conceptualize that prioritizing personalization and socialization of tacit knowledge can help minimize the challenges involved in tacit knowledge translation. This is because for effective translation of tacit knowing there must be a realization that as knowledge travels it changes, and these changes depend on subtle tacit cues. We find that if knowledge source attractiveness, recipient learning intention, and relationship quality are well-aligned then the translation of tacit knowledge is more likely and sensegiving and sensemaking likely to be closer.

IM: **Organizational Embeddedness and Reverse Knowledge Transfer in Emerging Multinational Corporations**

Author: **Chansoo Park**, *Memorial U. of Newfoundland*
Author: **HUIMIN OUYANG**, *Central U. of Finance and Economics*

A central question for international business researchers and practitioners is if and how organizational embeddedness in multinational corporations (MNCs) can help subsidiaries transfer knowledge to their parent firms. It has been suggested that different types of embeddedness provide different benefits for knowledge transfer. This paper aims to investigate the relationship between the level of subsidiaries' relational and structural embeddedness and the degree of reverse knowledge transfer. To contextualize this relationship, drawing from social network theory and institutional theory, we develop a theoretical model showing how firms' home country contexts (industry knowledge intensity and ownership) facilitate the importance of structural and relational embeddedness to reverse knowledge transfer. Using survey data from 197 Chinese MNCs, and by applying structural equation modeling (SEM) and fuzzy-set qualitative comparative analysis (fsQCA), our results show that relational embeddedness, and the combination of industry knowledge intensity and structural embeddedness, facilitates reverse knowledge transfer. Moreover, private firms can achieve high levels of reverse knowledge transfer in the absence of structural embeddedness. By considering the interplay of country and organizational level variables, and using both SEM and fsQCA, our study provides new insights on reverse knowledge transfer in emerging MNCs and contributes to growing methodological considerations regarding complexity theory.

IM: **How National Innovation Systems Influence Knowledge Flows in International Alliances**

Author: **Jens-Christian Friedmann**, *Bocconi U.*
Author: **Torben Pedersen**, *Copenhagen Business School*

International alliances facilitate learning among firms by providing access to complementary knowledge embedded in different countries, yet we do not know how the partnering firms' distinct national contexts shape their learning in alliances. This study brings together research on learning in alliances and research on national innovation systems to examine how innovation policies in the respective home countries of the focal firms and their partners can increase the effectiveness of knowledge acquisition in alliances. Our analyses indicate that supply-side innovation policies in the focal firms' home countries and demand-side policies in their partners' home countries increase the focal firms' knowledge acquisition from their partners.

IM: **The Effects of Host Country Nationals' Role Overload on their Knowledge Sharing Toward Expatriates**

Author: **Haiying Kang**, *RMIT U.*
Author: **Ying (Lena) Wang**, *School of Management, RMIT U.*
Author: **Yi Cao**, *Hebei Finance U.*

Host country nationals (HCNs) possess unique and valuable knowledge which is critical to expatriate and multinational company (MNC) success. Drawing on conservation of resources (COR) theory, we explore the negative effect of role overload on HCNs' knowledge sharing toward expatriates. Using multiple-wave data from 512 HCNs, we find HCNs' role overload inhibits their knowledge sharing behavior via prosocial motive. The results also show that HCNs' agreeableness buffers the negative relationship between role overload and prosocial motive. Our study provides significant theoretical and practical implications to expatriate literature.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1978** | Submission: **20452** | Sponsor(s): **(IM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Salon B**

IM Division Best Paper in International Corporate Governance Award Finalists

Session Moderator: **Jan Schmitt**, *Amsterdam Business School, U. of Amsterdam*

IM: **Returning Home: CEO Pre-career Overseas Experience and Firm Cross-border Acquisitions**

Author: **David Weng**, *California State U., Fullerton*
Author: **Yi Tang**, *U. of Hong Kong*
Author: **Xuefei Yu**, *U. of Hong Kong*

Drawing on the imprinting and place attachment theories, we propose that a CEO's pre-career overseas experience of growing up and/or studying overseas in the formative years affects the firm's propensity and intensity of cross-border acquisitions. Results with a sample of U.S. established firms suggest that pre-career overseas experience increases a CEO's inclination and intensity to acquire targets in a country where the CEO has spent his or her formative years. This effect is further moderated by whether a CEO has worked in the host country and a firm's prior acquisitions in the host country. Our findings suggest that CEOs' pre-career overseas experiences can shape, or even distort, firms' cross-border acquisitions.

IM: **Growing the Business in the Regions: TMT Member's Regional Responsibility and Regional Performance**

Author: **Che Tang**, *U. of St. Gallen*
Author: **Winfried Ruigrok**, *U. of St. Gallen*

Studies find that some multinational enterprises (MNEs) pursue business opportunities globally while others focus on certain regions. Firm-level factors such as technological advantages and complexity management may contribute to this difference, but the results are not conclusive. This paper argues that MNE top executives' regional responsibilities and successful role enactment also influence the development of MNE's footprint in different regions. Our analysis with data from international automotive companies' regional sales development from 2003 to 2019 showed that top management team (TMT) member's regional responsibility positively contributes to development of regional performance when the executive does not have parallel corporate functional responsibilities. Meanwhile, regional economic growth and the leadership from a foreign CEO strengthen this positive effect of regional heads in TMT. We discussed how our findings enrich the understanding of MNE geographic scope and contribute to the literature of regional management as well as foreign executives.

IM: **Import Penetration and Corporate Misconduct A Natural Experiment**

Author: **Christopher Dupuis**, *Bryant U.*
Author: **Ying Zheng**, *Bryant U.*

Import penetration from China is largely exogenous to the U.S. product market. Using this natural experiment, we find that heightened China import penetration curbs corporate misconduct of U.S. firms. The effect is more pronounced for firms with weaker corporate governance and firms that could better withstand product market competition. The findings suggest that when import penetration increases, firms may improve corporate governance, and differentiate themselves through product innovation or corporate social responsibility to cope with the competition. In addition, we address the exogeneity concern derived from the influence of China value penetration. Furthermore, we find that competition related policies such as tariff reduction and U.S. granting China Permanent Normal Trade Relations (PNTR) status also lower corporate misconduct. Our work adds to the debates on competition and corporate misconduct at a cross-country competitive landscape.

IM: **Top Management Triads: Role Theory and Top Team Relationships Following Chair and CEO Separation**

Author: **Faisal AlReshaid**, *American U. of Kuwait*
Author: **Kathleen Park**, *Boston U.*
Author: **Bernd Vogel**, *Henley Business School, U. of Reading*
Author: **Nour AlBuloushi**, *Gulf U. for Science and Technology*
Author: **Kolawole Monsuru Yusuff**, -

Relationships in the top management team (TMT) have been explored through dyads involving the chair and CEO. We take a triadic perspective to examine two focal roles—the chair and CEO—and three sets of relationships: chair-CEO, chair-TMT executives, and CEO-TMT executives. We examine the question of how the separation of the CEO and chair roles affects the newly constituted roles and the subsequent relationship between the role-holders, in the context of interactions with other TMT members. Using interviews, site visits, observations, and documentary evidence in a large EMNC, we find that the disruption ensuing from the statutory separation of the chair and CEO roles can be counterbalanced by multiple relationship development and maintenance mechanisms. The relationship development (history, tenure, and initiation) and quality (respect, trust, support, and honest communication), plus time spent by team members together and the nurturing of a shared vision can strengthen chair-CEO-TMT member relationships and mitigate relationship degeneration and organizational dysfunction

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1979** | Submission: **19941** | Sponsor(s): **(MC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Fenway Ballroom**

MC Executive Committee #2

Participant: **Shola Ajiboye**, *Case Western Reserve U.*

This is the second meeting of the MC executive committee members, and it provides the newly elected officers of the division to meet the committee members.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1980** | Submission: **20207** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Teaching Methods: Options to Pursue

Session Moderator: **Mai P. Trinh**, *Arizona State U.*

MED: **How Fun Overcame Fear: The Gamification of a Statistics Course**

Author: **Mai P. Trinh**, *Arizona State U.*
Author: **Robert Chico**, *U. of Washington, Seattle*
Author: **Rachel Reed**, *Arizona State U.*

Innovative instructional methods can help improve student engagement and learning outcomes when teaching difficult subjects, such as statistics. This instructional innovation paper illustrates how gamification can be applied in management education to improve students' learning experience, engagement, and acquisition of knowledge. Our purpose is to demonstrate how gamification is not only a powerful way to build on the use of games and game thinking in our field but also a versatile application of education technology that could potentially disrupt the way management knowledge is taught. We document the gamification design principles, attributes, and processes in a graduate-level statistics class. With student data and feedback, we demonstrate that gamification helped create a positive learning experience for students, facilitated frequent interactions in the course, and assisted their learning of statistical knowledge.

MED: **The Art of Learning: Introducing the SpaceJam Pedagogical Strategy for Business Ethics Education**

Author: **Joé T. Martineau**, *HEC Montreal*
Author: **Audrey-Anne Cyr**, *UNCC*

Teaching business ethics and related soft skills in higher education is critical, but also challenging. This article introduces an innovative pedagogical strategy, which we termed the SpaceJam strategy, that aims at developing empathic dispositions, a core soft skill that is known to support ethical decision-making and behavior in organizations. Located at the intersection of experiential learning and learning spaces, the SpaceJam pedagogical strategy involves mobilizing arts-based and service-learning experiential pedagogical approaches while situating learnings in multiple spaces. At the center of this strategy is the creation of an analytical, introspective, and artistic portfolio. This self-expressive portfolio articulates the different pedagogical approaches and activities carried out in the different learning spaces while providing a material anchor for students to make sense and take ownership of the learning done across spaces. This paper provides instructions for implementing such a strategy in a business ethics course as well as qualitative evidence drawn from a dedicated pedagogical action research project. It also discusses how it could be transferred to other pedagogical contexts for developing all sort of soft skills.

MED: **Far Yet Close: An Experiential E-Learning Model for Developing Relational Competencies**

Author: **VIdyut Lata Dhir**, *S.P. Jain Institute of Management and Research*
Author: **Sumita Datta**, *S P Jain Institute of Management and Research*
Author: **Snehal Shah**, *S P Jain Institute of Management and Research*

Recent research suggests that learning and developing relational competencies are critical for managers to succeed in meeting the global challenges of present-day context. Experiential pedagogies are recommended in management education to enhance learning of relational competencies. With the advent of electronic education platforms and environmental disruptions like Covid-19, business schools have adopted on-line platforms for management education extensively, world over. The role of experiential e-learning for developing relational skills is emerging as an important theme, both for academicians as well as practitioners, and therefore, needs to be further explored. In this paper, employing qualitative research methods, the authors explore an experiential e-learning model that leverages positive technology enabled corner stones of learning viz. emotional arousal, cognitive engagement and social connectedness to develop relational competencies. The present study is concluded by highlighting the theoretical and practical contributions of this research.

MED: **Generative AI as a Teaching Tool: A Practical Guide**

Author: **Steven James Hyde**, *Boise State U.*
Author: **Antoine Busby**, *Stephen F. Austin State U.*
Author: **Robert Lee Bonner**, *San Francisco State U.*

Recent advancements in generative artificial intelligence (Gen-AI) technology have resulted in the development of models such as Chat-GPT, capable of producing human-like text on various topics and styles at a rapid pace. This paper highlights the potential of Gen-AI to enhance the educational experience through the provision of interactive, personalized learning experiences and increased accessibility to diverse student populations. We also emphasize important ethical considerations and best practices of using this technology in a classroom setting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1981** | Submission: **20215** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Students’ Perspectives

Session Moderator: **Emma Bettinson**, *Cardiff Metropolitan U.*

MED: **The Perceived Value of Using a Team Charter in Business Education**

Author: **Maureen Andrade**, *Utah Valley U.*
Author: **Jonathan Westover**, *Utah Valley U.*
Author: **Letty Workman**, *Utah Valley U.*

Schools of business seek to prepare students for the workplace with employer-valued skills such as communication, teamwork, and application of knowledge. As such, a common practice for business and management educators is to involve students in collaborative team-based assignments and community projects. To facilitate the development of teamwork skills, faculty members may have students create a team charter, which involves student teams identifying goals, roles, and norms. However, empirical evidence of the value of team charters is limited. This study examined student perceptions of team charters to determine if they played a role in effective teamwork or if other variables accounted for team success. The study entailed an analysis of a mid-semester team evaluation survey and an end-of-semester team charter survey. Findings indicated that overall, the inclusion of the development and application of student charters in student group projects leads to several important benefits and learning outcomes. However, the perceived usefulness of charters varies among students by level of experience and year in school.

MED: **Students’ Conceptions of Quality and Value in Higher Education**

Author: **Kelly Young**, *Cardiff Metropolitan U.*
Author: **Emma Bettinson**, *Cardiff Metropolitan U.*
Author: **Claire Haven-Tang**, *Cardiff Metropolitan U.*
Author: **Jillian Cavanagh**, *School of Management, RMIT U.*
Author: **Ron Fisher**, *Cardiff Metropolitan U.*
Author: **Mark Francis**, *Cardiff Metropolitan U.*

The purpose of this study is to discover students’ conceptions of quality and value associated with higher education. Quality and value in higher education are often linked though the relationship is unclear. Students are an important stakeholder group whose conceptions of the relationship between quality and value are not well understood. In this qualitative study we collect data by interviewing undergraduate business students at a UK university. We then analyse data using a phenomenographic approach to determine the qualitatively different ways in which students make sense of the relationship between quality and value. Conceptions of quality and value are based on actors’ individual, experiential actions. Understanding how important stakeholders such as students conceive the relationship between quality and value in higher education is important given the competitive pressures on universities. The outcomes of the research reinforce the experiential and idiosyncratic nature of conceptions of quality and value. Three conceptions of quality and value in higher education are discovered and discussed. The research provides important insights for researchers and practitioners through clearer understanding of how quality and value are related for this important stakeholder group.

MED: **The Development and Validation of The Assessment of Sustainability Knowledge (TASK) Tool**

Author: **Talia Stough**, *The Open U., Netherlands*
Author: **Alexander Brewer**, *Sulitest*
Author: **Aurelien Decamps**, *Kedge Business School*
Author: **Scott Blair**, *Sulitest*
Author: **Marjolein C.J. Caniels**, *The Open U., Netherlands*
Author: **Wim Lambrechts**, *The Open U., Netherlands*
Author: **Jean-christophe Carteron**, *Kedge Business School*

As education for sustainability becomes mainstreamed, being able to assess the “sustainability literacy” of individuals is increasing after. Building on their repertoire of existing tools, in 2021, the Sustainability Literacy (Sulitest) organization began the development of a new assessment tool for sustainability literacy—The Assessment of Sustainability Knowledge (TASK). With the ambition to be a theoretically grounded, valid, and reliable standard in the landscape of assessment tools for sustainability knowledge (i.e., appropriate in the context of learning assessments, benchmarking, internal learning and governance, accreditations, rankings, etc.), a robust process was followed to develop the TASK tool. In this article, we describe the development and validation of the TASK tool, occurring in three subsequent phases: 1) defining the latent construct of sustainability used in TASK, 2) developing and revising the item pool, and 3) analysis of the TASK tool through a pilot study. We demonstrate how TASK is a valid and reliable measurement of sustainability knowledge—appropriate as a diagnostic tool—and we contribute to the theoretical debate of assessing epistemology in the context of education for sustainability/sustainable development.

MED: **Development of a Scale to Measure Behavioral Intentions Related to Irresponsible Management**

Author: **Kai N. Hockerts**, *Copenhagen Business School*
Author: **Anne-Karen Hueske**, *Copenhagen Business School Department of Management, Society and Communication*

This paper explores the variables predicting the behavioral intentions of students in response to perceived irrespon¬sible management conduct. Rather than conceptua¬lizing these reactions as a dichotomous variable (to acquiesce or to oppose) we propose that behavioral intentions can vary. We differentiate between an intention (1) to acquiesce if the perceived cost to society is smaller than the individual benefit created, (2) to quit the situation altogether, (3) to confront colleagues about perceived irresponsible behavior, or (4) to report them to appropriate stakeholders / authorities. Using data obtained from a survey of business school students, the paper develops and validates measures. Secondly, the paper tests the dimensionality of the constructs and their distinctiveness. In particular, we test how antecedents such as a attitudinal tolerance towards irresponsible behavior, perceived norms by respected peers, self-efficacy, and expected support from colleagues affect the different behavioral intentions. In doing so the paper proposes and validates measures of both student reactions to perceived irresponsible management behavior as well as their antecedents. The resulting scale provides the basis for future research into responsible management education.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1982** | Submission: **20529** | Sponsor(s): **(MH)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Management, the State, and Politics: An Interrelated History

Session Moderator: **Eric B. Dent**, *Florida Gulf Coast U.*

The relationship between the State, corporations, and management practice has been a common theme in general historical literature but sometimes does not receive real consideration in management history literature. Recently, there have been some papers that have researched these issues. These contributions build on this theme.

MH: **The Face-off between Communism and Moral Re-Armament in North American Aviation 1941-1945**

Author: **Eric B. Dent**, *Florida Gulf Coast U.*
Author: **Craig Randall**, *Florida Gulf Coast U.*

The struggle in the early American labor movement over the control of its political orientation has been a topic of academic interest for decades. The focus of this paper is how that struggle manifested itself in North American Aviation's aircraft manufacturing plant in Inglewood, California, USA during World War II, primarily as a face-off between the principles of communism and Moral Re-Armament (MRA). Self-avowed communist party members had significant and growing positions of power in parts of the union movement during the war. Olszowka (2008) argued that the controversial wildcat strike by Local 683 of the United Auto Workers (UAW) in 1941 "greatly hindered the UAW efforts in aircraft and opened the door to fierce competition from the rival union International Association of Machinists" (p. 297). The strike ended when President Roosevelt sent in the United States Army. Although this event represented one of the most rancorous moments in U.S. labor history, only a few years later this same plant went on to have incredibly amicable labor/management relationships that allowed it to break records for aircraft production and serve as a model for employee-employer partnership. Labor and management worked together, largely guided by the practices of MRA. This clash represented the "precarious balancing act of appearing stridently anti-communist while still benefiting workers through collective bargaining, which would undermine the appeal of communism by showcasing a capitalist model where workers benefited" (Grimm, 2021, p. 489).

MH: **Where is Harry Hopkins Hiding? Recovering Insights from the New Deal for Management History**

Author: **Mark MacIsaac**, *St Francis Xavier U.*
Author: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Author: **Albert J. Mills**, *Saint Mary's U., Canada/U. of Eastern Finland*
Author: **Jean Helms Mills**, *Saint Mary's U., Canada/ U. of Jyväskylä, Finland*

Despite calls for more work to reveal processes of neglect in historicizing the individual, the field has only now begun surfacing key junctures and hidden figures from the past with insights and contributions to management. The New Deal and its untold influence on shaping the intellectual heritage of management and organization studies is one of many examples of this historical-narrative privileging. In this paper we revisit the potential of the New Deal as a research context and attempt to bring forward one of its chief architects, Harry Hopkins. Using elements from ANTi-History and microhistory, we follow the life and work of Hopkins to surface the role he played in the New Deal, his influence in the Roosevelt Administration, and his contribution to early management and organizational thought vis-à-vis crisis management. Hopkins, his politics, and lessons from the New Deal – how each prove relevant for MOS today – is discussed. The paper concludes with a call for space dedicated to studying topics and individuals neglected, marginalized, or forgotten in history.

MH: **The Employee Representation Plan Movement in the United States 1913 -1935**

Author: **Kevin D. Tennent**, *U. of York*
Author: **Andrew D A Smith**, *U. of Liverpool*
Author: **Patricia McLaren**, *Wilfrid Laurier U.*

In this paper, we develop our understanding of employee voice by analyzing the rise and fall of employee representation plans in the United States in the interwar period. Using original archival research and an exploration of the literature we examine why American managers had previously embraced the idea of creating elaborate systems of non-union employee representation. We argue that the employee representation movement of 1913-1935 enjoyed widespread support because it promised to help solve many of the problems that confronted American managers in the wake of the emergence of Big Business in the late nineteenth century. These problems included reduced legitimacy in the eyes of workers and other key stakeholders and a variety of technical challenges related to inefficiency and the dispersed nature of knowledge in large firms.

MH: **Historical Embeddedness and Rhetorical Strategies: The Case of Medicare's Enactment, 1957–1965**

Author: **Markus Kantola**, *U. of Turku, School of Economics*
Author: **Hannele M J Seeck**, *The London School of Economics and Political Science*
Author: **Albert J. Mills**, *Saint Mary's U., Canada/U. of Eastern Finland*
Author: **Jean Helms Mills**, *Saint Mary's U., Canada/ U. of Jyväskylä, Finland*

This paper explores the role of history and agency in new institutional theory (NIT). The themes of history and agency in NIT are examined through a case study of the use of rhetorical strategies in introducing Medicare in the United States (U.S.). The study is empirically grounded in archival research, involving an analysis of over 9,590 pages of congressional hearings on Medicare covering the period 1958–1965. In the process, the paper contributes to three major debates: the historic turn in management and organization studies (MOS); NIT and agency; and rhetoric and organizational legitimacy.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1983** | Submission: **20140** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Sustainability and Corporate Social Responsibility

Session Moderator: **Yujie Wang**, *China U. of Political Science and Law*

MOC: **Regulatory Focus of the Top Management Team and Firms' Green Innovation**

Author: **Yujie Wang**, *China U. of Political Science and Law*
Author: **Can Li**, *China U. of Political Science and Law*

Firm green innovation is vital for both the sustainable development of the society and the firm. However, existing literature examining the drivers of green innovation pays far more attention to the external regulations and internal resources. The question of whether and how the cognition of TMT relates to firm green innovation is underexplored. Drawing upon the upper echelons' theory, we argue that the regulatory focus of top management team explains the heterogeneity of firms' strategic choices in green innovation. While TMTs' promotion focus, featured achievement in goal pursuing, is a positive predictor of the firm's green innovation, TMTs' prevention focus, featured risk-aversion in goal pursuing, is a negative predictor of the firm's green innovation. We also identify an important contextual condition, firms' environmental underperformance, which weakens the cognition effects of TMTs. Analysis of China's listed firms from 2011 to 2020 provides corroborating empirical evidence for our hypotheses.

MOC: **You are Who You Were: Prior Activist Experience and Firm Change**

Author: **Eugene See**, *Coastal Carolina U.*

Recent years have seen the appointment of activist appointed directors onto the boards of firms. Extant work in this area has largely taken a rational approach in explaining how such directors bring about activist change, and in doing so has assumed for the behavioral implications that follow their placement on boards. Building upon theory involving alignment and legitimacy at the team level, this paper adopts a behavioral approach in theorizing about how prior experience with shareholder activism may affect activist appointed directors as they seek to bring about activist change in firms. It finds that prior experience with shareholder activism lends to a negative influence on firm change. Further, it finds that board similarity and size serve as boundary conditions governing this relationship.

MOC: **Psychological Micro-processes of Business Leaders CSR Decision-making: An Integrative Review**

Author: **Niall Gavin**, *U. College Dublin*

I review and synthesise research on the psychological processes that drive business leaders' corporate social responsibility (CSR) decision-making. This is a review of conceptual and empirical papers on CSR decision-making approached from various disciplines including management, ethics, cognition, neuropsychology, and social psychology. This review outlines differences in how these papers conceptualise CSR, and how they conceptualise psychological CSR decision-making. The review extracts and synthesises the cognitive and affective underpinnings and phenomena of these CSR-related judgements and decision-making that can be categorised under a dual-process framework of decision-making. It demonstrates how business leader decision-making is impacted by reactive and proactive psychological processes of CSR and associated organisational conflicts. This review extracts and synthesises research findings and suggestions on how top managers and echelons overcome such biases and conflicts and proactively engage in CSR decision-making. To expand on and integrate these findings and syntheses, this review presents a multilevel, filtering process model capturing how business leader CSR decision antecedents and CSR decisions are related. This is followed by a conclusion describing implications for future research.

MOC: **Temporality and Social Entrepreneurship: The Role of Temporal Distance for Money and Social Outcomes**

Author: **Donal Crilly**, *London Business School*
Author: **Cedric Gutierrez**, *Bocconi U.*
Author: **Keun Woo Jeong**, *London Business School*

Social entrepreneurs face the challenge of communicating monetary and social prospects of their venture that are temporally distant from investors' immediate concerns. While prior research on intertemporal choice has explored how people evaluate delayed financial returns, documenting a general preference towards short-term returns, we know little about how investors evaluate delayed returns when the beneficiary is a social entity. In this paper, we conduct three studies to analyze the effect of temporal distance of social and financial returns on investors' behavior. The first experimental study assesses investors' patience for monetary rewards and social benefits, finding stronger patience for socially directed returns. The second policy-capturing experiment uses social enterprise pitches that vary in their temporal distance of financial and social outcomes. While both temporal distances in financial and social domains reduce the likelihood of investment, the effect is significantly stronger for the financial domain. Our final observational study, which examines the funding outcome of almost 1,300 pitches from a social venturing platform, adds external validity to our findings. While temporal distance in the financial domain decreases the number of supporters and the funding outcomes, there is no penalty for longer temporal distance in the social domain. We also observe that the effect of temporal distance is contingent on the valence of the project, with temporal distance in the social domain harming investment outcomes of projects framed using a positive valence (doing good) and improving investment outcomes of those described using a negative valence (do-no-harm).

Session Type: **Paper Session**
Program Session: **1984** | Submission: **20446** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Exploring Knowledge, Well-being, and Performance in Organizations

Session Moderator: **Bin Ma**, *IE Business School, IE U.*

This session will feature research papers that delve into various aspects of knowledge management, employee well-being, and performance in organizations. The papers will cover topics such as multi-dimensional knowledge management within the context of MSR, the relationship between proactive behaviors and outcomes, the consequences of insufficient sleep on job satisfaction and performance, creating awe-inspiring organizations, and the impact of eldercare burden on employee performance and creativity. Attendees will gain valuable insights into how organizations can manage knowledge, promote employee well-being, and enhance performance through innovative strategies and practices. Overall, this session aims to provide a thought-provoking discussion on how organizations can create environments that foster knowledge, well-being, and performance.

MSR: **The "Sense" Behind Proactive Behaviors: Relationships, Dynamics, and Outcome**

Author: **Siyao ZHU**, *Instituto de Empresa, Madrid*
Author: **Bin Ma**, *IE Business School, IE U.*
Author: **Kriti Jain**, *IE Business School*

Because organizations today require employees to proactively manage their performance, a growing body of research has explored a diverse set of proactive behaviors (e.g., feedback-seeking behavior, personal initiative, voicing, etc.). Yet very few studies have explored the relationship among various proactive behaviors, as well as the underlying process of one resulting in another. This study examined the intrapersonal dynamic process between two types of proactive behaviors: feedback-seeking behavior (FSB) and personal initiative (PI). Based on sensemaking theory, we argue that change in employees' FSB over time contributes to change in their perceptions regarding work meaningfulness, which further influences the adjustment of their PI and eventually predicts the change in their performance over time. We collected panel data from 207 full-time employees using three-wave surveys separated by 2-week intervals. The results of latent change score (LCS) modeling supported our hypotheses. Our findings suggest the need to recognize the distinctiveness of and the relationships among various forms of proactive behaviors, as well as the underlying mechanism of how they synergistically contribute to employees' performance. Moreover, we also illustrated that employees can construct work meaningfulness in an agentic manner by seeking and incorporating others' feedback.

MSR: **The Awe-inspiring Organization**

Author: **Thomas Kelemen**, *Kansas State U.*
Author: **Samuel Matthews**, *Gonzaga U.*

Awe is an emotional reaction caused by transcendent and vast stimuli. Awe creates a sense of wonderment that makes one feel small and interconnected with others and the world. Research in psychology, neuroscience, and ecology has found beneficial effects of awe, and research on awe continues to accumulate. Despite the growing interest in understanding awe in the broader scientific community, organizational research has generally overlooked this affective state and its potential impact on employees and organizational life. This shortcoming is surprising given that a wide variety of practitioners are adopting awe-focused initiatives within their organizations. We develop a theoretical model to understand what awe-focused organizational practices are and how they can give rise to employee state and persistent awe. The model helps show the link between awe experienced at work and critical employee work-related behaviors and perspectives, thereby demonstrating why this phenomenon warrants organizational scholars' interest. Our theorizing also highlights areas that future organizational scholars should explore to enhance our understanding of positive workplace design.

MSR: **Putting All of Human-knowing Front and Center: Multi-dimensional Knowledge Management within MSR**

Author: **Vanessa Carina Maria Englert**, *Vrije U. Amsterdam*
Author: **Welmoed Van Hoogen**, *None*

The Management, Spirituality and Religion (MSR) Interest Group of the annual Academy of Management Conference (AOM) has been a melting pot of different disciplines, research paradigms and cultural backgrounds since its founding. With its heterogeneous demographic of researchers and areas of interest, the group lends itself as a case to discuss which approaches to research values, ways of knowing and selection of research topics may yield research results that are relevant for society as end-customer, for academia, and for the academics who do the work – putting the (MSR) researcher front and center. Based on a previously written open letter to the Interest Group executive committee, the authors link relevant knowledge management (KM) literature to the opinion piece in order to enrich the KM body of knowledge. They follow a non-instrumental approach to KM, viewing it as a tool to serve the subjects whose knowledge is being managed. Further, they apply some of the various ways of knowing and approaches they suggest to their piece. Lastly, they give practical suggestions for skill development for those interested in multi-dimensional knowledge creation and systems.

MSR: **I'm Tired and Unhappy at Work: Consequences of Insufficient Sleep**

Author: **Mavis Agyemang Opoku**, *U. of Guelph*
Author: **Seung-Wan Kang**, *Gachon U.*

Drawing from the conservation of resources theory, this paper investigates sleep as an important resource with consequences on work outcomes. Using a sample of 322 call center employees, the results show that insufficient sleep has a direct positive impact on burnout. This relationship is mediated by psychological capital. Additionally, insufficient sleep has a negative effect on employee job satisfaction via its impact on psychological capital and burnout. The findings from this study provide insights for theory and organizational management about the effects of sleep. From a theoretical perspective, this study contributes to the extant literature by uncovering the underlying mediating mechanisms that explain the sleep-burnout link as well as the sleep-job satisfaction link using a serial mediation model. From a managerial perspective, this study highlights the need for managers and supervisors to enact policies and cultivate a work culture that takes into account employees' sleep needs.

MSR: **How and When Eldercare Burden Hinders Employee Performance and Creativity**

Author: **Inamul Haq**, *Leonard de Vinci Pole U., Paris, France*
Author: **Farooq Anwar**, *The U. of Lahore. Pakistan*
Author: **Muhammad Umer Azeem**, *ESSCA School of Management*
Author: **Fayyaz Ghafoor**, -
Author: **Saeedeh Rezaee Vessal**, *EMLV Business School, Paris*

This study unpacked how employees' eldercare burden undermines employee performance, OCB, and creativity through mental and physical exhaustion. This study also revealed that employee personal resources of religiousness moderate and reduce the effects of eldercare burden on employee mental and physical exhaustion. Three waves and multisource data were collected from an employee working in various sectors of Pakistan. Results of the study suggested that employee eldercare burden negatively affects employee performance, OCB, and employee creativity. The mediation results indicated that employee elder care burden negatively affect work outcomes through employee mental and physical exhaustion. Employee religious beliefs buffer the negative effect of eldercare burden on caregiver employees' physical and mental exhaustion such that the positive relationship was weakened in the case of highly religious employees. The results also revealed the presence of moderated mediations: the indirect effect of employee elder care burden on work outcomes through mental and physical exhaustion is moderated by their religiousness.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1985** | Submission: **20864** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

Applications of Regulatory Focus in OB

Session Moderator: **Pearlyn Ng**, *U. of Waterloo*

OB: **How Follower Regulatory Focus Impacts Reactions to Leader Self-serving Behavior**

Author: **Pearlyn Ng**, *U. of Waterloo*
Author: **Kristyn A. Scott**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Leader self-serving behaviour is a form of destructive leader behavior, characterized by self-interest, that sometimes – but not always – occurs at the expense of others. Previous research shows somewhat varied results in how followers react to self-serving leaders due to the context-dependent interpretations of self-serving behavior compared to other forms of destructive behaviour. With this paper, we aim to address a gap in understanding follower reactions to self-serving leaders. In two studies, we examine how follower regulatory focus impacts their responses to self-serving leader behavior. Overall, we find that follower promotion focus is a better predictor of follower exit, defensive voice, and neglect behavior than follower prevention focus. We conclude by discussing implications for future research and for organizations.

OB: **Higher-up Managers' Behavioural Integrity and Subordinate Managers' Use of Power**

Author: **Xu Huang**, *Hong Kong Baptist U.*
Author: **Fuli Li**, *Xi'an Jiaotong U.*
Author: **PAN FAN**, *Xi'an Jiaotong U. School of Management*

Past literature posits that power can motivate both destructive and constructive leadership behaviors, primarily depending on powerholders' internal regulatory forces. This research breaks from this predominant perspective by identifying a new external regulatory force in regulating subordinate managers' use of power: higher-up managers' behavioral integrity. Drawing on the focus theory of normative behavior, we theorize that higher-up managers' behavioral integrity functions as norm activators and determines whether subordinate managers translate their experience of power into self-serving behavior through psychological entitlement or servant leadership leader behavior through prosocial motivation, respectively. Results of a multi-wave, multisource field study based on a sample of 297 subordinate managers and 1281 followers have largely supported our propositions. As predicted, the positive effect of subordinate managers' psychological power on psychological entitlement was weakened when higher-up managers' behavioral integrity was higher (vs. lower), reducing their subsequent self-serving behavior. Unexpectedly, psychological power was positively related to prosocial motivation regardless of integrity level. Our findings shed new light on how organizations can adopt effective external monitoring mechanisms to contain powerholding managers' power abuse.

OB: **Longitudinal Message Framing Intervention: The Benefits of Prevention Focus Framing During Change**

Author: **Patrick Flynn**, *North Carolina State U.*
Author: **Ian Siderits**, *North Carolina State U.*
Author: **Paul W Mulvey**, *North Carolina State U.*

Returning to in-person work and adapting to "the new normal" brought on by the COVID-19 pandemic creates a period of organizational dynamism which has the potential to be beneficial or disruptive. We develop and test competing hypotheses with a randomized trial longitudinal intervention in the context of an organization undergoing change in work arrangements. Based on regulatory focus theory, it is possible that either promotion or prevention focus may facilitate more favorable job satisfaction and affective commitment trajectories in times of change. We tested the effects of the randomized trail intervention with 240 university faculty members across five months. Results shows that prevention focus facilitated job satisfaction and affective commitment trajectories that were stable over the period of organization dynamism, while promotion focus facilitated trajectories of decline. Further, supplemental analysis showed that the effects of the intervention were contingent upon individuals' affective experience of the pandemic. The effect size for the intervention was stronger for individuals who had an unfavorable pandemic experience, while the more favorable pandemic experience group showed no significant difference.

OB: **The Role of Regulatory Focus in Cognitive and Performance Reactions to Negative Workplace Gossip**

Author: **Chen Ding**, *Nanjing U.*
Author: **Yueyue Liu**, *Hohai U.*
Author: **Meng Xi**, *Nanjing U.*

Despite the fact that destructive consequences for targets have featured prominently in the negative workplace gossip literature, it has recently been insinuated to yield beneficial results. Integrating the transactional theory of stress with the regulatory focus of targets, we shed new insights into the dysfunctional and functional roles of negative workplace gossip via conceptualizing it as an invisible stressor. Results from a multi-source, time-lagged field study indicate that the regulatory focus moderates the relationship between negative workplace gossip and work-related rumination. such that gossip targets are more likely to experience affective rumination under a prevention focus but more likely to experience problem-solving pondering under a promotion focus. In light of this, affective rumination and problem-solving pondering, two different perseverative cognitions, produce poor or better task performance. These results allowed us to further examine how general interpretations of targets' personality traits shape their cognitive and performance responses to perceived negative workplace gossip. Additionally, theoretical and practical implications are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Family and Work: Striking the Right Balance

Session Moderator: **Mireya Las Heras**, *IESE Business School*

OB: **Trickle-down and Trickle-up Effects of Employee Perception of Family Friendly Organisational Culture**

Author: **Mireya Las Heras**, *IESE Business School*
Author: **Yasin Rofcanin**, *School of Management, U. of Bath*
Author: **Siqi Wang**, *School of Management, U. of Bath*

In the context of rising pressures on balancing work-family lives of employees, organizations have increasingly realised the value of developing and supporting family friendly organizational cultures. This study explores trickle up and trickle down effects of the perceptions of family friendly organizational culture (i.e., FFOC) of subordinates and supervisors. Regarding the former, we explore how subordinate perceptions of FFOC impact on the family performance and turnover intentions of supervisors. Regarding the latter, we explore how supervisor perceptions of FFOC impact on the family performance and turnover intentions of subordinates. Adopting Actor-Partner Interdependence Model (APIM) with a matched dyad of subordinates and their supervisors from Peru, our findings support our research goals and provide important theoretical contributions to research on trickle effects, social learning theory and bottom-up approaches to work in organizations.

OB: **Creative Work–family Strategy of Married Couples with Young Kids, and How it May Spillover to Work**

Author: **Shen-Yang Lin**, *Aston Business School*
Author: **Lynda Song**, *Leeds U. Business School*
Author: **Giles Hirst**, *Australian National U.*

Creativity—the generation of new and novel ideas—is probably the most important factor in organizations' survival and success in the current fast-changing environment. Can creativity be as important in the family as it is in the workplace? Due to the COVID-19 pandemic, an increasing number of working parents with young children face ever more blurred work–family boundaries, and dealing with this needs more creative work–family strategies at home. Building on broaden-and-build theory, we propose that a romantic love relationship is a key antecedent of creative work–family strategies, which in turn spill over to influence a parent's work outcomes (engagement, creativity, and performance), and family-supportive coworker behavior (FSCB)/family-supportive supervisor behaviors (FSSB) moderates the impact of romantic love relationship on creative work–family strategies. Results from two-wave data from Prolific in the UK supported our model. In doing so, this research contributes to the creativity literature by showing that creativity is important not only at work but also in the family domain. We also contribute to the understudied family-to-work enrichment literature, and speak to the FSSB and FSCB literature by showing that creative work–family strategies exist not only at work but also at home.

OB: **Longitudinal Association between the Rates of Change in FWE, LMX, and Job Satisfaction**

Author: **Ying Chen**, *U. of Rhode Island*
Author: **Guozhen Zhao**, *Delta State U.*
Author: **Meng Yu Cheng**, *Feng Chia U.*

By integrating the work-home resource model with the leader-member exchange (LMX) theory, we take a change perspective to examine the effects of the change rate in family to work enrichment (FWE) on change rate in job satisfaction through change rate in LMX. Using a longitudinal, multilevel sample of 360 employees in 68 groups, the over-eight-months, three-wave data results reveal that beyond the static relations between FWE, LMX, and job satisfaction consistent with the literature, FWE change rate positively predicts LMX change rate, which, in turn, positively predicts change rate in job satisfaction. Furthermore, we show that LMX differentiation at Time 1 moderates the effect of FWE change rate on LMX change rate over time such that the relation is stronger when Time 1 LMX differentiation is high. Moreover, LMX change rate mediates the interactive effects of FWE change rate and Time 1 LMX differentiation on change rate in job satisfaction over time. These findings emphasize the importance of studying changes in family-work research and provide new insights into the change processes of the effects of FWE change rate on change rates of important work outcomes over time.

OB: **The Double-edged Sword Effect of Performance Pressure on Employees' Work Passion and Family Life (WITHDRAWN)**

Author: **Hantao Ren**, *Faculty of Psychology, Beijing Normal U.*
Author: **Qinyun Zhang**, *Faculty of Psychology, Beijing Normal U.*
Author: **Ruoyu Gao**, *Faculty of Psychology, Beijing Normal U.*
Author: **Nan Zheng**, *Faculty of Psychology, Beijing Normal U.*
Author: **Xiao-Hua Wang**, *Beijing Normal U.*

Drawing on the Work-Home Resource Model, this study proposed a double-edged sword model that reveals the impact of performance pressure on employees' work passion and their family life. The data was collected from 202 employees and their spouses. First, employees' perceived performance pressure is both positively related to their harmonious work passion and obsessive work passion. Second, performance pressure can increase employees' family performance and reduce their family undermining via harmonious work passion, while it can also increase their family undermining via obsessive work passion. Finally, we discuss the moderating effect of pay for performance. High pay for performance enhances the positive relationship between performance pressure and obsessive work passion. Theoretical contributions and practical implications are also discussed.

OB: **The Drawbacks (and Potential Benefits) of Cross-Domain Attention Residue**

Author: **Marcie LePine**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*

Work-from-home has gained significant attention over the past few years and predictions are that it will increase in 2023 (Robinson, 2023). We propose that recent research on attention residue (Leroy, 2009; Newton et al., 2020) and intrusions—or unexpected encounters with another that interrupt one's work (Bush et al., 2022; Jett & George, 2003)—can provide insights into understanding the unique challenges that work-from-home employees encounter. Specifically, we integrate research on attention residue, intrusions, work-family conflict, engagement, and family supportive behaviors using the job demands-resources model (JD-R model; Bakker & Demerouti, 2007) and its extension (Crawford et al., 2010) and boundary theory (Ashforth et al., 2000) to examine how cross-domain attention residue impacts work-family conflict and work engagement, as well as work and family performance. In addition, we examine whether family supportive behaviors buffer the negative effects of cross-domain attention residue on work-family conflict and work and family performance. In a sample of 183 matched participant-partner pairs, we tested and found support for several of our hypotheses. The current study has important implications for organizations and employees who work remotely from home.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1987** | Submission: **17532** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

When Do Cognition, Attitudes, and Behaviors Affect Inequality? Gender & Race Differences in Networks

Participant: **Francesca Nannetti**, *NEOMA Business School*
Organizer: **Francesca Nannetti**, *NEOMA Business School*
Presenter: **Francesca Nannetti**, *NEOMA Business School*
Organizer: **Teodora Tomova Shakur**, *Texas Christian U.*
Presenter: **Teodora Tomova Shakur**, *Texas Christian U.*
Participant: **Teodora Tomova Shakur**, *Texas Christian U.*
Discussant: **Stephen P. Borgatti**, *U. of Kentucky*
Participant: **Elisa Operti**, *ESSEC Business School*
Presenter: **Ye Jin Park**, *NYU Stern*
Presenter: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Participant: **Tanya Menon**, *Ohio State U.*

In this symposium, we aim to explore the cognition, attitudes, and behaviors of individuals who identify as minority group members about building, maintaining, and utilizing social connections with other minority group members, as well as connections with individuals who identify as majority group members. By digging more into individuals' cognition, attitudes, and behaviors when it comes to networking, we strive to better understand the role of networks in combatting racial and gender inequality from a variety of organizational and social angles.

Network Meta-beliefs: Explaining the Persistence of Gender Inequality among Dual-earning Couples

Author: **Ye Jin Park**, *NYU Stern*

Equalizing Opportunities: How Women Can Leverage Connections to Brokers in Innovation

Author: **Francesca Nannetti**, *NEOMA Business School*

Do we differ in how we network?

Author: **Teodora Tomova Shakur**, *Texas Christian U.*

Who Stays Together? Gender and Interracial Relationship Maintenance Across a 10 Year Period

Author: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1988** | Submission: **20593** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

Money and Work

Session Moderator: **Zhenyu Liao**, *Northeastern U.*

OB: **When Monetary Value Erodes Social Value: Motivations, Rewards, and Occupational Pride of Frontline P**

Author: **Zhenyu Liao**, *Northeastern U.*
Author: **John Dencker**, *Northeastern U.*
Author: **Ying Liu**, -
Author: **Emma Y. Zhao**, *U. of Virginia*

To address challenges posed by social crises, organizations often leverage monetary rewards to mobilize essential frontline workers. However, little is known about how such a reward scheme affects frontline employees. Situated in the healthcare context during the COVID-19 pandemic, our research integrates motivation crowding out theory with appraisal theories of emotions to study how healthcare professionals respond to monetary rewards in exchange for their frontline participation. Results of two field studies that combined objective salary data with survey data showed that when healthcare professionals experienced high prosocial and low extrinsic motivations, large monetary rewards diminished their occupational pride, reducing positive work behaviors after they shifted back to routine work. Our findings derive important implications for strategic policy-making on mobilizing essential labor forces to address socially disruptive events.

OB: **The Impacts of Role Commitment and Pay-for-Performance on Proactive Career Behavior**

Author: **Jie Liu**, *Beijing U. of Posts and Telecommunications*
Author: **Hui Chen**, *Beijing U. of Posts and Telecommunications*
Author: **Yu Wang**, *Beijing U. of Posts and Telecommunications*
Author: **Ning Yang**, *Beijing U. of Posts and Telecommunications*
Author: **Xiao-Hua Wang**, *Beijing Normal U.*

Proactive career behavior is an effective form of career self-management that has positive impacts on individual career development and career success. Drawing on the interactionist perspective and situational strength theory, our study examined the independent and joint effects of role commitment and pay-for-performance on employees' proactive career behavior. Based on data collected from 298 Chinese private enterprise employees at two time points, we found that occupational role commitment, parental role commitment and pay-for-performance were positively related to proactive career behavior. Furthermore, pay-for-performance moderated the relationship between occupational role commitment and proactive career behavior and the relationship between parental role commitment and proactive career behavior, such that the two relationships were stronger when pay-for-performance was low. The implications and limitations of this study are discussed.

OB: **Information and Discrimination in Employer Responses to the Salary History Ban**

Author: **Laura Adler**, *Yale School of Management*

Recent policy efforts to address employment inequality have focused on excluding information that might serve as the basis for discrimination from decision-making processes. However, research shows that reducing information can lead employers to discriminate more broadly, based on prior beliefs about social groups. This paper uses the case of the salary history ban to contribute to the understanding of how incomplete information leads to biased employment decisions. Using a full-cycle method, it addresses, first, whether using salary history in pay-setting disadvantages women; second, how employers respond to a prohibition on salary history information; and, third, how those responses intersect with demographic characteristics to mitigate or entrench inequality. I set the stage using survey data to document gender effects of using salary history in pay-setting. Qualitative analysis of 83 interviews shows that, when salary history is prohibited, employers seek out alternative information, requesting candidates' salary expectations. An experiment with 928 human resources practitioners shows that relying on expectations results in lower offers for job candidates. This penalty is particularly strong for women. The results shed light on the processes that occur when specific information, which might be the basis for discrimination, is prohibited. They also illustrate the double-bind created for women, who experience penalties whether they disclose the prohibited information, salary history, or take advantage of the protections of the new law and share only their expectations.

OB: **Money Cannot Be Green: Performance Incentives, Attention to Money, and Organizational Sustainability**

Author: **Julia D. Hur**, *New York U.*
Author: **Yuan Tian**, *New York U.*
Author: **Linhui Wu**, *U. of Minnesota Carlson School of Management*

Environmental sustainability is one of the most pressing problems of our time, but the progress towards it has remained stagnant. The current work identifies performance incentives as a critical barrier that prevents organizational decision-makers from supporting sustainability initiatives. Across two laboratory experiments (n = 702) and one large-scale panel dataset on executive compensation, corporate annual reports, and firm-level environmental performances (n = 14,126), we show that people whose pay is more contingent on performance are less likely to support the sustainability initiatives of their organization. We also provide evidence for a novel mechanism whereby performance incentives create attentional fixation on money, which further reduces support for organizational sustainability. This effect persists even in the absence of evidence that these initiatives are in fact more costly than their less-sustainable alternatives. Together, our findings suggest that one of the most common types of incentives might be inadvertently undermining the pursuit of one of the most urgent organizational changes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1989** | Submission: **20650** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

I'm Too Good for this Job! Understanding the Dynamics of Overqualified Employees

Session Moderator: **Baihe Song**, *Hong Kong U. of Science and Technology*

OB: **Unpacking Interpersonal Dynamics Between Overqualified Employees and Coworkers: The Role of Status**

Author: **Baihe Song**, *Hong Kong U. of Science and Technology*
Author: **Jingjing Ma**, *Hong Kong U. of Science and Technology*

Existing studies propose competing hypotheses about how and why overqualification negatively versus positively impacts the interpersonal interactions between overqualified employees and coworkers. The predications and identified findings thus are inconsistent and contradictory. In this article, we solve this contradiction by developing a theoretical framework to synthesize current overqualification studies into a unifying research picture. In doing so, we incorporate the status framework into the overqualification literature. We suggest that overqualification exerts negative versus positive effects on interpersonal interactions through causing two contrasting types of status discrepancy (i.e., undersupply versus oversupply of status). Specifically, we firstly show how and why overqualification impacts overqualified employees' status expectation. Then, we present how, why, and when overqualification influences coworkers' status affordance towards overqualified employees. Last, we explicate the dynamic processes in which the two types of status discrepancy between status expectation and affordance lead to subsequent interactions that in turn change the magnitude of the original discrepancy, ultimately causing a reciprocal versus a revengeful interaction loop to develop between the two parties. Collectively, this article advances the overqualification literature by unpacking the positive versus negative interpersonal dynamics between overqualified employees and coworkers.

OB: **Different Reactions to Perceived Overqualification: The Role of Age, Organizational Tenure, and Pay**

Author: **Sunghyuck Mah**, *Seoul National U.*
Author: **Chengquan Huang**, *U. of Florida*
Author: **Donghwan Lee**, *Seoul National U.*

Overqualified employees are those with more knowledge, skills, and abilities than what their job requires. The literature has largely assumed homogeneity regarding how perceived overqualification impacts employees at different stages of their individual life (age) and organizational life (organizational tenure), which may lead to misunderstanding about how organizations manage overqualified employees. Drawing on the theories about growth need, we proposed a novel theoretical framework that examines the critical role of growth need unfulfillment in understanding the consequence of perceived overqualification and relevant boundary conditions. Using longitudinal data over three years (from 2017 to 2019) with a large sample of workers ($N = 3,080$), we found that perceived overqualification is associated with growth need unfulfillment, which further led to actual turnover. The effect of perceived overqualification on growth need unfulfillment was stronger for those with shorter organizational tenure but weaker for those with longer organizational tenure. We further examined whether and for whom compensation mitigates the effects of overqualified employees' growth need unfulfillment on their actual turnover. Interestingly, higher pay alleviated this effect only for older workers and those with longer organizational tenure. However, higher pay did not weaken this effect for younger workers and those with shorter organizational tenure, suggesting that firms may consider compensation designs more strategically for overqualified ones. This study helps organizations understand how to manage overqualified employees effectively.

OB: **The Effect of Coworker Relative Overqualification on Employee Reaction from Social Comparison Theory**

Author: **Yanghao Zhu**, *Huazhong U. of Science and Technology*
Author: **Yunpeng Xu**, *Zhongnan U. of Economics and Law*
Author: **Yannan Zhang**, *Southwestern U. of Finance and Economics*

Perceived relative overqualification (PRQ) is a big step forward on the overqualification theme. The only two papers available on PRQ focus on downward comparison (Jahantab et al., 2021; Li et al., 2022), yet this may only consider one side of the coin. Drawing on social comparison theory and upward comparison perspective, this paper examines perceived coworker relative overqualification on their subsequent knowledge behavior and to examine the underlying mechanisms and boundary conditions. Through the 315 employee-coworker dyadic data collected at the three time points in East China, we found that when the cooperative goal interdependence between employee and coworker is high, the perception of coworker's relative overqualification will cause benign envy of employees, which in turn promote employees to engage in knowledge seeking from coworker. However, when the competitive goal interdependence between employee and coworker is high, the perception of coworker's relative overqualification will cause malicious envy of employees, which in turn promote employees to engage in knowledge sabotage towards coworker. The theoretical and practical implications of the findings are discussed.

OB: **How Relationships with Leader Help or Undermine the Management of Overqualified Employees**

Author: **QingHan Liu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Yiyong Zhou**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Haixin Liu**, *Beijing Jiaotong U.*

When feel overqualified for the job, employees exert both beneficial and detrimental subsequent behaviors, implying the importance of boundary conditions in the management of overqualified employees. Drawn from shared reality theory (Hardin & Higgins, 1996), the current research adopts a relational perspective to examine how relationships with leader may shape the functioning of overqualification at workplace. Using a time-lagged data from 259 individuals, the results showed that work-based relationship with leader (i.e., leader-member exchange, LMX) aggravated the negative impacts of overqualification on employee work alienation and trust in leader, while nonwork-based relationship with leader (i.e., supervisor-subordinate guanxi, SSG) alleviated those negative influences. More importantly, shared reality between supervisor and subordinate, defined as the subjective experience of sharing thoughts, feelings, or beliefs in common with a particular interaction partner, mediated the above interaction effects. We discuss theoretical and practical implications for the study of overqualification, the relational approach of leadership, and shared reality.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1990** | Submission: **20798** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

New Perspectives in Human Resource Management

Session Moderator: **Alexander Emmanuel Eng**, *National U. of Singapore*

OB: **Trickle up Effects of Child Job Search Anxiety on Parent Retirement Intentions**

Author: **Alexander Emmanuel Eng**, *National U. of Singapore*
Author: **Liuxin Yan**, *National U. of Singapore*

Rising costs of living, low wages, and a high youth unemployment rate have caused adult children to be more financially dependent on their parents than ever. Accordingly, we examine the consequences of this dependency on parents' well-being and career decisions. In this paper, we examine whether adult children's (aged 17-25) job search anxiety has crossover effects to influence their parent's financial anxiety, and subsequently retirement intentions. Across three studies, we find that adult children's job search anxiety positively predicts their parent's financial anxiety, using a multi-source (Study 2) research design to establish this crossover effect. We also find that parental financial anxiety mediates the negative relationship between children's job search anxiety and their parent's early retirement intentions. Additionally, we also find that parent's social economic status weakens the positive relationship between children's job search anxiety and parental financial anxiety.

OB: **The 'Room to Share': A Systems Theory Framework for Understanding Mental Health Disclosure at Work**

Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*
Author: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
Author: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Author: **Yanhong Li**, *Odette School of Business, U. of Windsor*

The relevance and impact of mental health conditions (MHCs) in the workplace is becoming an increasingly important topic within management research and practice. Within the growing body of research that seeks to understand how employees navigate living with a MHC is a focus on understanding how and why employees disclose their MHC to colleagues. Previous models of disclosure have applied a concerted 'decision model' perspective, focusing on the cost-benefit analyses employees might apply to deliberately choose to disclose. However, the disclosure process is complex, with scholars recognizing that no 'one size fits all'. To dive deeper into the disclosure process and build theory that extends beyond the existing decision models, we conduct an in-depth qualitative narrative study. We interview 27 employees living with a MHC. Through inductive analyses, we uncover that not all MHC disclosure is premediated or deliberate. Based on the narratives we collect we conceptualize the idea of disclosure opportunities, which are situations that enable employees to share their MHC at work. We also identify four overarching structural elements of the work environment (i.e., time and physical space, bureaucratic structure, social structure, and mental health programs) that interact together to either facilitate or constrain disclosure opportunities. We then develop a systems theory model of MHC disclosure at work that complements the decision models that have thus far predominantly informed research in this area.

OB: **Great Resignation: An Experimental Study of Labour Market Failures in Management Talent Acquisition**

Author: **Amon Chizema**, *Loughborough U.*
Author: **Ganna Pogrebna**, *AI and Cyber Futures Institute, CSU and U. of Sydney Business School*

Using an experimental setting, this paper considers leaders' decision making on labor markets to explain two major post-pandemic problems in managerial talent acquisition: on the one hand, many leaders resign from their positions early after recruitment; on the other hand – many leaders regress to unemployment experiencing difficulty in finding suitable positions. We design an iterated game with two experimental markets: (i) an ambitious job market with relatively high cost of entry and relatively low market capacity as well as (ii) a safe job market with relatively low cost of entry and relatively high market capacity and observe managerial decisions to enter or not to enter these markets. We find that coordination failures cause both problems: managers very rarely coordinate on Nash equilibria, exhibiting either overentry or underentry into experimental labor markets. We demonstrate that market characteristics and observation of previous market success or failure have significant effects on leaders' job market entry decisions. We also show that men are more likely than women to enter ambitious job markets or to diversify their entry strategies by competing on ambitious and safe markets simultaneously. This disparity in leadership ambition constitutes an important factor contributing to the prolonged gender imbalance in both C-suite as well as first-level managerial roles.

OB: **The Impact of Subjective Socioeconomic Status on Job Insecurity and Its Detrimental Outcomes**

Author: **Feiyue Chen**, *School of Business,Sun Yat-sen U.*
Author: **Meishi Liao**, *Sun Yat-Sen U.*
Author: **Xiao Meng**, *School of Business, Sun Yat-sen U.*
Author: **Xue Peng**, *Sun Yat-sen -U.*
Author: **Tian Jiang**, *School of Business, Sun Yat-sen U.*

Drawing on the conservation of resource theory and literature on job insecurity, this study examines how employees' subjective socioeconomic status (SES) negatively affects their depletion and work-to-family conflict (WFC) through the mechanism of job insecurity and the buffering role of nostalgia in weakening the negative impact of job insecurity. In a sample of 45 employees, we collected daily diary data from multiple time points of twenty days and found that subjective SES was negatively associated with job insecurity, which, in turn, decreased depletion and WFC. Moreover, nostalgia mitigated the harmful impact of job insecurity on depletion, whereas the buffering effect on WFC was not significant. Theoretical contributions, practical implications, limitations, and future research directions were discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1991** | Submission: **20611** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Motivation and Employee Creativity

Session Moderator: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*

OB: **Stretch Goals and Radical Creative Engagement: Cognitive Flexibility as a Key Contingency**

Author: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*
Author: **YUPING XU**, *Huazhong U. of Science and Technology*
Author: **Ziyi Yu**, *Huazhong U. of Science and Technology*
Author: **Bingqing Wu**, *U. of Wisconsin Parkside*
Author: **ZIjing Wang**, *Huazhong U. of Science and Technology*

Stretch goals are designed to encourage employees to break routines and engage in radical creative behaviors. Nonetheless, employees may not notice or interpret them as such. Moreover, even if they translate stretch goals correctly, they may not engage in radical creative behavior owing to the high probability of failure. This situation thus begs the following question that we seek to answer: Do stretch goals foster employee radical creative engagement, and, if so, how and with which employees? From a sense-making perspective, we propose that, depending on employees' cognitive flexibility, stretch goals influence their willingness to take risks, which, in turn, affects their radical creative engagement. We conducted two studies to test our hypotheses. The results showed that for employees with higher cognitive flexibility, stretch goals had a positive impact on their radical creative engagement through increased willingness to take risks. In contrast, for those with lower cognitive flexibility, stretch goals had a negative influence on willingness to take risks and radical creative engagement. Theoretical contributions and practical implications are discussed.

OB: **The Double-edged Sword Effect of Creativity Failure on Creativity**

Author: **Yuhui Jiang**, *Xi'an Jiaotong U. School of Management*
Author: **Yufan Shang**, *Xi'an Jiaotong U.*
Author: **Malika Richards**, *Pennsylvania State U.*

Why are some individuals able to generate creative products, despite repeated frustrating failures, while others are not? The relationship between creativity failure and individual outcomes is inconsistent in the current research. We use cognitive appraisal theory to explain these contradictory findings. We hypothesize that individual goal orientations play a pivotal role in explaining successful creative outcomes after repeated failed attempts. We construct a mediated moderation model in which cognitive appraisal is a mechanism to uncover the impact of failed attempts on individual creativity. Specifically, we found that individuals with a learning goal orientation will appraise creativity failure as a challenge, which in turn enhances creativity. However, individuals with a performance goal orientation will appraise creativity failure as a threat rather than a challenge, which ends up inhibiting creativity. Our study offers novel insights into the understanding of when, in the face of prior failures, individuals will make further efforts in creative activities.

OB: **Directional Relationship Between Creative Self-Efficacy & Intrinsic Motivation in Affecting Creatity**

Author: **Tingting Chen**, *Lingnan U.*
Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Author: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Author: **Jessica (Yongyi) Liang**, *school of management, Jinan U.*

Ample research has examined creative self-efficacy and intrinsic motivation as important antecedents to employee creativity, but little is known about how the two relate to each other to foster employee creativity. Drawing on social cognitive theory, we propose two theoretical possibilities. First, capturing the critical role of efficacy beliefs in the self-regulation of motivation, we expect that creative self-efficacy can promote intrinsic motivation for creative activities, which in turn boosts employee creativity. Job autonomy further strengthens creative self-efficacy's effect on intrinsic motivation and employee creativity (through intrinsic motivation). Second, by fostering enactive mastery, intrinsic motivation can promote creative self-efficacy, which boosts employee creativity. Leader creative role modelling further amplifies the effect of intrinsic motivation on creative self-efficacy and employee creativity (through creative self-efficacy). We collect cross-lagged data from a sample of 421 dyads of employees and their supervisors. The results largely supported the hypothesized relationships, except the indirect relationship between intrinsic motivation and employee creativity via creative self-efficacy and the moderating effect of leader creative role modelling. We extend organizational creativity literature by untangling the interrelationship between creative self-efficacy and intrinsic motivation in shaping employee creativity.

OB: **Imprisoned Mindset: How and When Employee Bottom-Line Mentality Impedes Employee Creativity**

Author: **Yujie Shi**, *Southwestern U. of Finance and Economics*

Intense competition has driven many organizations to demand their employees to meet the bottom line, such as certain work goals and performance standards. As such, it is unsurprising that many employees embrace a bottom-line mentality (BLM), which refers to one-dimensional thinking revolving around meeting bottom-line outcomes to the exclusion of other considerations. While embracing such mentality may advance particular task assignments, we argue that it prevents employees from holistic thinking. Drawing upon goal shielding theory, we suggest that employees' BLM decreases their construal levels and subsequent creativity. Leader BLM plays an important moderating role to amplify this negative influence. Findings of a multi-wave, multi-source survey support our contentions, cautioning practitioners about implicitly encouraging employee adoption of a BLM. Study limitations and implications for theory, practice, and future research are addressed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1992** | Submission: **20634** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

Spotlighting Women's Lived Experiences of Work and Life

Session Moderator: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*

OB: **Menstruation's Effects on Work: A Resource Perspective**

Author: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Author: **Alyson Byrne**, *Memorial U. of Newfoundland*
Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Author: **Erica Carleton**, *U. of Saskatchewan*

How menstruation affects individual work outcomes is not well understood. Given that menstruation presents a variety of physical, emotional, and behavioral symptoms, it is important to understand how this bodily process influences worker behaviors and respective work outcomes. The purpose of this study is to examine how menstruation affects women's daily work experiences, predicting that, via the Conservation of Resources theory, women would be more likely to be depleted when menstruating, thus increasing their work withdrawal and decreasing their levels of job satisfaction. We predict that these relationships would be mediated by self-control and affect. Using experience sampling methodology with 96 participants over 30 consecutive days (daily time-points=2650), results indicate that when women experience menstrual bleeding, they experience increased work withdrawal via decreased self-control and decreased job satisfaction via negative affect. The findings of this research speak to the influence of a monthly bodily process nearly half the workforce faces each month. Practical and theoretical implications are discussed.

OB: **The Unique Benefits of Maternity Leave on Mothers' Social Identities at Work**

Author: **Natalie Lynn Croitoru**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Jessica Siegel Christian**, *U. of North Carolina, Chapel Hill*
Author: **Matthew Pearsall**, *U. of North Carolina, Chapel Hill*

Researchers have highlighted the numerous challenges of pregnancy and postpartum for women at work, demonstrating mostly negative effects of taking maternity leave on women's work outcomes and experiences at work. Yet, we argue that the experience of taking maternity leave also has important and unique benefits for a woman's perceived status within her organization and work relationships, demonstrating that she is valued enough to be able to take needed time away from work to care for family and thereby reaffirming her work identity. We rely on social identity theory (Tajfel, 1981; Tajfel & Turner, 1985) and take a person-centered approach to understand the benefits of maternity leave for women's social identities at work upon reentry. We investigate how social identity outcomes—status and quality of relationships with coworkers and supervisors—are strengthened by maternity leave experiences (as compared to employees who have not taken leave). We also examine how the degree to which new mothers are kept informed by their organization and keep in touch with coworkers and supervisors during their leave further strengthens these positive effects of maternity leave. Empirical results from a field study of employees recently returned from leave uncover the unique benefits of maternity leave.

OB: **How Higher Intra-household Status Differentially Affects Job Satisfaction for Women**

Author: **Pooja Mishra**, *Indian School of Business*
Author: **Subhasree Basak**, *Indian School of Business*
Author: **Hirakjyoti Basak**, *Indian School of Business*

We posit that attaining higher intra-household status, i.e., headship reduces job satisfaction among married women. The proposition draws upon the social role theory and own gender referent hypothesis to explain the reason for dissatisfaction with the job. We find that this adverse effect becomes insignificant after 3-5 years from the time of becoming head. For the empirical evidence, we run two studies. In Study 1 (N=15,890) we use a cross-sectional survey of married women who are in full-time jobs in the US and find that job satisfaction decreases when they become household heads. Study 2 (N=79,422) supports the result using a longitudinal survey in the UK. Since for the longitudinal survey, the same individuals were interviewed over the years, we could track job satisfaction in different years under different conditions. Using that data, we perform an event study analysis to test temporal persistence of the negative effect on job satisfaction after becoming the head. We find that this negative effect dissipates after 3-5 years from the time of becoming head. While previous works recognized factors within the organization affecting job satisfaction, the current study suggests that household-level conditions can also shape women's attitude toward work.

OB: **How Women Benefit from Being Prosocial: The Role of Advice Networks and Leadership Emergence**

Author: **Hanho Lee**, *Ohio State U.*
Author: **Jia Hu**, *Ohio State U.*
Author: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*

This paper explores how prosocial motivation and gender have interactive effects on task performance and voice behaviors through advice network centrality and leadership emergence. Across two studies (i.e., a three-wave field study and an experiment), we find that prosocial motivation has positive impacts on both task performance and voice, which were serially mediated via advice network centrality and leadership emergence. Moreover, these relationships are conditional on the gender of individuals, where women are more benefited than are men in terms of its outcomes. This research extends our understanding of the outcomes of prosocial motivation by illustrating how it affects one's place in his or her groups, and whether he or she can benefits themselves and others. Overall, the findings of the research shed light on beneficial aspects and a boundary condition under which prosocial motivation could be rewarded at work, which may inform on how to use prosocial motivation to their best interests for not only individuals but also organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

The Role of Leadership in Creativity and Innovation

Session Moderator: **Yuming Wang**, *School of Economics & Management, Tongji U.*

OB: **Proving My Creativity: When and Why Leader's Idea Rejection Leads to Employee's Creative Deviance**

Author: **Yuming Wang**, *School of Economics & Management, Tongji U.*
Author: **Jinlian Luo**, *Tongji U.*
Author: **Wenan Hu**, *Shandong U.*
Author: **Jing Zhong**, *Tongji U.*

Examples in practice that employees engaged in creative deviance after their ideas have been rejected by leaders are not rare, whereas it is naive to assume that leader's idea rejection will lead to employee's creative deviance for every employee. In the current research, we invoke identity theory to disentangle when and why will leader's idea rejection lead to employee's creative deviance. Specifically, we posit that employees with high creative role identity will experience greater creative identity threat when encountering leader's idea rejection, as idea rejection transmits feedback that inconsistent with their identity expectations. Furthermore, the senses of threat will prompt them to reconfirm their threatened identity by endorsing creative deviance, as this means of creative activity can satisfy both sides, namely reconfirming one's identity and avoiding going against leaders immediately. Empirical Results from a scenario-based experiment and a three-wave time-lagged survey supported our predictions. Theoretical and practical implications are then discussed.

OB: **Idea Attributes Matter! Understanding Idea Implementation from the Supervisor Perspective**

Author: **Mingxuan Wang**, *Chongqing U.*
Author: **Xiaoya Wen**, *Chongqing U.*
Author: **Yiwen Tuo**, *Chongqing U.*
Author: **Yong Zhang**, *Chongqing U.*

Although previous research has highlighted the pivotal role of supervisors in innovation, little is known about how supervisors influence the implementation of their subordinates' creative ideas, especially when facing alternatives. Drawing on the work motivation model of expectancy theory, this study examined the linkages from idea attributes, namely, novelty and usefulness, to idea implementation and the moderating roles of supervisors' Zhong-Yong thinking and uncertainty avoidance. Time-lagged data from 365 employee-supervisor dyads showed that (1) the novelty of an idea was negatively related to its implementation, whereas the usefulness of an idea was positively related to its implementation; (2) supervisors' Zhong-Yong thinking strengthened the negative relationship between idea novelty and idea implementation and the positive relationship between idea usefulness and idea implementation; and (3) supervisors' uncertainty avoidance augmented the negative relationship between idea novelty and idea implementation. The implications for innovation management are discussed.

OB: **A Daily Diary Investigation of the Impact of Leaders' Recognition on Innovative Work Behavior**

Author: **Wilfred Van Den Brand**, *The Open U., Netherlands*
Author: **Irina Nikolova**, *Maastricht U., School of Business & Economics*
Author: **Marjolein C.J. Caniels**, *The Open U., Netherlands*

Building on affective events theory and broaden and build theory, we examine the indirect effect of daily leaders' recognition behavior on daily innovative work behavior (IWB, measured with idea generation, idea promotion, and idea application), via daily positive affect. In addition, we tap into the work conditions that emerged after the COVID-19 outbreak, by investigating the moderating role of daily work-related isolation. To test the hypotheses, a diary study was conducted. Data was collected from 39 Dutch employees who completed a daily questionnaire during ten consecutive working days, delivering 231 daily observations. Results largely supported our hypothesis, suggesting an indirect effect of daily leaders' recognition on daily innovative work behavior through daily positive affect for two of the three dimensions (i.e., for idea promotion and idea application, but not for idea generation). In addition, daily work-related isolation moderated the relationship between daily positive affect and daily idea promotion and daily idea application. Moreover, the indirect positive effect of daily leaders' recognition on both daily idea promotion and daily idea application through daily positive affect was only significant for the low levels of daily isolation. Theoretical and practical implications are discussed.

OB: **To Err is Human: Error Reporting Boosts Social Perceptions**

Author: **Bin Ling**, *Hohai U.*

Prior work reported that individuals are reluctant to report their errors to leaders because they fear negative evaluation. We found that this fear is misplaced. We proposed that employee error reporting increases positive social perceptions. In this article, we rely on the broaden and build theory to investigate how employee error reporting influences social perceptions and use error management theory to explore under what conditions error reporting influences social perceptions. In five experiments and one survey study (Ntotal = 1247), our findings demonstrate that leaders perceive those who report errors as more competent and warmer than those who do not. Leaders' positive affect and positivity ratio act as intervening mechanisms to partially explain why employee error reporting positively relates to perceived competence and warmth. We also found that error management climate (EMC) moderates the error reporting–social perception relationship; leaders perceive those who report errors as more competent and warmer under high EMC than under low EMC. This research suggests that error reporting does not lead to negative evaluations of employees, but rather that leaders promote error reporting among their employees and give positive evaluations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Program Session: **1994** | Submission: **20874** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Politics and Organizational Behavior

Session Moderator: **Benjamin Korman**, *U. of Konstanz*

OB: **Political Context and Immigrants' Work-Related Performance Errors: Insights from the NBA**

Author: **Benjamin Korman**, *U. of Konstanz*

International migration has been increasing for decades, bringing with it rising regional support for far-right political parties. Understanding how regional far-right political support affects the immigrants working in these regions is therefore vital for executives and organizations as a whole. Integrating political science research at the macro-level with stereotype threat theory at the individual level, we argue that regional far-right political support makes negative immigrant stereotypes salient, increasing the number of work-related performance errors conducted by immigrants while reducing those by natives. Using objective field data from a professional sports context, we demonstrate how subordinates' immigrant status interacts with the political context in which they reside to predict their frequency of performance errors.

OB: **The Cost of Not Acting Out: A Nonlinear Approach to Organizational Politics and Job Satisfaction**

Author: **Swati Tripathi**, *International Management Institute New Delhi*

We employ benevolent political will as a motivation that affects job satisfaction positively up to a certain level after which we begin to observe negative effects. Drawing upon the too-much-of-a-good-thing effect and self-determination meta-theory, we argue that employees who do not engage in political behavior often experience the exhausting effect of possessing benevolent political will, and their job satisfaction levels take a hit. However, employees who do use non-sanctioned political tactics frequently are able to thwart the too-much-of-a-good-thing effect and experience better job satisfaction which has been explained using self-determination theory. The present study examines the restricted nonlinearity perspective of the relationship between benevolent political will and job satisfaction which is dependent upon the frequency of nonsanctioned political tactics used by employees. Data analyses of a sample of 356 bureaucratic employees done using SmartPLS 3 test the main and quadratic effects of benevolent political will and the moderating effects of nonsanctioned political tactics with job satisfaction as the dependent variable. We probed the interactions using the PROCESS macro. Post analysis, we observed an inverted U-shaped graph between benevolent political will and job satisfaction. Employees who do not engage in politics experience low job satisfaction at low and high levels of benevolent political will. This relationship takes a linear and positive form for employees who engage in politicking. Thus, our hypotheses are supported. This study is one of the first to explore the restricted non-linear nature of the relationship between benevolent political will and job satisfaction, calling attention to the intrinsic, agentic nature of the political motivations of employees. It also expands our understanding of non-sanctioned political tactics as a boundary condition and its interaction with intrinsic motivations and work outcomes. The study also implicitly explores the too-much-of-a-good-thing effect and intrinsic mechanisms that may thwart it.

OB: **How Political Context Affects Immigrants' Social Contact Dynamics and Mental Health at Work**

Author: **Benjamin Korman**, *U. of Konstanz*
Author: **Florian Kunze**, *U. of Konstanz*
Author: **Sebastian Koos**, *U. of Konstanz*

International migration has been rising across the globe for decades, making the integration of immigrants into host societies a central challenge for many countries. Although the successful labor market integration of immigrants is considered a key boon to their economic independence and broader social integration, rising political polarization in many western societies with increasing far-right political support might put integration efforts at risk. Challenging core assumptions of intergroup contact theory (Pettigrew, 1998), we propose that strong community support for far-right political parties affects how immigrants are treated by their coworkers when entering a new workplace, thus undermining the potential benefits of social contact between immigrants and natives. Specifically, we propose that immigrants perceive negative social contact with their direct colleagues that increases over time when employed by a company located in a region with high far-right political support. Being confronted with a growing perception of negative contact will then take its toll on employees' mental health, assessed by their emotional exhaustion at a later time point. We test and find support for our theoretical model in a unique dataset matching 481 trainees in Germany (tracked from day one of their traineeships over a period of 13 weeks) with data from the 2021 German federal election.

OB: **The Role of Political Skill in Advancing Teamwork Skill Development in Temporary Teams**

Author: **Olli-Pekka Kauppila**, *NEOMA Business School*
Author: **Katja Einola**, *Stockholm School of Economics*
Author: **Christina Butler**, *Kingston U.*

As temporary teams have become common practice in knowledge-intensive work settings, the skills of individuals to operate effectively in any teams is increasingly important for both individual and team performance. While learning-by-doing is an obvious way of learning skills for teamwork, we know very little about factors facilitating these skill developments. We integrate insights from political perspectives on organizations into the teamwork literature to suggest that by helping to make sense of socially complex dynamics and to reflect on their experiences, political skill is a key driver of teamwork skill development. In addition, we theorize that politically skilled individuals have higher capacity to turn common teamwork-related challenges—namely, team task conflict and a lack of team leader direction—into learning experiences which they take with them to their next team. The article presents two studies to test our predictions. Study 1 analyzed a sample of 259 business school students in 77 project teams to investigate our core hypothesis that political skill advances the development of teamwork skills. Study 2 employed nested data collected from 110 junior investment bankers and their experiences in 434 teamwork projects to retest our core hypothesis with individuals operating across multiple team-based projects and extend our investigation to the moderating effects of political skill. We contribute to the present understanding of teamwork, individual learning, and political skill to show that highly politically skilled individuals are better able to turn temporary teams into learning experiences.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
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Bouncing Back: Understanding the Power of Resilience in Organizations

Session Moderator: **Fizza Kanwal**, *U. of North Texas*

OB: **Lending a Hand: An Application of Social Network Analysis on Employee Resilience in Organizations**

Author: **Fizza Kanwal**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*

Management literature on employee resilience argues that employees need emotional and cognitive resources from within and outside the organizations for being resilient to adversity at work. We integrate this view with the social network perspective to explain that employees can access more emotional resources if they are embedded in a closed network structure, however, being a part of an open network structure enables access to more cognitive resources. Thus, we investigate the mediation effect of the access to these resources between social network structures and employee resilience. We also examine the moderating roles of connection homophily and heterogeneity for accessing the emotional and cognitive resources while being a part of closed or open network structure respectively. Data was collected from 240 employees about their personal networks using name generator, name interpreter and name inter-rater questions, which were used to calculate variables measuring closed and open networks in addition to connection homophily and heterogeneity through ENET software. Regression analysis and PROCESS Macro were used to test the hypotheses, and the results provided some of the pioneering empirical evidence about the predictive value of social network structures for employee resilience. The theoretical implication and limitations of this study have also been discussed.

OB: **Resilience Developed as a Result of Bricolage: The Prism of the Social Information Processing Theory**

Author: **Ying-Jung Yeh**, *National Taiwan U. of Science and Technology*
Author: **Han-Yu Lee**, *National Taiwan U. of Science and Technology*

This study introduces the emerging concept of bricolage into the domain of organizational behavior and examines it in relation to the important workplace competence of psychological resilience. Most research on psychological resilience has emphasized promoting resilience via positive resources and traits. This study draws on the social information processing (SIP) theory to suggest that resource constraints may also encourage employees to engage in bricolage at work, thereby building psychological resilience and producing the effects of negative emotional control at work. Moreover, power distance in the team is considered key social information in the organization to investigate the moderating relationship between this cultural variable and psychological resilience. Data were collected from an aggregate of 63 teams of registered professional nurses, with approximately 323 valid questionnaires. The results indicated that performing bricolage at work under resource constraints helped the employees build their psychological resilience and further control negative emotions. Resultantly, the power distance culture in the team positively moderated the relationship between bricolage and psychological resilience. Therefore, the theoretical model of this study confirms that through the lens of the SIP theory, resource limitation may also represent a way to promote the generation of resilience.

OB: **Power to Push Through? A Resilience Perspective on Disability Relationships and Leader Performance**

Author: **Terrance L. Boyd**, *Louisiana State U.*

Despite the growing research on the workplace impacts of individuals with disabilities, the outcomes of providing care or having a relationship with these persons with a disability have been relatively unexplored. This lack of research is concerning given that informal caregivers make up a large portion of the workforce and that the number is expected to rapidly grow. Importantly, the work that has considered these impacts has been theoretically limited, largely taking a deficit-based perspective to consider the harmful outcomes of this disability relationship. In contrast, we conceptualize this relationship as a potential source of resilience in employees, affecting their performance and allowing them to be better organizational leaders. We present three studies that constructively replicate results across design and sample type (multi-rater, time-lagged [Study 1]; unit-level, time-lagged [Study 2]; & longitudinal [Study 3]). Results consistently show that a disability relationship is positively associated with a leader’s performance through the leader’s psychological resilience. Overall, our results challenge the deficit-based view of disability relationships found in the literature, suggesting that caregiving for a person with a disability may be a key source of strength for leaders. Implications for the disability, caregiving, and stress literatures are discussed.

OB: **Team Structure for Tough Cookies: Team Resilience in Creative Teams**

Author: **Aleksandra Klein**, *Vlerick Business School*

With the turbulent nature of the environment surrounding organizations today and prevalence of teams in contemporary project-based organizational structures, ensuring team resilience becomes necessary for organizations and their employees to overcome adversity and ultimately succeed. Existing research shows that team design choices, including team structure, influences teamwork and team output in many ways. Yet, little is known on how team structure is associated with team resilience Using data on 101 creative project-based teams working in European advertising agencies, this study investigates how team structural control mechanisms of centralization and formalization are associated with team resilience, depending on the level of stability in team membership. Given the importance of creative output for creative project-based teams, I examine the effect of team resilience on team creativity and its mediating role in the relationship between team structural controls and team creativity.

Session Type: **Paper Session**
Program Session: **1996** | Submission: **20831** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Doing the Right Thing: Exploring the Bright Side of Ethical Leadership

Session Moderator: **Yu-Fang Yvonne Yen**, *National Quemoy U.*

OB: **Ethical Leadership and Employee Turnover Intention: Exploring Multiple Mediation Mechanisms**

Author: **Yu-Fang Yvonne Yen**, *National Quemoy U.*
Author: **Hsing-Kuo Wang**, *Department of Business Administration, National Quemoy U.*

The current study adopts the social exchange perspective to propose a conceptual model and examine how ethical leadership influences employee turnover via affect-based trust and affective commitment. We used a survey-based methodology to collect data from 254 employees of service firms in Taiwan and hierarchical regression to examine the hypotheses model. The results reveal that ethical leadership has a negative effect on employee turnover intention. Both affect-based trust and affective commitment fully mediate the ethical leadership-employee turnover intention. Previous studies have emphasized the direct influence of ethical leadership on employee turnover intention; however, no clear explanations have been provided explaining its influence on employee turnover intention. We advance our understanding of why ethical leadership enhances and reduces employee turnover intention and the means by which this occurs.

OB: **3-way Interaction Between Ethical Leadership, Workplace Uncertainty, and the Need for Status on OCB**

Author: **Jinhee Kim**, *Chonnam National U.*
Author: **Soojin Lee**, *Chonnam National U.*
Author: **Gukdo Byun**, *Chungbuk National U. South Korea*
Author: **Seokhwa Yun**, *Seoul National U.*

Drawing upon the substitutes for leadership theory, we examined the three-way interaction effect between ethical leadership, workplace uncertainty, and employee need for status on organizational citizenship behavior (OCB). The findings from a two-wave study suggest that workplace uncertainty and employee need for status jointly moderate the effect of ethical leadership on increasing OCB. Specifically, the results show that the influence of ethical leadership can weaken or be negative in promoting OCB 1) for employees with low needs for status in situations of low uncertainty and 2) for employees with high needs for status in situations of high uncertainty. The results of our study indicate that successful implementation of ethical leadership for OCB may depend on circumstances being tied not to a single determinant but rather by the conjunction of organizational context and employee characteristics.

OB: **Ethical Leadership During a Pandemic: Two Sample Study of Leader Effectiveness and Business Outcomes**

Author: **Kate Marie McCombs**, *Brock School of Business, Samford U.*
Author: **Ethlyn Anne Williams**, *Florida Atlantic U.*
Author: **Rajnandini Pillai**, *California State U., San Marcos*
Author: **Kevin B. Lowe**, *U. Of Sydney*

This research examines the influence of executive-level ethical leadership on ratings of crisis leader effectiveness and business-related outcomes during the COVID-19 crisis. We examined results when comparing distal and proximal leadership. We conducted two studies; one assessing distal executive-level leadership perceptions (voter perceptions about the leadership of President Biden) and examined its influence on evaluations of improved business outcomes reported during the COVID-19 crisis and one assessing proximal executive level leadership (employee perceptions of CEO leadership) and examined its influence on evaluations of improved firm-specific outcomes reported during the COVID-19 crisis. Our findings confirmed that President Biden and CEOs' ethical leadership positively predicted crisis leader effectiveness and improved business-related outcomes. Further, the results yielded the expected indirect effect of the ethical leadership of President Biden and CEOs on business-related outcomes (mediated by crisis leader effectiveness). Because a crisis intensifies decision making and the impact of leaders, research that extends our understanding of the influence of ethical leadership for ratings of crisis leader effectiveness and their implications for evaluations of business-related outcomes is important for examining executive-level leadership.

OB: **Ethical Leadership, Signaling Theory and Innovative Work Behavior: A Moderated Mediation Model**

Author: **Roopak Kumar Gupta**, *IIM Kozhikode*

Despite the knowledge that ethical leadership has beneficial effects on follower-level innovative work behavior (IWB), the individual-level psychological mechanisms underlying this linkage and the boundary conditions remain to be explored. Building signaling theory, this study examines whether the link between ethical leadership and IWB is mediated by individuals' role breadth self-efficacy (RBSE) and prosocial motivation. The study further examines the role of followers' innovation-specific perceived supervisor support (PSS) in moderating the indirect effects of ethical leadership on IWB through RBSE and prosocial motivation. I test my hypotheses across two studies; using multi-phase survey data in a range of industries (Study 1), and a time-lagged multi-source supervisor-follower objective field investigation in a different manufacturing organization (Study 2). Largely consistent with the study hypotheses, regression analysis of the data collected from both studies demonstrated that ethical leadership was positively and significantly related to followers' IWB and this relationship was mediated by RBSE and prosocial motivation. Additionally, the study analysis found moderated effects of PSS on the twin mediating mechanism, influencing their strength to transmit ethical leadership effects on IWB. By explicating these insights of how and when ethical leadership facilitates followers' IWB, the study assists organizations and managers in designing and enabling followers' IWB outcomes. Implications are discussed for theory and practice.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

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Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

Take It From the Top: New Perspectives on Top Management Teams

Session Moderator: **Yongheng Yao**, *Wilfrid Laurier U.*

OB: **On a Refined Theory of Racial Diversity Congruence: An Extension to Richard et al.'s (2021) Study**

Author: **Yongheng Yao**, *Wilfrid Laurier U.*
Author: **Zhenzhong Ma**, *U. of Windsor*

Richard et al.'s (2021) recent AMJ article aims to demonstrate that matching levels of racial diversity in upper management and lower management (i.e., racial diversity congruence) leads to optimal firm productivity. In this study, we point out several flaws in their study. For instance, it is premature to theorize a match between upper management racial diversity (UMRD) and lower management racial diversity (LMRD) as the locus of optimal firm productivity. Their empirical testing is also flawed. We then integrate the upper echelons theory and the holistic perspective of congruence to build a refined theory of racial diversity congruence. Specifically, we theorize that a slight mismatch between UMRD and LMRD with UMRD slightly exceeding (leading) LMRD leads to optimal firm productivity. We also propose the boundary condition of this congruence effect. We test and provide empirical support for our refined theory using Richard et al.'s (2021) published data. Our study not only offers a refined way to expand the upper echelons theory, but also calls for revising or abandoning many conclusions drawn in Richard et al.'s study, thereby improving the theoretical and practical implications of their study.

OB: **Digital Empowerment: Top Management's Ambivalent Effects Related to Expertise and Heterogeneity**

Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Florian Schmitt**, *U. of Bayreuth*
Author: **Till Marius Gantert**, *U. of Bayreuth*

Digitalization and the digital transformation of firms demands motivated and knowledgeable employees for coping with the changes and for providing inputs to further adaptations and developments of new digital solutions. First, the qualitative study of our multi-method study informs about the concept of digital empowerment. Our six identified components of the digital empowerment bridge structural and psychological empowerment linking it to digital matters. Our interviews point towards influences from functional heterogeneity of the top management team and the expertise of the CEO. In testing the relationship, our quantitative study shows that digital empowerment proliferates under more heterogeneity of the firm's top management team. Counterintuitively, our findings reveal that digital empowerment declines when the CEO has greater digital expertise.

OB: **Sweating It Out Pays Off: An Evolutionary Perspective on CEO Compensation Based on Physical Activity**

Author: **Maria Kakarika**, *Durham U. Business School*
Author: **Breeda Comyns**, *Kedge Business School*

We integrate the CEO compensation literature with research on evolutionary leadership and cognitive biases to examine whether and how CEOs' physical activity influences their pay. We first hypothesize a direct effect of CEO physical activity on CEO compensation, arguing that physically active CEOs may be perceived as more formidable and leader-like due to evolved implicit bias concerning who is categorized as a leader. We find support for this hypothesis in a field study (Study 1), with a male sample from HBR best CEOs ranked in 2015-2017, and a unique measure of CEO physical activity derived from secondary data. In a follow-up experimental study (Study 2) with an original manipulation of CEO physical activity, we demonstrate that physical activity results in leader prototypicality, thereby encouraging decision-makers to grant CEOs higher pay. Our findings confirm the results of Study 1 and address issues of reverse causality; they also uncover an important psychological mediating mechanism. We thus offer novel empirical evidence and insight into physical activity as an explanatory factor for executive compensation.

OB: **TMT Power Concentration and Firm Innovation—The Mediating Role of Managerial Myopia**

Author: **Xuejiao Zheng**, -
Author: **Xiumei Zhu**, *Chinese Academy of Sciences*

Upper echelon theory has suggested that TMT power concentration has important effects on firm innovation. But there is a dearth of mechanism discussion in the existing literature. The present research posits that managerial myopia may serve as a mediator linking TMT power concentration to firm innovation. Moreover, TMT formal power concentration has a stronger negative correlation with managerial myopia rather than informal power concentration. Analysis of 5236 firm-year observations from publicly listed Chinese firms during the period of 2010-2018 yields results that support our hypotheses. The research contributes to the literature on TMT power structure and upper echelons theory and provides several implicate insights for firms' innovation.

Session Type: **Paper Session**
Program Session: **1998** | Submission: **20807** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

Spread the Wealth: New Perspectives on Shared Leadership

Session Moderator: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

OB: **Getting Fit (with tasks and teams): A Team-level Investigation of Fit and Task Allocation Preference**

Author: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

Although several fit theories describe the intricacies of aligning preferences with tasks to improve team performance, extant research has not fully explained team-level fit and its associated mechanisms, such as how team performance is impacted by the fit between (1) the aggregated composition of each team member's task allocation preference and (2) how the team is allocated tasks. Further, it is unclear how this relationship may be mediated by shared leadership. To redress this, I adopt an abductive reasoning approach to propose and test a shift of the individual-level person-task fit theory to the team level (i.e., team-task fit) via an integration of fit theory with team preferences literature, which allows us to better understand how the composition of team task allocation preferences and team task allocation fit contributes to team performance. In doing so, a multi-method package of studies revealed that in a qualitative study (Study 1), the fit between a team's task allocation preference composition and the way the team is allocated tasks increases team performance, and that this relationship is mediated by shared leadership. Then, a dynamic team-level project study (Study 2) empirically supported the qualitatively-generated model. Finally, a discussion explicates how these contributions can be applied by managers and working professionals to better allocate tasks to teams and work in teams of mixed compositions. As these theoretical, empirical, and practical contributions highlight, the findings are robust across research settings and support extending fit theory to the team level of analysis.

OB: **The Leadership Signatures of Effective Multiteam Systems**

Author: **Megan Alexis Chan**, *Northwestern U.*
Author: **Noshir Contractor**, *Northwestern U.*

Multiteam systems (MTSs), systems of interdependent teams, tackle complex organizational problems requiring input from multiple teams. The complexity of MTSs, originating from boundary issues to the disruptive effects of a large system, require effective leadership systems. Many MTSs lack formal leadership structures and rely on shared and coordinated leadership from individuals embedded in different teams. This study examines the social organization of leadership and its effects on individual and team performance. Leadership networks were investigated during a laboratory experiment conducted in a NASA space analog involving 120 individuals working in twenty-five 4-component team MTSs. Leadership networks were assessed after a 60-minute simulation, and performance indicators were derived based on a collective MTS decision and individual, team, and MTS outcomes. ALAAMs (Auto-Logistic Actor Attribute Models) were used to understand how leadership organizing signatures affect performance. Findings indicate that popularity and transitive leadership structures positively predicted individual performance. Followership activity and engaging in transitive structures negatively affected team performance. This study provides four contributions: 1) theorizing structural signatures characterizing collective leadership, 2) mapping those signatures onto performance, 3) expanding the conceptualization of MTS performance to incorporate interdependence, and 4) applying advances in network analysis to understand the effects of leadership organization.

OB: **The Effect of Vertical Leader's Multi-Source Power on Shared Leadership**

Author: **Zhigang Song**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Qinxuan Gu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Shared leadership plays an increasingly important role in knowledge-based teamwork effectiveness, yet existing research exploring the antecedents of shared leadership is still in its infancy. Drawing on power approach-inhibition theory, this study explores how position and expert power of vertical leader impact members' shared leadership. With multi-source data collected from 944 employees in 164 teams from 14 companies, this study found that the interaction of team vertical leader position power and expert power was positively related to their empowering behaviors, which in turn were positively associated with shared leadership. Moreover, team power distance orientation mitigated the positive relationship between team vertical leader empowering behaviors and shared leadership. This paper makes important theoretical contributions to current leadership literature and power theories, and also provides practical implications.

OB: **The Curvilinear Relationship Between Shared Leadership and Team Creativity in Time-constrained Teams**

Author: **Zhipeng Zhang**, *China U. of Labor Relations*
Author: **Chao Liu**, *National School of Development at Peking U.*
Author: **Runna Wang**, *Beijing Institute of Fashion Technology*

In practice, time-constrained teams are increasingly commonplace to accomplish specific tasks. Although it is widely assumed that shared leadership is beneficial to team creativity, the potential outcomes of shared leadership in time-constrained teams may be uncertain. Drawing on social information processing theory, we reason that shared leadership has an inverted-U-shaped relationship with team creativity, such that moderate shared leadership can foster team creativity via team voice in time-constrained teams. Besides, we propose that team voice also has an inverted-U-shaped effect on team creativity in time-constrained teams, which is moderated by temporal leadership. To examine our predictions, we collected data from 83 leaders and their 560 subordinates in the business simulation courses. Across our studies, our data support the inverted-U-shaped relationship between shared leadership and team creativity, as well as team voice and team creativity. Moreover, our data reveal that the curvilinear effect of team voice on team creativity is moderated by temporal leadership in time-constrained teams.

Session Type: **Showcase Symposium**
Program Session: **1999** | Submission: **13496** | Sponsor(s): **(OB, CM, MOC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Organizational Interactions: An Integration of the Dialogues on Vertical and Horizontal Distance

Presenter: **Nicholas Hays**, *Michigan State U.*
Presenter: **Grace Cormier**, *Harvard Business School*
Presenter: **Soojin Oh**, *Pennsylvania State U.*
Organizer: **Laurel Detert**, *U. of Michigan, Ross School of Business*
Presenter: **Sarah Doyle**, *U. of Arizona*
Discussant: **Nancy Rothbard**, *U. of Pennsylvania*
Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*

From interpersonal interactions to organizational structures, the most fundamental mapping of human relationships can be understood by arraying relationships based on their relative vertical and horizontal distances (Abele et al., 2021). However, research lines on vertical distance (i.e., organizational hierarchy) and horizontal distance (ie., interpersonal relationships) have largely developed separately from one another. In this symposium, we discuss what can be gained by studying vertical and horizontal dimensions of workplace relationships in tandem. We bring together top scholars across the field that study vertical distance, horizontal distance, and their combination. Across four empirical papers and one review paper, we explore the nuances in research on vertical distance (status, hierarchy, etc.), the double-edged sword of horizontally close workplace relationships (friendships, etc.), and what new research suggests about these topics in combination. Our discussant, Nancy Rothbard, a leading scholar at the intersection of horizontal distance (e.g., workplace identities) and vertical distance (e.g., social evaluations), will close the session with a discussion with the audience about how future research can better integrate both horizontal and vertical distance into the study of social relationships at work.

Status Supernovas: Why Some Creative Teams Shine Bright But Flame Out.

Author: **Nicholas Hays**, *Michigan State U.*
Author: **James Garrett Matusik**, *U. of Georgia*
Author: **Frederic Clement Godart**, *INSEAD*
Author: **Derin Yilmazatilla**, *INSEAD*
Author: **Adam Galinsky**, *Columbia U.*

Work Spouses: Relational Benefits, Social Costs

Author: **Grace Cormier**, *Harvard Business School*
Author: **Julianna Pillemer**, *New York U.*
Author: **Maya Rossignac-Milon**, *IESE Business School*
Author: **Michael Norton**, *Harvard U.*

Social Biases Towards Minority Status Leaders: A Two Decade Review

Author: **Soojin Oh**, *Pennsylvania State U.*
Author: **Aparna Joshi**, *The Pennsylvania State U.*

The Benefits of Horizontal Differentiation for Emotion Management in Hierarchical Teams

Author: **Laurel Detert**, *U. of Michigan, Ross School of Business*
Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*

Helping the Threat? How and Why Status Distance Shapes Helping Behaviors in Workgroups

Author: **Sarah Doyle**, *U. of Arizona*
Author: **Robert B. Lount**, *Ohio State U.*
Author: **Sijun Kim**, *Texas A&M U., Mays Business School*
Author: **Zixu Zhang**, -

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **2000** | Submission: **10520** | Sponsor(s): **(OB, CM, MOC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Commonwealth**

Responding to the Emotions of Others at Work: Causes and Consequences

Organizer: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Organizer: **Grace Simon**, *The Wharton School, U. of Pennsylvania*
Organizer: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Organizer: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Discussant: **Gerben Alexander Van Kleef**, *U. of Amsterdam*
Presenter: **Nadav Klein**, *INSEAD*
Presenter: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Participant: **Kira Franziska Schabram**, *U. of Washington*
Participant: **Santosh Srinivas**, *HEC Paris*
Presenter: **Jacob Levitt**, *The Wharton School, U. of Pennsylvania*
Participant: **Elizabeth Baily Wolf**, *INSEAD*
Participant: **Jeffrey Sanchez-Burks**, *U. of Michigan*

Emotions have important implications for workplace outcomes. Equally important is how people respond to the expressed emotions of others. However, key questions remain regarding the antecedents and consequences of such emotion responses at work. In this symposium, we highlight the different perspectives on the causes and consequences of responding to the emotions of others in the workplace. The five papers presented cover the antecedents and work-related consequences of a broad range of emotion-response strategies (e.g., collective emotion regulation, emotion validation) and represent different theoretical and empirical perspectives (e.g., employing both laboratory and field studies). Our discussant, Gerben van Kleef, a leading scholar in the study of emotions in organizations, will close our symposium by synthesizing the presented papers and facilitating a discussion regarding the future directions for this area of research. Through this symposium, we aim to generate new insights about how scholars can continue to study and improve the research on responding to the emotions of others in the workplace.

The Bad Faith Fallacy in Intergroup Judgment: Our Adversaries are Not as Emotional as We Think

Author: **Nadav Klein**, *INSEAD*

Putting Feelings into Words: The Impact of Affect Labeling on Voice Endorsement

Author: **Grace Simon**, *The Wharton School, U. of Pennsylvania*
Author: **Michael Parke**, *The Wharton School, U. of Pennsylvania*

Take it on the Chin: Emotional Validation and Performance in Mixed Martial Arts

Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Author: **Kira Franziska Schabram**, *U. of Washington*
Author: **Santosh Srinivas**, *HEC Paris*

Emotion Culture Crafting: A Field Experiment of the Impact of Collective Emotion Regulation

Author: **Jacob Levitt**, *The Wharton School, U. of Pennsylvania*
Author: **Elizabeth Baily Wolf**, *INSEAD*

When, Why, and How Responding to the Emotions of Others Influences Work Outcomes

Author: **Christina Bradley**, *U. of Michigan, Ross School of Business*
Author: **Lindred L. Greer**, *U. of Michigan, Ross School of Business*
Author: **Jeffrey Sanchez-Burks**, *U. of Michigan*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2001** | Submission: **19561** | Sponsor(s): **(OB, DEI, MOC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Thriving and Growth of Women of Color in the Workplace: From Trauma-informed to Healing-Centered

Organizer: **Erica M. Johnson**, *Organizational Behavior Case Western Reserve U.*
Coordinator: **Pooja Khatija**, *Organizational Behavior Case Western Reserve U.*
Coordinator: **Han Liu**, *Organizational Behavior Case Western Reserve U.*
Panelist: **Diana Bilimoria**, *Case Western Reserve U.*
Panelist: **Donna Maria Blancero**, *Bentley U.*
Panelist: **Enrica Nicole Ruggs**, *U. of Houston*
Panelist: **Marla Baskerville Watkins**, *Northeastern U.*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Keimei Sugiyama**, *U. of wisconsin milwaukee*

As organizations have focused on reducing the symptoms of harm evoked by gendered racism of women of color (e.g., Asian, Black, or Latin) in the workplace, healing-centered practices to cultivate their mental health, well-being, and career advancement have been overlooked. Traditional management research on women of color in the workplace has generally centered on the consequences of being a woman of color. Accordingly, gendered racism in organizations can invoke psychological harm for women of color, often resulting in symptoms of posttraumatic stress disorder experienced at greater rates than their White counterparts and career impediments. Trauma-informed organizational approaches have recently emerged to reduce practices that may re-traumatize marginalized employees. However, moving from trauma-informed to healing-centered can highlight the systemic barriers that oppress women of color as well as the organizational capacity to promote wholeness and well-being. In this symposium, we aim to devise a framework of multilevel practices to not only redress oppressive systems and behaviors toward women of color, but also to enable their overall thriving and growth.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **2002** | Submission: **16060** | Sponsor(s): **(OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

How Time Management, Autonomy, and Flexibility Can Shape the Employee Experience

Organizer: **Ashley Whillans**, *Harvard Business School*
Organizer: **Alice Jihyun Lee-Yoon**, *UCLA Anderson School of Management*
Presenter: **Ashley Whillans**, *Harvard Business School*
Participant: **Justine Murray**, *Harvard Business School*
Presenter: **Rachel Schlund**, *Cornell U.*
Participant: **Roseanna Sommers**, *U. of Chicago Law School*
Participant: **Vanessa Bohns**, *Cornell U.*
Presenter: **Julia D. Hur**, *New York U.*
Participant: **Rachel Lise Ruttan**, *U. of Toronto*
Participant: **Jun Lin**, *Stanford Graduate School of Business*
Presenter: **Vanessa Conzon**, *Boston College*
Participant: **Duanyi Yang**, *Massachusetts Institute of Technology*
Participant: **Dongwoo Park**, *ILR at Cornell*
Participant: **Erin Kelly**, *Massachusetts Institute of Technology*
Presenter: **Alice Jihyun Lee-Yoon**, *UCLA Anderson School of Management*
Participant: **Sanford Ely DeVoe**, *UCLA*

For many employees, the Covid-19 pandemic and the period following it has become a moment to redefine where and how to work. Following the pandemic, employees across industries in the United States are placing an increased importance on time flexibility and autonomy and leaders are looking for ways to implement flexible work strategies that create equitable opportunities for all employees. This renewed focus on flexibility leads us to question whether policies that existed before the pandemic are still effective today (e.g. flexible work policies) and whether policies that were deemed to be harmful in the past are effective now (e.g., telecommuting). To address these critical questions, this symposium looks at how time and autonomy-related rewards, policies, and norms shape the employee experience. Specifically, across five talks, we explore the psychological factors that influence whether telecommuting has positive or negative consequences for the employee experience, the downstream benefits and costs of time-based rewards like vacation and flexible work, how to offer choice to employees in a way that encourages them to express their true feelings (i.e. consent), and how to manage increased interruptions that arise from hybrid work. By studying the informal (team collaboration norms and consent) and formal (telecommuting and flexible work) policies and rewards (paid vacation) that impact the experiences of workers in today's economy, the papers in this symposium provide novel and timely insights into when and how certain time and autonomy-related practices are beneficial (or harmful) to employees' organizational identification, commitment, career outcomes, and well-being, with potential implications for how leaders should promote these policies and practices.

Legitimizing "Deep-Work": When Collaboration Norms Promote Employee Wellbeing

Author: **Ashley Whillans**, *Harvard Business School*
Author: **Justine Murray**, *Harvard Business School*

Giving People the Words to Say No Makes Them Feel Freer to Say Yes

Author: **Rachel Schlund**, *Cornell U.*
Author: **Roseanna Sommers**, *U. of Chicago Law School*
Author: **Vanessa Bohns**, *Cornell U.*

Staying in Love from Far Away: How Moral Legitimacy of Telecommuting Sustains Commitment

Author: **Julia D. Hur**, *New York U.*
Author: **Rachel Lise Ruttan**, *U. of Toronto*
Author: **Jun Lin**, *Stanford Graduate School of Business*

The Career Consequences of Flexible Work Policies: Considering Gender and Rank

Author: **Vanessa Conzon**, *Boston College*
Author: **Duanyi Yang**, *Massachusetts Institute of Technology*
Author: **Dongwoo Park**, *ILR at Cornell*
Author: **Erin Kelly**, *Massachusetts Institute of Technology*

Vacation (vs. Monetary) Rewards Decrease Objectification and Increase Employee Well-Being

Author: **Alice Jihyun Lee-Yoon**, *UCLA Anderson School of Management*
Author: **Sanford Ely DeVoe**, *UCLA*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2003** | Submission: **11053** | Sponsor(s): **(OB, HR, MED)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

The Big X of Leadership

Organizer: **Ilke Inceoglu**, *U. of Exeter*
Organizer: **Alison Legood**, *U. of Exeter Business School*
Organizer: **Yaxin Zheng**, *U. of Exeter Business School*
Discussant: **Jonas W. B. Lang**, *U. of Exeter*
Discussant: **William L. Gardner**, *Texas Tech U.*
Presenter: **Marc H. Anderson**, *Iowa State U.*
Presenter: **Peter Yih-Tong Sun**, *U. of Waikato*
Presenter: **Hao Zhao**, *China Europe International Business School (CEIBS)*
Presenter: **Hannes Leroy**, *Erasmus Research Institute of Management*
Presenter: **Yaxin Zheng**, *U. of Exeter Business School*
Presenter: **Ilke Inceoglu**, *U. of Exeter*
Presenter: **Alison Legood**, *U. of Exeter Business School*
Presenter: **Anja Van Den Broeck**, *KU Leuven*
Presenter: **Josh Howard**, *Monash U., Australia*
Presenter: **Renee-Claire Belting**, *Erasmus U.*

The field of leadership research has the problem of construct redundancy, both conceptually and empirically. While the importance of integrating the bewildering number of leadership constructs seems to be unquestioned, the current state of science leaves us in the dark as to which common framework is sufficient to capture the essence of leadership behaviors and is theoretically sound. Addressing this challenge, this symposium focuses on research that uses a taxonomic approach to develop a reduced set of leadership behaviors (i.e., the Big X of Leadership). The four papers included in this symposium present new theoretical concepts and empirical evidence offering a clear path forward for mapping the basic ingredients of leadership. Further to this, they also provide novel perspectives which serve to extend previous leadership hyper-taxonomies (e.g., DeRue et al., 2011; Yukl et al., 2002, 2012). We believe this symposium will stimulate the discussion among leadership researchers who are intrigued by the idea of developing a higher-order level of leadership framework and will contribute to future research, as well as the professional standards of leadership development in practice.

Re-envisioning a Hierarchy of Leadership Behaviors Using Insights from Personality Trait Literature

Author: **Marc H. Anderson**, *Iowa State U.*
Author: **Peter Yih-Tong Sun**, *U. of Waikato*

A Big Three Model of Positive Leadership Through Natural Language Processing

Author: **Hao Zhao**, *China Europe International Business School (CEIBS)*

A Value-Lens on Hyper-taxonomy for Leadership: Three Explorative Studies

Author: **Hannes Leroy**, *Erasmus Research Institute of Management*

Mapping Fundamental Psychological Needs to Fundamental Leadership Behaviors: A Latent Growth Model

Author: **Yaxin Zheng**, *U. of Exeter Business School*
Author: **Ilke Inceoglu**, *U. of Exeter*
Author: **Alison Legood**, *U. of Exeter Business School*
Author: **Anja Van Den Broeck**, *KU Leuven*
Author: **Josh Howard**, *Monash U., Australia*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2004** | Submission: **12940** | Sponsor(s): **(OB, MOC)**
Scheduled: **Monday, Aug 7 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Human Workers at the Center: Algorithm Aversion and Appreciation as Reactions to AI in Organizations

Organizer: **Federico Magni**, *ETH Zürich*
Organizer: **Rachel Schlund**, *Cornell U.*
Discussant: **Kurt Gray**, *U. of North Carolina, Chapel Hill*
Presenter: **Arthur S. Jago**, *U. of Washington, Tacoma*
Presenter: **Maya J. Cratsley**, -
Participant: **Nathanael Fast**, *U. of Southern California*
Participant: **Martha Jeong**, *Hong Kong U. of Science and Technology*
Participant: **Emily Zitek**, *Cornell U.*
Presenter: **Heather Hee Jin Yang**, *Department of Management and Technology, Bocconi U.*

Artificial intelligence (AI) and algorithms are increasingly prevalent in the management of organizational processes. Organizations use algorithms and AI for a variety of functions—from providing advice and assistance, to monitoring and evaluating performance, to automating roles altogether. Whereas much interdisciplinary research has focused on the creation and optimization of AI and algorithms, relatively less research has examined how human workers react to the implementation and utilization of AI in organizations. Given the importance of understanding the ways in which these technological advancements impact organizational members and outcomes, this symposium brings together papers identifying the effects of AI and algorithms upon individual perception, cognition, and behavior across various organizational domains. The research showcased in this symposium explores (1) how assistance from algorithms affects perceptions of authorship credit, (2) the role of inventor bias in the implementation and utilization of algorithmic advice and automation, (3) the role of stereotypic bias on judgments of algorithmic advice quality, (4) how evaluation by AI can affect behavioral consequences for organizational creativity, and (5) the effects of algorithmic management on worker's perceived autonomy and engagement in resistance behaviors. Specifically focusing on the perspective of the worker, this symposium aims to shed further light on when and how the utilization of AI engenders algorithm aversion or appreciation and the resulting impact on various individual and organizational outcomes. In doing so, it provides insight on how to harness the benefits of AI and algorithms, while mitigating the negative downstream consequences that can arise when AI and algorithms are implemented in organizations without consideration for the workers within them.

Who Made This? Algorithms and Authorship Credit

Author: **Arthur S. Jago**, *U. of Washington, Tacoma*

"Inventor's Bias" at Work: When Low-Performing Algorithms Seem Fair

Author: **Maya J. Cratsley**, -
Author: **Nathanael Fast**, *U. of Southern California*

Anti-Algorithmic Advice: Stereotypic Bias Leads to Lower Judgements of Advice Quality

Author: **Heather Hee Jin Yang**, *Department of Management and Technology, Bocconi U.*

The Behavioral Consequences for Organizational Creativity of Being Evaluated by AI

Author: **Federico Magni**, *ETH Zürich*
Author: **Martha Jeong**, *Hong Kong U. of Science and Technology*

Algorithmic (vs. Human) Management Leads to Lower Perceptions of Autonomy and Increased Resistance

Author: **Rachel Schlund**, *Cornell U.*
Author: **Emily Zitek**, *Cornell U.*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2005** | Submission: **15487** | Sponsor(s): **(OB, MOC, OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Organizational Errors: Updating the Research Agenda

Session Chair: **Peter F. Martelli**, *Suffolk U.*
Session Chair: **Zhike Lei**, *IMD Business School*
Panelist: **John S Carroll**, *Massachusetts Institute of Technology*
Panelist: **David A Hofmann**, *U. of North Carolina, Chapel Hill*
Panelist: **Rangaraj Ramanujam**, *vanderbilt*
Panelist: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*

Errors are a recurring fact of organizations and workplaces, and prevail in various aspects of society, the economy, the environment, and the political arena. Since errors in and by organizations are a window into a range of organizational phenomena, organizations scholars have emphasized that errors merit study in their own right as a phenomenon of growing theoretical and managerial significance (Goodman, Ramanujam, Carroll, Edmondson, Hofmann, & Sutcliffe, 2011). Our panel of scholars represents several major research streams in organizational errors, resilience, learning, psychological safety, and innovation, with the aim of fostering a rich, thought-provoking discussion. Each panelist was co-author of the seminal article on organizational error (Goodman et al., 2011). This panel will explore a potential new research agenda based in a strong grounding of the conceptual and methodological history of organizational error. Discussion topics include: (i) definitional issues concerning organizational errors or errors in organizations; (ii) patterns of errors involving antecedents and mechanisms across different levels and across time; and, (iii) opportunities to advance the study of organizational errors across different research lenses, disciplines, and contexts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2006** | Submission: **15452** | Sponsor(s): **(OB, MOC, SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **The Fens**

Moral Ambiguity in the Workplace

Organizer: **Charis Loo**, *Boston U.*
Organizer: **Kristin Smith-Crowe**, *Boston U.*
Presenter: **Laura Wallace**, *U. of Chicago Booth School of business*
Participant: **Emma Levine**, *U. Of Chicago*
Participant: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Presenter: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Olivia Walker**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Michael White**, *Columbia Business School*
Participant: **Stacia King**, *Stanford U.*
Presenter: **Danielle E. Warren**, *Rutgers U.*
Participant: **Öykü Arkan**, *Sabanci U.*

Employees frequently encounter morally ambiguous decisions - decisions that do not involve a clear right or wrong choice. Yet, despite its relevance to organizational life, the phenomenon of employees encountering moral ambiguity in the workplace has remained underexplored. This symposium aims to advance knowledge in this domain by including five empirical papers that examine how employees experience and resolve morally ambiguous decisions. In doing so, we shed light on the different sources of moral ambiguity in organizations. The first two papers focus on cases where moral ambiguity stems from individuals being uncertain about other people’s intentions. Wallace and Levine investigate how people infer whether another person’s falsehood is due to bias versus dishonesty and the consequences of making one attribution versus the other, and Kundro, Tedder-King, and Walker explore how the gender of an individual reporting abusive behavior affects whether corrective action is taken against the transgressor. The following three papers focus on instances where organizational members experience ambiguity due to a moral contradiction they must resolve. White, King, and Levine explore how decision-makers evaluate the costs of committing necessary evils, Warren and Arkan discuss how sources of guidance affect ethical decision-making when navigating moral ambiguity, and Loo and Smith-Crowe examine how decision frames can influence the resolution of moral ambiguity. Taken together, these papers provide theoretical and practical insight into how employees experience and navigate the complexities of being moral, and open up promising directions for future research on behavioral ethics.

Attributing Falsehoods to Bias vs Dishonesty

Author: **Laura Wallace**, *U. of Chicago Booth School of business*
Author: **Emma Levine**, *U. Of Chicago*

Reject or Protect? Reactions to Women’s Reports of Workplace Abuse

Author: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Author: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Olivia Walker**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

The Good in Evil: Decision-Makers Overestimate the Reputational Costs of Necessary Evils

Author: **Michael White**, *Columbia Business School*
Author: **Stacia King**, *Stanford U.*
Author: **Emma Levine**, *U. Of Chicago*

Navigating Moral Ambiguity: Locating a Moral Compass at Work

Author: **Danielle E. Warren**, *Rutgers U.*
Author: **Öykü Arkan**, *Sabanci U.*

Knowing What’s Right: Ethical Frames Encourage Helping while Business Frames Encourage Compliance

Author: **Charis Loo**, *Boston U.*
Author: **Kristin Smith-Crowe**, *Boston U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2007** | Submission: **11926** | Sponsor(s): **(OB, MOC, TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

So, You Have an Idea, What Next? Exploring Creativity After Initial Idea Generation

Organizer: **Brian J. Lucas**, *Cornell U.*
Organizer: **Celia Chui**, *HEC Montréal*
Presenter: **Mel Yingying Hua**, *U. College London*
Participant: **Colin Muneo Fisher**, *UCL School of Management*
Participant: **Sarah Harvey**, *UCL School of Management*
Presenter: **Brian J. Lucas**, *Cornell U.*
Participant: **Celia Chui**, *HEC Montréal*
Presenter: **Pier Vittorio Mannucci**, *Bocconi U.*
Participant: **Jill Perry-Smith**, *Emory U.*
Presenter: **Lillien M. Ellis**, *U. of Virginia Darden School of Business*
Participant: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*
Presenter: **Justin M. Berg**, *Stanford Graduate School of Business*

Creativity—defined as the generation of novel and useful ideas—is often considered the starting point of a creative process that starts with initial idea generation and ends with idea implementation in an organizational or social context. Decades of research demonstrate that creativity propels careers and drives performance. However, more recently, creativity scholars are recognizing the literature's myopic focus on idea generation alone (i.e., the first step of the creative process). As a consequence, the literature knows less about the activities of the creative process that occur between initial idea generation and eventual idea implementation. Addressing this gap, our symposium features five papers that each investigate a different aspect of the creative process after initial idea generation. We explore aspects of developing idea, promoting/selling ideas, and iterating through the creative process. Collectively, these papers deepen our understanding of the path creative ideas traverse between generation and implementation.

Elaborative Play: Crystallizing Nascent Ideas in Circus R&D Groups

Author: **Mel Yingying Hua**, *U. College London*
Author: **Colin Muneo Fisher**, *UCL School of Management*
Author: **Sarah Harvey**, *UCL School of Management*

Idea Vitality: An Inductive Study of Group Idea Elaboration

Author: **Brian J. Lucas**, *Cornell U.*
Author: **Celia Chui**, *HEC Montréal*

The Double-Edged Sword of Socially Active Champions

Author: **Pier Vittorio Mannucci**, *Bocconi U.*
Author: **Jill Perry-Smith**, *Emory U.*

Individualism-Collectivism Norms and Responses to Idea Theft: A cross-situational leniency effect

Author: **Lillien M. Ellis**, *U. of Virginia Darden School of Business*
Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*

Learning to Sustain Success in Creative Industries: The Enduring Impact of Initial Novelty

Author: **Justin M. Berg**, *Stanford Graduate School of Business*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2008** | Submission: **14438** | Sponsor(s): **(OB, OMT, CAR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

The Micro Dynamics of Social Network: Formation, Evolution, and Consequences

Discussant: **Ronald S. Burt**, *U. Of Chicago*
Organizer: **Evelyn Ying Zhang**, *Frankfurt School of Finance & Management*
Participant: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*
Participant: **Jiyin Cao**, *Stony Brook U.-State U. of New York*
Participant: **Aharon Cohen Mohliver**, *London Business School*
Participant: **Rand Gerges Yammine**, *ESCP Business School*
Participant: **Manuel David Gomez-Solorzano**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Participant: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Participant: **Alessandro Iorio**, *Bocconi U.*
Participant: **Wu Liu**, *Hong Kong Polytechnic U.*
Participant: **Namrata Malhotra**, *Imperial College London*
Participant: **Giuseppe Soda**, *Bocconi U.*
Participant: **Anne L.J. Ter Wal**, *Imperial College Business School*
Participant: **Siyu Yu**, *U. of Michigan*

This symposium aims to investigate the connection between micro-level processes and macro-level phenomena in social networks. It will specifically focus on understanding the individual factors that contribute to the formation of social connections, the influence of formal organizational structures on social interactions, and how individuals and organizations can or cannot gain from being part of a network. The symposium also aims to explore new ways of understanding social network mechanisms. To gain a comprehensive understanding of the challenges and potential solutions to causality in social network analysis, the symposium will feature four papers, three of which use a mixed-method approach and one of which uses a qualitative, inductive study.

Putting Work Back into Networking: How Unembedded Entrepreneurs Navigate Networking Arenas

Author: **Rand Gerges Yammine**, *ESCP Business School*
Author: **Anne L.J. Ter Wal**, *Imperial College Business School*
Author: **Namrata Malhotra**, *Imperial College London*

His and Hers Gratitude: The Role of Gender in Shaping Gratitude and Collaboration Networks

Author: **Evelyn Ying Zhang**, *Frankfurt School of Finance & Management*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*
Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*

Need for Closure, (In)Formal Structures, and Individual Performance

Author: **Alessandro Iorio**, *Bocconi U.*
Author: **Manuel David Gomez-Solorzano**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Giuseppe Soda**, *Bocconi U.*

The Contaminating Effect of Social Capital: Upper-Class Networks Increase Unethical Behavior

Author: **Siyu Yu**, *U. of Michigan*
Author: **Jiyin Cao**, *Stony Brook U.-State U. of New York*
Author: **Aharon Cohen Mohliver**, *London Business School*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2009** | Submission: **18086** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

Adaptability in Organizations. The Importance of Vertical Development, Intuition, Empathy, and CQ

Coordinator: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*
Presenter: **Mohammed Chaara**, *U. of Antwerp/ Antwerp Management School*
Presenter: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*
Presenter: **Duijnisveld Sabrina**, -
Presenter: **Danilo Martins Coelho**, *PhD student at U. of Antwerp*

This interdisciplinary presenter symposium brings together four studies from different fields, developmental cognitive psychology, organizational psychology and human resource management, cross- cultural psychology, and artificial intelligence, each looking at adaptability in organizations through different theoretical lenses: (1) A reflection on the history and development of human and artificial intelligence, comparing and contrasting vertical cognitive development in humans and machines; (2) An empirical study based on the I-adapt Theory, reviewing a broad range of variables identified in different fields of psychology as antecedents of adaptability in organizations, like intuition, empathy, and meta-cognition; (3) A theoretical contribution on adaptability in cross-cultural settings, focusing on leader cultural intelligence; A qualitative study of adaptative performance - studying what distinguishes superior performers in the workplace. Together, these different researchers represent four different continents, North Amerika, Africa / Middle east, Europe and South-Amerika, offering a broad, international perspective.

Adaptability: Contrasting Vertical Development in Human and Artificial Intelligence.

Author: **Mohammed Chaara**, *U. of Antwerp/ Antwerp Management School*

A Study of Individual Level Antecedents of Adaptability

Author: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*

Critical concepts that can facilitate leadership adaptability in multicultural settings.

Author: **Duijnisveld Sabrina**, -

What Distinguishes Superior Performers from Others at Work: A Qualitative Study

Author: **Danilo Martins Coelho**, *PhD student at U. of Antwerp*

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2010** | Submission: **21042** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

Making Sense of the Initiation and Unfolding of Change in Organizations from Diverse Perspectives

Session Moderator: **Gediminas Baublys**, *Vilnius U.*

ODC: **Scenting Out Change: The Role of Attention and Sensemaking in Proactive Transformation Initiation**

Author: **Gediminas Baublys**, *Vilnius U.*

As the business landscape becomes increasingly volatile and unpredictable, organizations must continuously adapt and transform in order to remain competitive. However, the mechanisms through which organizational change occurs are still shrouded in mystery and remain poorly understood. To shed the light on this elusive subject, this research delved into the realm of proactive change initiation, an area that has been largely overlooked in previous research. By utilizing an integrated approach of multiple case study and grounded theory development, it sought to understand the organizational characteristics and strategies that enable organizations to initiate transformational change in a proactive manner. The results of the study highlight the vital role that "organizational olfaction," defined as the capacity to sense and interpret stimuli and shifts in the external environment, plays in the process of proactive transformation initiation. Additionally, the research identified specific organizational attributes that enhance an organization's proactive transformation competence. By illuminating the four-phase process of proactive change initiation and the key role that organizational attention and sensemaking play in it, this research aims to bridge the gap between academic understanding and practical application and, ultimately, in a tangible way, help organizations navigate the tumultuous waters of change more effectively.

ODC: **Organizational Change as a Resocialization Process: A Blueprint for Theory and Research**

Author: **Cheri L. Ostroff**, *U. of South Australia*
Author: **C. Ashley Fulmer**, *Georgia State U.*

Theory and research on change in organizations has accelerated in recent years. Progress has been made in reflecting change as a complex planning and implementation process as well as identifying antecedents and consequences of change motivation, attitudes, and readiness. Yet, fundamental gaps remain. One missing piece is that transformative change requires the development of a new climate that reflects the new practices, procedures, and routines. Given that major change entails significant alterations in 'what the organization is like,' employees need to acquire information about the change to reformulate their climate perceptions. We use the literature on socialization as a lens to refocus change theory and research. To make sense of the change, employees engage in information acquisition from different sources and use different tactics to gather needed information. This information acquisition process is expected to reduce employee uncertainty about the change, and foster sense-making that results in new perceptions of the climate of the organization. Potential pitfalls are addressed that can create misalignments between the new climate and what was intended by the change, as well as future directions to understand the interplay of diverse information sources and tactics and their roles in generating a new organizational climate as intended.

ODC: **A Quantum Approach to Planned Organizational Change: Constraints, Resources, and Temporary Results**

Author: **Lin Shi**, *Macau U. of Science and Technology*
Author: **Maris G. Martinsons**, *City U. of Hong Kong*

Why and how do organizational changes unfold and result in temporary outcomes that diverge from the original plan? To help managers better understand and prepare for the process of planned organizational change, this paper integrates the quantum approach to organizational change developed by Lord, Dinh, and Hoffman (2015) and the resource-based paradigm to develop a theory. We suggest that organizational change processes are quantum deterministic and can be illuminated by examining constraints and resource availability. Developing the necessary resources is a key part of the change process from setting a goal to achieving a desired outcome, and developing these resources can be anticipated and managed by examining properties of relevant constraints. With the constraint and its properties as our basic units of analysis, a strategy of three scenarios is recommended to plan and manage large-scale organizational change. Integrating the quantum perspective and the resource-based concern contributes to not only a deeper understanding of how organizational changes unfold but also an analytic tool to improve decisions about organizational change and development.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2011** | Submission: **21040** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

Organizing for Purpose, Ethical Responsibility, and Compassion

Session Moderator: **Mzamo P. Mangaliso**, *UMass Amherst*

ODC: **Infusing Compassion and Humanity into the Organizational Praxis**

Author: **Mzamo P. Mangaliso**, *UMass Amherst*
Author: **LaStarr Hollie**, *UMass Amherst*

Drawing from philosophies that venerate the value of humanity and in which compassion features prominently, in this paper we explore the compassion-based ethos from two perspectives. We first use the taxonomy of philosophy of science to compare and contrast natural and social sciences to show the folly of the social sciences in blindly imitating the natural sciences. We then explore the assumptions in organizational research and practice underlying the natural science paradigm (homo economicus) and social sciences paradigm (homo sociologicus) and propose a hybrid paradigm, which we named homo humanum that incorporates the strengths of each. We deliberate on the theoretical and practical significance of the proposed paradigm suggesting that management and organizational studies will be enriched with more holistic research questions regarding sustainable, humane forms of organizations that will advance the field far beyond the limitations of the homo economicus lens. The implications of effectively drawing on the homo humanum paradigm in managing globalized, cross-cultural organizations are discussed.

ODC: **The Foundations of Dialogic Organising: A Study on Embedding Responsible Management Education**

Author: **Valtteri Aaltonen**, *U. of Jyväskylä School of Business and Economics*

Scholars have presented dialogic organising as a solution for disruption and crisis of our times. However, its theoretical foundation has only started to take shape. This paper suggests that Follettian pragmatism, with its notions of linearity (the static and hierarchical) and circularity (the dynamic and interactive), could offer a basis for this emerging theory. This proposition is examined empirically with qualitative interview and survey data, focusing on the embedding of responsible management education in Finnish business schools. The findings of this study suggest that the emergence and continuity of dialogic organising results from a carefully crafted rhythm of linearity that affirms circularity.

ODC: **A Process Perspective On Purpose: A Systematic Literature Review On Purpose-Driven Transformation**

Author: **Albena Björck**, *ZHAW School of Management and Law*
Author: **Richard Blaese**, *ZHAW School of Management and Law*
Author: **David Schoch**, *ZHAW School of Management and Law*

Purpose is the new imperative in economic literature: Accelerated by multiple crises and the hybridization of the business environment, the corporate purpose has re-emerged as a promising key concept to streamline organizational energy to create new meaning for stakeholders and to positively affect economic growth. Although there is growing evidence of the value of purpose, there is still limited understanding of how organizations can archive corporate purpose. To address this void, a multidisciplinary systematic literature review was conducted on the fragmented current state of research on corporate purpose and its transformational impact. We identified a total of 43 key articles published between 1989 and 2022 out of 3,269 and synthesized them into a dynamic process framework that conceptually maps management decisions and actions, interactive feedback loops, and underlying moderating factors. Findings revealed seven process steps in managing the transformation journey: situation analysis, definition, translation, gap analysis, stakeholder communication and onboarding of change agents, alignment of business practices, and performance measurement and corrective actions. Furthermore, the research revealed the influencing role of motivation drivers, leadership actions, authenticity management, strategic management, risk management, ambidextrous structure, and governance as well as ongoing stakeholder dialogue to (re)create culture. Our framework contributes to the strategic management and organizational development and change literatures by developing a process perspective on purpose-driven transformation and can serve as a guide for practitioners when transforming into a purpose-driven organization.

ODC: **Examining the Contemporary Worker and the Workplace Using a Leadership-as-Practice Lens**

Author: **Joseph A. Raelin**, *Northeastern U., D'Amore-McKim School of Business*

In this essay the author uses the lens of leadership-as-practice (L-A-P) to analyze the concerns of the worker in the contemporary workplace and proposes both new insights and potential remediations through a post-humanistic leadership centered on practice. L-A-P is designed to probe underneath the accepted or “natural” practices to uncover the power dynamics in the workplace that have led to challenges to the worker in the form of burnout, lack of autonomy, and detachment. After introducing the practice approach to the workplace, the paper interrogates the potential value of leadership being viewed as a collaborative agency constituting changes in the trajectory of prefigured work practices that can have affirmative consequences via its ethical and critical approach to leadership.

ODC: **Buurtzorg Nederland: Explicating a Self-Management Homecare Model**

Author: **Elham Malik**, *Department of HSS, Indian Institute of Technology (Banaras Hindu U.)*

“Humanity above bureaucracy” was the motto of Jos De Blok, a community nurse from the Netherlands with rich experience in the homecare industry, who founded Buurtzorg Nederland, a self-managed non-profit home care organization, in 2006 to present an alternative to the conventional home care organizational model. He mentioned this motto in his 2015 TEDxTalk. He hired the nurses with the right skills, experience, and entrepreneurial attitude to work as caregivers at Buurtzorg. Caregivers operated in small teams of ten to twelve members. These teams were distributed all across the Netherlands. The caregivers at Buurtzorg Nederland provided care facilities to the critically and sub-critically ill home care subscribers while also serving the senile population in the locality of their operation. At Buurtzorg Nederland, the nurses provided the medical and support services in contrast to their bureaucratic counterparts. Less than one percent of staff acted as the formal support staff. The rest of the staff, including the founder, were qualified community nurses. Buurtzorg Nederland garnered an annual turnover of 280 million euros by 2014. Buurtzorg Nederland operated with over 850 teams, with 10000 caregivers serving all across the Netherlands by 2016 and had become functional in 24 countries. At Buurtzorg, the nurses were de-conditioned to develop the ability and freedom to inquire into whether their day-to-day job activities were meaningful or there existed a more uncomplicated way to perform them and know the modus operandi of the organization. Is self-managed homecare the future of the homecare industry? Are the revolutionary Human Resource Management practices at Buurtzorg an answer to recruitment inconsistencies? Are self-managed homecare organizations relevant in the Indian context with Buurtzorg Nederland’s subsidiary inaugurated in India in 2018? If so, what are the metrics of success and applicability of self-managed homecare organizations in the Indian context?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2012** | Submission: **20180** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Top Management Teams, Boards, and Firm Performance

Session Moderator: **Ruibin Zhang**, *Dongbei U. of Finance and Economics*

OMT: **How Top Management Team State Orientation Influences SOEs' Corporate Social Performance**

Author: **Ruibin Zhang**, *Dongbei U. of Finance and Economics*
Author: **Shihua Chen**, *Dongbei U. of Finance and Economics*
Author: **David H. Zhu**, *Arizona State U.*
Author: **James D. Westphal**, *U. of Michigan*

Building upon social role theory and upper echelons theory, we seek to advance research on SOEs and strategic leadership by examining how major aspects of SOEs' corporate social performance (CSP) are influenced by top management teams' (TMT) state orientation, the degree to which top executives represent the government's ideology in decision making. SOEs have grown in both number and size around the globe and their total assets are half of global GDP. Our theory explains why a stronger TMT state orientation in China leads to a greater focus on achieving harmony, which can result in 1) better environmental performance, 2) better societal outcomes, captured by less corruption-related spending and more charitable donations, 3) higher employee compensation and lower intraorganizational pay dispersion, but 4) worse financial performance. Using an original set of unobtrusive indicators of TMT state orientation, we find support for our theoretical expectations after analyzing a large and longitudinal sample of public SOEs in China between 2003 and 2017. In explaining how TMT state orientation influences SOEs' CSP, our study offers a theoretical explanation for the heterogeneity in the CSP of these organizations while significantly broadening the ambit of upper echelons research. Our study also contributes to upper echelons research by developing theory about how the governmental system and state ideology influence organizational outcomes through top managers.

OMT: **Facilitating Resilience from The Top: The Effect of CEO Future Focus and Optimism in Extreme Context**

Author: **Yan Ling**, *Oakland U.*
Author: **Michael Greiner**, *Oakland U.*
Author: **Jianhong Chen**, *U. of New Hampshire*

In this study, we intend to enrich the emerging upper echelons view of leading firms to strategize in and for extreme contexts. We theorize that two future-oriented characteristics of CEOs— future focus (as a cognitive trait) and optimism (as an emotional trait) in combination impact firms' strategic change in extreme contexts, which in turn promotes firms' post-crisis financial performance. Moreover, we also propose that financial slack moderates the effect of strategic change on financial performance. We examine these issues in the specific extreme context of the 2008-2009 global economic crisis and use a sample of 228 firms based on observations from 2008 to 2012. We find support for our arguments. Our conceptual model and findings from this world-wide crisis in 2008-2009 have implication for firms' ability to cope with the present and future extreme situations.

OMT: **Negative Performance Feedback and Structural Changes Within Top Management Teams**

Author: **Aras Can Aktan**, *Sabanci U.*
Author: **Fabrizio Castellucci**, *Bocconi U.*

The research on top management teams (TMTs) has mostly focused on the composition, processes, incentives, and leaders of TMTs, with limited attention to the structural aspects. In this study, we develop a comprehensive model for TMT structural reconfigurations by integrating the TMT structural interdependence framework with the behavioral theory of the firm. By characterizing decision makers as boundedly rational that rely on performance feedback, we investigate how negative performance feedback influences TMT horizontal, vertical and reward interdependence. After analyzing data from 260 Standard and Poor (S&P) firms between 2007 and 2018, we find that when firms face negative performance feedback, its TMT horizontal interdependence decreases but its TMT vertical and reward interdependence increases. Additionally, we discover that TMT horizontal and reward interdependence are impacted more from social and vertical interdependence more from historical aspirations. The findings of this study introduce important contributions into the literatures on top management teams and behavioral theory of the firm.

OMT: **You're Still the One? A Negotiated Order Model of CEO Retention**

Author: **Danuse Bement**, *Texas A&M U., Mays Business School*
Author: **Michael C. Withers**, *Texas A&M U.*

In this paper, we reconceptualize the CEO dismissal process as a negotiation between the board and CEO that is set in a broader structural context and a specific negotiation context. To do so, we leverage negotiated order theory to theorize about the explicit and implicit negotiations that occur during a strategic-governance event (SGE) during which boards increase their strategic involvement in their firms. In particular, SGEs lead to an increase in a board's attention toward CEO strategic fit. CEOs, in turn, engage in sensegiving and sensebreaking activities to address any concerns and maintain their positions within their firms. Following negotiated order theory, we consider important contingency factors at the structural context level (i.e., availability of CEO replacements) and the negotiation context level (i.e., CEO-board interdependence and CEO-board affiliation). We also discuss the important boundary conditions of environmental uncertainty, CEO power, and board expertise.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2013** | Submission: **20225** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

High-Status, Powerful, and Well-Connected Individuals and Organizations

Session Moderator: **Mario David Molina**, *New York U. (NYU), Abu Dhabi*

OMT: **To Rest on One's Laurels: Effectiveness and Sustainability of Status Orders**

Author: **Mario David Molina**, *New York U. (NYU), Abu Dhabi*

Individuals recognized and celebrated by their peers are generally more productive and cooperative, turning status rewards into critical organizational features to motivate individual behavior and build successful collective enterprises. However, a significant limitation of the studies on this topic is that they fail to show whether status attainment can produce sustainable performance and cooperation as status increases. As individuals climb the status ladder, a high social standing may create opportunities for distraction and complacency, rendering status hierarchies ineffective in producing long-term cooperation. To tackle this puzzle, I compare the cooperative behavior of high-status individuals with similar others who are not high-status (i.e., their counterfactuals). I collect the data from a large Q&A online community comprising 130 million contributions and 235 million status changes from 16 million users. The findings uncover the benefits of status for collective efforts by showing that high status motivates cooperation among the most celebrated. Nonetheless, this effect declines over time, revealing that status orders cannot secure collective outcomes effectively in the long run. More generally, this investigation helps us understand the broader structural consequences of social rewards for cooperative behavior.

OMT: **High-Status Halo or Eclipse? Status-Asymmetric Collaborations and Credit Attribution**

Author: **Chunhu Jeon**, *Morgan State U.*
Author: **Heewon Chae**, *Arizona State U.*
Author: **Pino G. Audia**, *Dartmouth College, Tuck School of Business*

Credit allocation is a strong incentive for collaborations and actors are often willing to collaborate with higher-status partners because such collaborative projects are more visible and highly evaluated by market audiences, facilitating status spillover from the higher-status partners. There is, however, a dearth of research on how much and under what conditions credit is attributed to lower- and higher-status collaborators. Building on insights from research on status inequality and attribution theory, we argue that actors may not receive a fair fraction of credits from collaborating with higher-status partners when external audiences attribute the performance of their collaboration more to higher-status partners. Analyzing collaboration networks among jazz musicians between 2002 and 2013, we suggest and find that over-attribution to higher-status actors occurs (and lower-status actors gain less credit) when the performance of a collaborative project is greater and when the project originates in a novel market category. This study contributes to research on status spillover and inequality by examining both benefits and costs of collaborating with high-status partners.

OMT: **Deference in Competition: Deference Dynamics in Social Contests**

Author: **Henning Piezunka**, *INSEAD*
Author: **Philipp Reineke**, *Stanford U.*

Social contests are time- and space-delimited containers of competition. Theory suggests—and society depends upon—the deference of lower-status actors to their higher-status opponents once having lost a contest. However, status difference between actors and their opponents does not exhaust the competitive content in a specific contest. We theorize that when contest-losing actors categorize their relationship with an opponent as adversarial beyond the current contest and may obtain some contest-specific gains independent of the focal encounter, they will not defer as much as expected. Advanced analyses of unique data from Formula One racing strongly support these expectations. Our findings contribute to research on deference, competition, and linkages between micro- and macro- explanations of social polarization and violence.

OMT: **Shining Along with the Sun: Contingent Signaling Effects of Links with Stars on Network Growth**

Author: **Yue Zhong**, *Graduate School of Commerce, Waseda U.*
Author: **Hitoshi Mitsuhashi**, *Waseda U.*

Whether establishing links with stars triggers non-stars' subsequent network growth remains an open question. On one hand, status transfer theory posits that the establishments generate endorsement effects and expand non-stars' networks. On the other hand, Matthew Effects theory argues that the establishments would not always increase non-stars' network size since non-stars' contributions to joint work with stars can be mis-specified and underestimated. Moreover, stars might have been socially motivated to form links with non-stars, whereby the establishments poorly signal non-stars' quality. This study examines the conditions wherein establishments effectively signal non-stars' quality and subsequently trigger their network growth by identifying three pre-establishment conditions for non-stars: (1) productivity records shown prior to the establishment, (2) knowledge developed that does not overlap with stars' knowledge, and (3) networks independent of stars' networks. Under these conditions, establishments can signal non-stars' quality. Moreover, we argue that the signaling effect is more pronounced for prospective partners with higher instrumental motivations, such as those who are also non-stars and those who have already established links with some stars. Analyzing scholarly publication data of economists during 1953–2012 rendered an overall support for our arguments. Our study fills a gap in the star literature by specifying conditions wherein the establishments of links with stars can generate non-stars' network benefits.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2014** | Submission: **20229** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

The (Technology-based) Formal Side of Organizations and Control

Session Moderator: **Matteo Devigili**, *Bayes Business School*

OMT: **CTRL-OSS: Controlling Linux**

Author: **Matteo Devigili**, *Bayes Business School*
Author: **Simone Santoni**, *Bayes Business School*

This study considers the problem of control in open-source software. In particular, it aims to characterize control manifestations in an organizational setting where no formal authority exists. In so doing, it studies what control is, how it is enforced, and with what consequences for open-source software goals. To do so, it leverages naturally-occurring data from the 'Linux Kernel' project, analyzed by integrating a qualitative approach to the study of meanings with a text classifier based on Deep Learning. Hence, it charts the topology of control as situated in peer-to-peer interaction, uncovering the individual facets of control and appreciating their relationship with linguistic means offered by online sociality. The topology results in a set of control foci, linguistic tools, and their association which is further tested against the community-level goals of participation and contribution. Overall, the project enquires about the boundaries and nature of control, offering momentum on how independent or organizational agents enforce control within organizations whose actors are not bound by any employment relationships and pursue different goals.

OMT: **Rules as Reminders: Exploring the Formal Side of Organizational Memory**

Author: **Nathan Betancourt**, *Amsterdam Business School, U. of Amsterdam*
Author: **Ona Akemu**, *Amsterdam Business School, U. of Amsterdam*
Author: **Pursey Heugens**, *Rotterdam School of Management, Erasmus U.*

While formal rules undoubtedly have many functions within organizations, how they help organizations preserve information from the past, or act as a repository of organizational memory, is one of the most important. Nevertheless, the specific activities underlying how formal rules facilitate memorizing and remembering (the storage and retrieval of information) have either not been detailed or are weakly understood. To address this, we take a closer look at the process of formalizing through an in-depth qualitative study of the Dutch technology venture Fairphone. Leveraging rich longitudinal data over a two-year period between start-up and maturity that covers a critical period for formalization, we describe a set of interrelated activities that are involved in this process. We find that while formalizing can facilitate memorizing and remembering, whether it does so depends on the different activities of the formalizing process. The ideas developed in this paper can inform future research on formal rules and organizational memory.

OMT: **Computer Vision for Visual Analysis: New Insights From Product Design Visual Similarity**

Author: **Egbert Amoncio**, *Goethe U.*
Author: **Tian Heong Chan**, *Emory U., Goizueta Business School*
Author: **Cornelia Storz**, *Goethe U. Frankfurt, Germany*

Computer vision (CV) is a way to process and understand images. In this study, we use CV to detect visual similarities in product design. We analyze 619,088 images of US design patents granted from 1976 to 2020 and use the Structural Similarity Index Measure (SSIM) to measure the visual similarity among these product designs. Our results show that while design knowledge flows are geographically localized, they become less localized when the professional identity of designers is highly similar. This finding suggests that designers seek knowledge from more distant peers when co-located designers have a similar professional identity. Our research builds new insights on local knowledge flows and clustering when accounting for visual similarity. We also validate our measure and discuss how CV can be used to measure visual similarity across images in strategy research. Lastly, we provide open-access code and data.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2015** | Submission: **20176** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Strategic Frames and Narratives in Organizational Life

Session Moderator: **Emily Cox-Pahnke**, *U. of Washington*

OMT: **Dynamic Strategic Framing and Accelerating Product Launches by New Ventures**

Author: **Emily Cox-Pahnke**, *U. of Washington*
Author: **Tiona Zuzul**, *Harvard Business School*
Author: **Michael Deane Howard**, *Iowa State U.*

We draw on novel data to examine how the strategic framing choices that new medical device firms make affect how rapidly they receive regulatory approval from the FDA, and evaluate differences between firm's first and second products. Building on in-depth field research, including more than 50 interviews with entrepreneurs and regulators, we create product-level measures of a firm's strategic framing strategies. We test our hypotheses using data from the complete population of the first devices from 239 US based, venture-backed medical device firms granted 510(k) clearance by the FDA between 2001 and 2017. We find that for both first and second products, positioning relative to fewer other products is associated with more rapid product approval. But we also find evidence that a firm's optimal framing strategy changes over time. While positioning relative to category exemplars is associated with faster clearance for a first device, we find that firms that position second devices relative to first devices receive more rapid clearance than those that do not.

OMT: **Who Claims to be Most Distinctive? Inventions and the Distinctiveness of Entrepreneurial Narratives**

Author: **Karl Taeuscher**, *U. of Manchester*

Optimal distinctiveness research provides nuanced insights about the consequences of distinctiveness but largely ignores that organizations likely differ in their abilities and incentives for differentiation. Aiming to shed light on the conditions that affect organizations' claimed distinctiveness, this study explores the relationship between startups' stock of patented inventions and the distinctiveness of their entrepreneurial narratives. Primarily drawing on cultural entrepreneurship theory, we outline two opposing mechanisms through which its inventions may simultaneously enhance a startup's ability to claim distinctiveness (as unique narrative ingredients) while lowering its incentives for doing so (as quality signals). Anchored to these two mechanisms and drawing on a study of the entrepreneurial narratives of all startups founded in the United Kingdom between 2010 and 2022 (N=32,124), we test hypotheses about the contingencies that shape the invention-distinctiveness relationship. We find that inventions have, on average, a positive effect on startups' claimed distinctiveness, but this relationship is strongly attenuated if startups are affiliated with (a) an attractive industry, (b) a hot technological category, or (c) reputable venture capital firms.We discuss how our theoretical framework and findings elaborate our understanding of optimal distinctiveness and cultural entrepreneurship theory.

OMT: **Organizational Framing and Engagement with Experimental Spaces:Transforming a Dysfunctional System**

Author: **Hani Tarabichi**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Henri Schildt**, *Aalto U. School of Business*
Author: **Farah Kodeih**, *IESEG School of Management*

Our paper contributes to the growing scholarly discussion on experimental spaces by investigating how diverse organizations engage with experimental spaces and the implications of these varied approaches. We employed an inductive comparative study of 3 cities in the capital region of Finland participating in a trial for the integration of long-term unemployed vocational immigrants. Our findings highlight how each city's motives and resources led to varied framing and enacting of the experimental space, which led the cities to assume different roles at the field level. We conclude by elaborating how divergence in framing can be attributed to the extent of distancing from institutionalized practices, thus affecting greatly organizational learning capacity. We further elaborate on how large-scale trials can lead to "nested" experimental spaces. The study highlights the role of experimental spaces in inciting institutional innovation that can lead to the deinstitutionalization of well-structured practices, roles, and regulations.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2016** | Submission: **20261** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

The (Un)Intended Consequences of Organizational (Non)Compliance and (De)Coupling

Session Moderator: **Satwant Dahiya**, *Carl von Ossietzky U. Oldenburg*

OMT: **Compliance vs. Outcome: Elaborating Theory on Means-Ends Decoupling**

Author: **Satwant Dahiya**, *Carl von Ossietzky U. Oldenburg*
Author: **Christian Busse**, *Carl von Ossietzky U. Oldenburg*

How does the need to comply substantively with institutional policies push field actors away from the intended outcomes? Elaborating on means-ends decoupling, we develop a theoretical model explaining how the gap between policy-prescribed practices and the intended outcomes manifests. Seventy-one interviews from a qualitative case study in the highly opaque field of private social regulation in fashion supply chains show the presence of what we term 'systemic deadlock' (SD). Arising from numerous actor-level lock-ins, SD depicts a vicious circle where actors advance their core goals through their pursuit of substantive compliance with the field demands, where their inflexibility lets them undermine the intended outcomes that generate these demands, and where their self-silencing attitude with respect to the effectiveness of the compliance processes stabilizes the situation to the detriment of intended field outcomes. Additionally, it shows how the lack of intended outcomes is recursively used to advance the core goals of the field actors. The model explains the dynamism unfolding amongst the institutional fields, the adopters, and the institutions and elaborates on how means-ends decoupling emerges. It additionally reflects on the connection of institutionally driven practices to the organization's core goals and urges a revised understanding of the phenomenon. On a practical front, the study calls for reconsidering whether substantively chasing demands for compliance is the most effective use of field actors' time and resources vis-à-vis the desired outcomes.

OMT: **Limits of ESG Investing: Challenges from Supply Chains (WITHDRAWN)**

Author: **Fan Zhang**, *Bentley College*
Author: **Shipeng Yan**, *U. of Hong Kong*
Author: **Zhengyu Li**, *The U. of Melbourne*

Coupling is an institutional mechanism describing how symbolic adoption leads to alignment with intended outcomes. However, prior literature does not adequately consider organizational plasticity which can help create an impression of coupling, without achieving it. Extending institutional research, we uncover a novel mechanism termed "spurious coupling" in which a spurious correlation between symbolic policy and intended outcome is established. We develop a theoretical framework to account for spurious coupling and find empirical support in the context of environmental, social, and governance (ESG) investing. Using investors' signatory status of Principles for Responsible Investment (PRI) as a proxy for the institutional demands of ESG, we find strong evidence that ESG ownership of a corporation reduces the environmental performance of suppliers. The effect is stronger when the ESG investors as agents of private governance are weak in overseeing organizational plasticity. The effect is weaker when public governance of organizational plasticity is higher, such as when focal corporation is in a civil law country, rather than in a common law country. We contribute to research on institutional theory, ESG investment, and pollution outsourcing.

OMT: **On The Edge of Noncompliance: How Firms Approach Institutional Pressure through Regulatory Tolerance**

Author: **Ashenafi Gebremichael Biru**, *RMIT U.*
Author: **Pia Maria Arenius**, *EMLYON Business School*

The literature on regulatory compliance and entrepreneurship broadly agree that entrepreneurs have agency in the compliance process. However, there is little scholarly research on how entrepreneurs who are dependent on their constituents for resources and other support, can actively influence the enforcement of regulation. Many enforcement and compliance studies have overlooked the ways smaller entrepreneurs work with authorities to advocate for regulatory concessions. This paper explores how formally registered entrepreneurs in developing economies reduce regulatory pressures on their venture by encouraging enforcement authorities to tolerate non-compliance. Through a qualitative research approach, we extend previous research investigating entrepreneurs' strategic responses to institutional pressures. This topic is particularly salient because inconsistent enforcement of regulations is a prevalent phenomenon in developing economies where entrepreneurs tend to directly work with enforcement agents to minimize costly institutional pressures. We identify and analyze the mechanism through which entrepreneurs anticipate and strategize to influence enforcement authorities to ignore or tolerate non-compliance of the regulatory guidelines they are tasked to uphold. This study is particularly relevant in the context of the renewed interest in the understanding of the interplay between regulatory institutions and entrepreneurial ventures in developing economies.

OMT: **Organizational Conformity in an Institutionalized System: The Case of Local United Way**

Author: **Hyunseok Hwang**, *U. of Houston*
Author: **Megan LePere-Schloop**, *Ohio State U.*
Author: **Wenpei You**, *Indiana U.- Lilly Family School of Philanthropy*
Author: **Laurie Paarlberg**, *Indiana U. / Purdue U., Indianapolis*

To what extent do organizations conform to external pressures and expectations within a highly institutionalized federated system? Drawing on organization theories, this paper investigates how organizational and contextual factors lead to variation in conformity across the United Way (UW) system. Although the United Way Worldwide (UWW) provides templates and training to align strategy across the United Way system, local UWs vary in their degree of conformity to the UWW's new community impact model. Using a unique set of data collected from multiple sources, we analyzed internal and external factors shaping local UWs' conformity to mission language associated with the community impact model. We found a curvilinear relationship, with middle-status UWs more likely to conform to community impact language than low- and high-status UWs. This study contributes a novel operationalization of organizational conformity and re-affirms the theory of middle-status conformity in the context of a highly institutionalized federated system.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2017** | Submission: **20191** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Addressing Climate Change and Other Complex Environmental Problems

Session Moderator: **Sylvia Grewatsch**, *Brock U.*

OMT: **Project Energy Breakthrough: Scaling the Impact of Solutions to Complex, Large-scale Problems** ☯ 💻

Author: **Sylvia Grewatsch**, *Brock U.*
Author: **Pratima Bansal**, *Ivey Business School*

Although the role of organizations in fomenting complex, large-scale problems such as climate change or the global energy crisis is attracting increasing attention, few organizational scholars have examined how scalable solutions can be developed. Research on issue scale and organizational attention has revealed that the challenges of problem recognition and solution deployment can thwart the development of scalable solutions. Drawing on a historical organizational study about the 1970s energy crisis in Canada and the establishment of the Alberta Oil Sands Technology and Research Authority (AOSTRA) from 1974 to 1994, we show how the dynamic interplay between three scaling practices—breaking, bridging, and building—facilitates the continuous intertwining of the large-scale problem and emerging smaller-scale solutions, thereby ensuring that the aggregate solution is scalable and effectively addresses the original issue. We conclude by discussing theoretical and practical implications of our findings, highlighting how governmental organizations in particular can leverage scaling practices to develop solutions for complex, large-scale problems.

OMT: **Beyond Incremental vs. Radical: Multi-sectoral Organizing to Expand the Business Case for Climate**

Author: **Todd Schifeling**, *Fox School of Business, Temple U.*
Author: **Sara B. Soderstrom**, *U. of Michigan*

Organizational reforms to mitigate climate change face resource constraints and the limits of tradeoffs with organizations' primary missions. Consequently, win-win solutions with a strong "business case" are an attractive path for reformers. However, these types of solutions are thought to be limited to low-hanging fruit and incremental changes, which cannot address the scale of the climate problem. An important possibility that is not well understood is how the zone of readily actionable improvements can expand. We relax the assumption that the business case for reform has clear limits and investigate how a multi-sectoral network operates to construct the business case, expanding the ambitions of organizations across sectors. The results of descriptive and regression analyses illuminate a dynamic alternative to incremental and radical change.

OMT: **"Without Nature We Have Nothing"** ✈ 💻

Author: **Laura Albareda**, *LUT U., School of Business and Management*
Author: **Oana Branzei**, *Ivey Business School*

Social-symbolic work explains how actors purposefully transform selves, organizations, and institutions by creating and connecting a variety of social-symbolic objects. While occasionally present in social-symbolic work studies, biophysical objects are often under-theorized. This oversight is particularly problematic in the Anthropocene because the cumulative negative impact of unreflective and exploitative people's actions on nature threaten ecological ecosystems, some of which are now on the verge of collapse. This study elaborates the social-symbolic lens by foregrounding biophysical objects and their decline. We abductively theorize how human actors deliberately integrate deteriorating biophysical objects with proliferating social-symbolic objects: they collectively perform a specific form of social-symbolic work we label biocentric to emphasize its intent and effect to reorient people towards nature. We explain how two complementary types of practices (inversion and bio-objectification) allow multiple actors to collaboratively co-specialize and collectively sustain a mindful and mutually beneficial relationship with ecological ecosystems over time.

OMT: **Beyond Net Zero: Advancing Moonshot Carbon Pledges Through Aspirational Communication Practices**

Author: **Alexandra Leonor Barrueta-Sacksteder**, *Alliance Manchester Business School, U. of Manchester*

Addressing current climate concerns requires organisations to go beyond and do more than merely what is expected of them to adhere to the status quo. Drawing on performativity and practice theories I analyse publicly available documents from Unilever, Ikea and Microsoft in order to empirically investigate 'beyond net zero' carbon pledges: pledges that not only go beyond what is expected but that present current organisational climate aspirations as not enough or lacking ambition. First, by identifying how the organisations communicate and define 'carbon positive', 'carbon negative' and 'climate positive', here deemed critical aspirations, through an analysis of communication practices. Then, using the identified practices as a basis for coding, examine how these practices and subsequent pledges develop over time, empirically extending theories of communicative performativity and aspirational talk. Outlying the critical and idealistic dimensions of critical aspirations as felicitous conditions provides insight into how corporate communication affects global climate discourse and how the iterative nature of the Paris Agreement has opened the door for "beyond net zero" pledges to be performed at an organisational scale.

OMT: **B' the Change you Want to See: How Commensurating Water Health Impedes Collective Action**

Author: **Fannie Couture**, *HEC Montreal*
Author: **Jane Kirsten Le**, *WHU Otto Beisheim School of Management*

We study commensurating in a multi-stakeholder partnership established to address waterway health degradation in Australia's critical Great Barrier Reef region. Actors of this partnership engaged in commensurating this issue, reifying it into a report card. This tool became central in representing the group's assessment of the sustainability issue and driving collective action towards mitigation. As actors sought to commensurate the issue, they increasingly became dubious as to the real impact of their tool. Even so, they continued to engage in counterproductive commensurating practices that limited their impact. We offer two contributions based on these findings. First, we extend our understanding of the pitfalls attached to commensurating sustainability issues by revealing how efforts put in altering a commensuration tool can gradually shift actors' attention away from ensuring the tool enables them to take impactful collective action. Second, we open the commensuration "black box" by revealing the interactional dynamics nested within the commensurating of sustainability issues. Specifically, practices aimed at including additional sustainability data in the tool are often met with practices seeking the opposite, that is, to exclude data. These countervailing practices eventually coalesce into changes to the commensuration tool which generate 'small wins' for actors, diverting their attention away from ensuring the tool enabled them to take impactful collective action.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2018** | Submission: **20199** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

Organizational Purpose, Norms, and (Network) Practices in Today's Labor Markets

Session Moderator: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*

OMT: **Purpose Claims and Capacity-Based Credibility: Evidence from the Labor Market**

Author: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Author: **Oliver Hahl**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Leon Valdes**, *U. of Pittsburgh*
Author: **CB Bhattacharya**, *U. of Pittsburgh*
Author: **Evan Gilbertson**, *U. of Pittsburgh*

Organizational scholars have long recognized the importance of corporate purpose, defined as a goal beyond profit maximization, meant to galvanize workers in the firm. Increasingly, however, companies are making claims about corporate purpose to external audiences, and we have little understanding how these claims may be perceived. A key question is credibility; under what conditions are these claims believed by audiences? We argue that purpose claims can attract external stakeholders, and that the ambition and future-orientation of these claims makes firm capacity a key source of credibility. We examine these issues in the labor market context, where employers make claims of corporate purpose in recruitment efforts. In our first study, with job posting and application data from an online job board, we develop a novel measure of purpose claim language and examine its effect on application likelihood. We then examine the moderating effect of firm size, as a proxy for capacity. We find that high purpose job posts receive approximately 52% more applications than low purpose job posts when the firm has more than 1,000 employees, but only receive a 13% increase when the firm has fewer than 50 employees. In a second study, we use an online experiment to test whether differences in firm size are interpreted as differing degrees of capacity to realize purpose claims, and whether these different perceptions of capacity impact application likelihood. Our results confirm that perceptions of capacity help to explain the relationship between corporate purpose claims, firm size, and job attraction.

OMT: **The Balancing Act: The Balancing Act: Corporate Norms & Practices that Affect Work-Life Balance**

Author: **Heather Haveman**, *U. of California, Berkeley*
Author: **Jasmine Sanders**, *U. of California, Berkeley*

Balancing work and life outside of work is a challenge for many employees. Lack of work-life balance hampers employee performance and health, and prompts exit. It has especially negative effects on female employees because women do more domestic labor than men. We focus on firms in the tech sector and capture norms and practices concerning work-life balance by analyzing employees' descriptions of their firms using natural-language-processing techniques. We develop and test arguments about who discusses work-life balance. One-quarter of employees discuss work-life balance. Supporting our arguments, these are mostly women in their 30s, and women in privately owned and smaller firms. Second, we develop and test arguments about opinions about work-life balance. Most tech employees express positive opinions about work-life balance. But, contrary to expectations, there are no gender differences. Analyzing a random sample of reviews for other themes revealed a common concern that firms did not have uniform work-life balance policies; instead, managers had considerable discretion to approve or deny employee requests to deal with life outside work. Because this is an important issue for many employees, male and female alike, all firms would gain from standard policies that offer cafeteria-style work-life-balance benefits that fit employees' personal circumstances.

OMT: **The Dual Structure of Network Hiring**

Author: **Thomas Lyttelton**, *Copenhagen Business School*
Author: **Lasse Folke Henriksen**, *Copenhagen Business School*
Author: **Emil Begtrup-Bright**, *Copenhagen Business School*

Previous research on the value of contacts in job search and hiring considers contacts' strategic positions in job seekers' extra-organizational networks, but ignores their position within hiring organizations. Contacts sit in dual organizational structures - formal hierarchies and informal workplace networks - each of which shape the value of contacts. We examine whether contact networks or authority provide most utility, and if they are equivalent or complimentary structures. Drawing on eighteen years of Danish administrative data, we identify 680,000 job movers and their network of ex-coworkers in hiring organizations, to examine the effect of network reach, network closure, and connections to managers. Using matching we identify plausible counterfactual jobs to assess the utility of contact networks on two key hiring outcomes: employment and pay premia. We find that authority and network structures both influence the value of contacts independently, with contacts more useful when they are managers and more useful when they are embedded in networks that boost information flows and coordinate influence. Manager contacts are particularly useful, however, when they sit in highly interconnected networks, likely by ameliorating the problem of information redundancy and increasing the effectiveness of influence coordination.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Session Type: **Paper Session**
Program Session: **2019** | Submission: **20182** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

CEO Ideology, Agency, and Activism

Session Moderator: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*

OMT: **Liberal/Conservative Asymmetries in Stakeholder Responses to CEO Activism**

Author: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*
Author: **Marlon Mooijman**, *Jones Graduate School of Business, Rice U.*

Recent years have witnessed a surge in CEO activism, with CEOs frequently taking public stances on contentious social and political issues. A burgeoning literature has begun to examine how stakeholders respond to CEO activism. Stakeholder alignment theory assumes that liberal and conservative stakeholders, to a similar magnitude: 1) favor CEOs supporting causes aligned with stakeholder ideology, 2) disfavor CEOs supporting causes misaligned with stakeholder ideology, and 3) disfavor CEOs staying silent on sociopolitical issues. We question this assumption of liberal/conservative symmetry. Drawing from research on political ideology and organizations, which illustrates that liberals display greater concern for the perceived benefits and costs businesses impose on society than conservatives, we theorize that liberals respond more favorably to ideologically aligned activism, and less favorably to ideologically misaligned activism and non-activism, than conservatives. Preregistered experiments examining reactions to CEO activism among job seekers and consumers support our predictions. Interestingly, we also find that conservative stakeholders, unlike their liberal counterparts, prefer CEOs who stay silent over those pursuing ideologically aligned activism. Our findings challenge prevailing assumptions in research on stakeholder responses to CEO activism, shed new light on the strategic implications of CEO activism, and help explain why conservative CEO activism is exceedingly rare.

OMT: **Salient Intentions? CEO Ideology-Stance Incongruent Activism and Investor Reactions**

Author: **YUN Miao**, *City U. of Hong Kong*
Author: **Longwang Fu**, *City U. of Hong Kong*

Emergent research on CEO sociopolitical activism has begun to explore its impacts on different stakeholders, particularly the contentious debate over whether investors consider it as a profits-deviated or value-enhancing action. However, prior studies have assumed that CEO activism is a behavioral reflection of political ideology and thus represents an authentic action in the eyes of stakeholders. In this study, we theorize that CEO activism stances may be incongruent with their political ideology, which serves as a crucial cue for investors to infer the CEOs' intentions underlying activism. Specifically, this ideology-stance incongruence provokes the investors' situational attribution in which CEOs' intentions underlying their activism is more likely to be ascribed as strategic-oriented rather than self-focused, thus leading to investors' positive reactions. We further argue that this relationship is stronger when investors perceive fewer agency concerns for CEOs with higher ownership and firms covered by more analysts. We test these predictions using a sample of CEO sociopolitical activism events for S&P 500 firms from 2011 to 2020 and find support for all hypotheses. These results advance our understanding of strategic CEO activism and provide a novel perspective to understand CEO incongruent behavior.

OMT: **Whose fault is it? CEO Ideological Self-Attribution and Firm Resistance to Hedge Fund Activism**

Author: **Longwang Fu**, *City U. of Hong Kong*
Author: **Jane Lu**, *City U. of Hong Kong*

Much research on hedge fund activism (HFA) has focused on its antecedents and outcomes, but little is known about what occurs during the campaign process, especially how target firms respond to activists. Building on ideo-attribution effect, we develop an explanation concerning the role of CEO political ideology in determining target resistance. We argue that the more liberal (versus conservative) the target CEOs are, the more likely they will attribute the causes of HFA to contextual factors over which they may perceive little control and personal responsibility, which then leads to the target firms' higher level of resistance to activists. This impact of CEOs' political ideology is contingent on their perceived activism uncertainty and managerial discretion. In a sample of U.S. public firms from 2009 to 2020, we find support for our contentions. Our findings contribute to research on the HFA process, ideo-attribution effect, and corporate response to investor activism.

OMT: **Explaining Differences in Conformity between Republican CEOs and Democratic CEOs**

Author: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*
Author: **Eric Y. Lee**, *The Pennsylvania State U.*

While the burgeoning literature examining the relationship between corporate leaders' political party preference and firm outcomes has conceptualized party preference in purely ideological terms, our research suggests the importance of also considering party preference as a social identity. Insights from both the ideology perspective and identity perspective in political psychology suggest that Republican CEOs likely prefer conformity more than Democratic CEOs, albeit for starkly different reasons. The ideology perspective sees differences in preference for conformity as an internal dispositional difference between Republicans and Democrats. In contrast, the identity perspective suggests that both Republicans and Democrats prefer to conform to co-partisans, but since Republican CEOs predominate in large public firms, Republican CEOs display greater conformity. Integrating insights from both perspectives, we suggest that Republican CEOs display greater conformity than Democratic CEOs, and that this difference is mitigated, but does not completely dissipate, as the proportion of Democratic CEOs in a given industry increases. Finally, we draw on self-concordance theory to hypothesize about the performance implications of fit between CEO political party preference and the firm's pursuit of conformity. We find support for our predictions in a sample of S&P 500 firms from 2010 to 2019.

OMT: **Behavioral Agency Theory and Corporate Social Irresponsibility**

Author: **Tanusree Jain**, *Copenhagen Business School*
Author: **Rashid Zaman**, *School of Business and Law, Edith Cowan U.*

The behavioral agency theory (BAM) posits that executive risk preferences are influenced by losses to their current option wealth relative to gains from their prospective option wealth. Accordingly, current option wealth attenuates risk-taking while prospective option wealth amplifies risk-taking. In the context of corporate irresponsible behaviors, this study attempts to advance BAM by theorizing how the presence of conditions that give rise to distributive and procedural injustice in CEO compensation can further amplify the positive effects of CEO prospective option wealth on risk-taking, thereby destroying stakeholder value. Our findings based on a longitudinal cross-sectional sample of 8,669 firm-year observations for the period 2001-2018 support our theorization that CEO perceptions of unfair compensation amplifies excessive risk-taking thereby increasing corporate social irresponsibility. Our study has important implications for advancing BAM and for the study and design of executive compensation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2020** | Submission: **20195** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Professionalization and the Rise of New Experts and Professionals

Session Moderator: **Laurens Vandeweghe**, *ETH Zürich*

OMT: **Professionalization as Translation: A Process Study**

Author: **Laurens Vandeweghe**, *ETH Zürich*
Author: **Aleksandra Petersone**, *Six*

Professionalization is a dynamic process during which organizational functions within an entrepreneurial firm are transformed by professional managers to become more formalized, structured, and institutionalized. While prior research has shed much attention to the antecedents and outcomes of the hiring of professional managers, we know relatively little about how professionalization unfolds when these specialized people are brought in. Using the literature on institutional translation and drawing on rich interview and ethnographic data from the professionalization of the innovation function at a fast-growing scale-up, we find three distinct phases of professionalization: (1) importation, (2) familiarization and (3) sedimentation. We contribute to the literature on professionalization by showing that the professionalization of an organizational function differs from just mirroring that of established corporations in the field, thereby bringing together the persistence and change perspectives on scale-ups. We also contribute to the literature on translation by adding to our understanding of different types of translation.

OMT: **Professional Institutional Maintenance in the Age of Artificial Intelligence**

Author: **Masashi Goto**, *Kobe U.*

This study examines approaches that a profession can take to maintain its professional jurisdiction when facing an emerging technology that has the potential to disrupt its professional institutional arrangements. Through the theoretical lens of institutional maintenance work, I conducted a case study of the auditing profession and artificial intelligence (AI) in Japan between 2015 and 2020, with a particular focus on the way that the professional association and dominant large firms coped with negative social perceptions about the future of their profession. The analysis reveals that the professionals engaged in a mix of internal and external institutional maintenance work at both the field and firm levels, even before specific disruptors or alternative solutions to the existing auditing practices emerged. Their institutional work focused on developing new practices enabled by advanced digital technologies and on establishing a renewed theory of their legitimacy as a leader in digitalisation. This study expands our knowledge of institutional work and professions by introducing both proactive digitalisation as an important form of institutional work in our digital age and 'preventive defence' institutional work as a neglected strategic approach to nullifying potential threats to institutions.

OMT: **The Rise of Neo-Experts: Sources, Characteristics, and Implications**

Author: **Valerio Iannucci**, *Boston U. Questrom School of Business*
Author: **Michel Anteby**, *Boston U. Questrom School of Business*

Experts are central to today's knowledge economy. Yet despite their centrality, our understanding of their expertise remains surprisingly nebulous. This article offers more conceptual clarity around this question of expertise by detailing its varying sources, characteristics, and implications. The impetus for such a revisiting is the increasing lay intrusion, enabled by social media, in professional domains, and the parallel rise of what we label neo-experts. We identify four distinct kinds of actors that may claim expertise: traditional experts, lay-experts, non-experts, and neo-experts. By traditional experts, we mean people typically embodying legitimized expertise (such as lawyers). Lay experts (such as patient activists) are individuals who aspire to gain a substantive understanding of a domain and who want to convince legitimized experts to revise their views. They differ from non-experts or people who develop a limited understanding of a domain based on their unique experiences. Increasingly, however, we note the rise of neo-experts who operate in a yet to be claimed jurisdiction and self-develop a form of practice-based expertise that a following recognizes as such. By accounting for all these experts in the making of expertise, we provide a fuller account of expertise and discuss how modern technologies render it more inclusive.

OMT: **The Microfoundations of Craft Accessibility: How Social Interactions Open Up Craft**

Author: **Cyrus Dioun**, *U. of Colorado, Denver*
Author: **Vontrese Deeds Pamphile**, *George Washington U.*
Author: **Andreea Gorbatai**, *Vlerick Business School*

Craft offers a path to enchantment and meaningful creation in an increasingly rationalized society. Yet, engaging in craft can be difficult for novices who often lack the necessary time, networks, and resources. While a growing group of studies documents that creative crafts like beer brewing are more accessible to novices and amateurs than other forms of craft, we lack understanding of how craft is made more accessible to broader audiences. We explore this question with the case of the makers, a diverse DIY movement that embraces all forms of craft and making. Using interview and observational data from Maker Faires – events wherein makers exhibit their projects and invite attendees to take part in craft activities – we induce an interactional model of how craft is made to feel accessible by broader audiences. We identify four interactional mechanisms that enable novices to feel craft is accessible: two mechanisms which make craft knowledge accessible – providing craft scaffolding and transmitting craft knowledge – and two mechanisms which foster emotional connection to craft – relationality and cultivating fun and whimsy around craft. We further reveal the curatorial role of craft leaders, who intentionally design and curate spaces to provide opportunities for positive interactions around craft. Our model contributes a social interactional perspective to craft entry, theorizing the role of micro-level interactions in making craft knowledge and emotions accessible. We also contribute ideas about the role of craft leaders in curating brief interactions to both disseminate knowledge and build emotional connection to craft, the role of amateurs in supporting craft survival, and the emotional dimension of craft configurations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2021** | Submission: **18364** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Does the Network Make the Man? Building Theory on the Locus of Agency in Network Studies

Organizer: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Organizer: **Andrew Joseph Foley**, *Cornell SC Johnson College of Business*
Session Chair: **Gautam Ahuja**, *Cornell U.*
Session Chair: **David Krackhardt**, *Carnegie Mellon U.*
Discussant: **Tiziana Casciaro**, *U. of Toronto*
Presenter: **Alessandro Iorio**, *Bocconi U.*
Presenter: **Danyang Li**, *U. of California, Berkeley*
Presenter: **Madina Nurguzhina**, *Imperial College London*
Presenter: **David Obstfeld**, *California State U., Fullerton*

While decades of research have demonstrated that networks, through their structural configurations, powerfully influence people's behaviors, attitudes, and outcomes, recent work has sought to better understand the role of individuals in shaping network processes. There are increasing appeals, for instance, to devote greater attention to the differences individuals exhibit in establishing, managing, and navigating social relations. Such differences are meaningful, as they influence the nature and form of the network around actors, and ultimately the opportunities available to them. In response to these emerging discussions, our symposium aims to contribute to a better understanding of individual agency in network theory. Questions include: What role do individuals play in shaping the process of network evolution? And, how do these dynamics impact the distribution of social capital (positive or negative) among actors within networks? Two of our presentations examine individual network agency through the lens of "microfoundations" perspective of social relations. One paper takes the "individual advantage" perspective, delving into individuals' agency in responding to the structure of their networks. The rest one emphasizes a dynamic view of network agency - one in which individuals' level of agentic control in their networks ebbs and flows over time.

The Dual Effect of Network Centrality on Employees' Turnover

Author: **Alessandro Iorio**, *Bocconi U.*
Author: **Shad S. Morris**, *Brigham Young U.*

How Micro-Level Cultural Similarity Affects the Evolution of Formal Organizational Structure

Author: **Danyang Li**, *U. of California, Berkeley*
Author: **Julien Clement**, *Stanford U.*
Author: **Sameer B. Srivastava**, *U. of California, Berkeley*

Self-Affirmation and Network Aspirations Among Women Entrepreneurs: A Field Experiment in Kazakhstan

Author: **Madina Nurguzhina**, *Imperial College London*
Author: **Anne L.J. Ter Wal**, *Imperial College Business School*
Author: **Heejung Jung**, *Imperial College London*
Author: **Michelle Rogan**, *Imperial College Business School*

A Social Capital Theory of Social Change: How Social Capital Academy Ameliorates Social Inequality

Author: **David Obstfeld**, *California State U., Fullerton*
Author: **Michael Hahn**, *Stanford U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2022** | Submission: **20185** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Studies of Sensemaking and Judgment in Decision-Making and Practice

Session Moderator: **Nora Meziani**, *ESCP Business School*

OMT: **Sensemaking in Adversity: Navigating the Unknown with Embodied Resources**

Author: **Nora Meziani**, *ESCP Business School*
Author: **Laure Cabantous**, *Bayes Business School*

In this paper, our objective is to elaborate on the intriguing, but nonetheless underdeveloped idea, that sensemaking is an embodied process – a process that involves both mind and body. To this end, we believe that it is important to systematically study the first-person lived experience of being a body. We therefore ask, How does the body (including the mind) enable people to overcome a collapse of sensemaking associated with emotional overwhelm? Empirically, we rely on first-hand data of sensemaking in adversity, and we take inspiration from sensory ethnography – a form of ethnography that recognizes, attends to, and seeks to understand, experience, knowledge and practice as involving the body and the senses. Our findings are twofold, we show how negative emotions and cognition interplay with intuition and imagination –that we refer to as 'embodied resources' as they operate at the nexus of mind and body; and how the more people engage with embodied resources, the more future-oriented and social the sensemaking process becomes. Building on these findings, we develop a process model of the role of embodied resources in individual-level sensemaking, which reflects the ways through which these resources affect sensemaking. Our work contributes to organizational scholarship by offering a process model that explicates the crucial role of a new category of sensemaking resources that operate at the nexus of mind and body, that we refer to as "embodied resources"; and reflects the ways through which these resources reboot sensemaking in adversity.

OMT: **Eureka!: Improving the Effects of Artificial Intelligence on Serendipitous Innovation**

Author: **Christian Busch**, *USC Marshall School of Business*
Author: **Matthew Grimes**, *Cambridge Judge Business School*

Organizations increasingly rely on artificial intelligence (AI) to improve both the quantity and quality of innovative outputs. However, while a growing body of research suggests that AI is well-equipped to improve innovation-related search processes amid distributed information, several recent studies offer cautionary evidence that organizations often fail to benefit from AI-produced findings. In this study we theorize the cross-cutting effects of AI on the realization of serendipitous (or unplanned) innovation. Specifically, we propose that serendipitous innovation requires exposure to new and unexpected information but also that organizational actors collectively imbue that information with meaning. We draw from theory on innovation search, technological affordances, and sensemaking to theorize why AI is likely to undermine the attribution of meaning in the context of new and unexpected information. Moreover, we highlight the organizational conditions that are necessary to overcome the challenges posed by AI, thereby producing AI-human interactions that allow for serendipitous innovation at scale. Our theory contributes to existing studies on the role of technology in innovation, while theoretically bridging the innovation search and sensemaking literatures.

OMT: **Judgment-in-Practice: A Phenomenological Perspective**

Author: **Demetris Hadjimichael**, *U. of Cyprus*
Author: **Gerardo Patriotta**, *U. of Bath*
Author: **Igor Pyrko**, *U. of Bath*

Judgment is broadly understood as a process wherein people draw on their understanding of extant situations to evaluate developments and possible responses. Thus far, organization and management theory (OMT) research has sought to understand judgment by differentially emphasizing cognition and wisdom. Studies emphasizing cognition, conceptualize judgment as a predominantly mental process of evaluating options. Studies emphasizing wisdom, conceptualize judgment as a reflective process that goes beyond information processing and is essentially situated and context-dependent. Despite the valuable contributions of extant studies, judgment is thus far seen as an activity, but it has not been conceptualized as a fundamental aspect underpinning the very nature of organizing which is present at all times and emerges in practices. This paper aims to complement existing understandings of judgment in OMT by offering a theorization that integrates insights from both perspectives. We seek to do so by theorizing the lived experience of judgment and illustrating that the latter is entwined with practices that practitioners inevitably engage with as part of their everyday work. To illustrate our conceptual framework we draw upon the memoirs of Martin Luther King Jr during the beginning of the Montgomery Bus Boycott.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2023** | Submission: **20188** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

New Modes of Work and Play in Organizations

Session Moderator: **Anca Metiu**, *ESSEC Business School*

OMT: **Deep Play, Work Engagement, and Creative Problem Solving in a High-tech Organization**

Author: **Anca Metiu**, *ESSEC Business School*
Author: **Jinia Mukerjee**, *Montpellier Business School*

Based on an ethnography of a high-tech firm, we show how deep play — the voluntary immersion in an enjoyable activity unrelated to work but symbolically connected to employees' fundamental concerns — is integrated in the creative work process. Specifically, we show how episodes of work engagement alternate with episodes of deep play, how this dynamic sustains work engagement and results in creative problem solving; and how this dynamic held even during crises. We identify three mechanisms enabling the integration of deep play and work engagement: the similarities between these flow states, the visibility of both engaged work and deep play, and employees' constant calculations about work. We also identify the contextual factors fostering both deep play (particularly the freedom to play) and work engagement (particularly work autonomy). Finally, we show how non-immersive diversionary play is integrated with mindless work – thereby offering a richer, more complete understanding of the role of various types of play in the creative process. Our work advances the understanding of micro-processes of creative work, enriches our understanding of flow, extends the theory of play, and deepens our understanding of the growing array of organizations embracing various forms of play.

OMT: **Asymmetries in the Hybrid Workplace and their Impact on Knowledge Network Churn**

Author: **Paola Zappa**, *U. College London*
Author: **Tatiana Andreeva**, *Maynooth U.*
Author: **Guillermo Antonio Dávila**, *U. de Lima*

An increasing number of organizations are transforming into a hybrid workplace – where employees adopt various combinations of working from the office and remotely. While recent research has explored the implications of individual-level hybrid work for participation in informal collaboration and knowledge sharing - i.e., organizational social networks - little is known about the effects of the organization-wide adoption of the hybrid work arrangements. We advance knowledge on this topic by examining the effect of adopting a hybrid workplace model on network churn - the tendency to reshape individual social networks by creating new ties and dissolving existing ones. We explore whether and how network churn is triggered by the combination of two types of asymmetries within pairs of employees stemming from 1. the differences in the work arrangements and 2. the type of interdependence in the task relationships. We use two waves of data that we have collected in a sample of 37 individuals employed in a software house during the COVID-19 pandemic. We combine data on their changing work arrangements across phases of the pandemic with organizational data on the task interdependencies among employees and network data capturing information seeking relationships. We derive implications for both employees and organizations.

OMT: **"Just Put It on the Backburner": The Perils of Neglecting Paradoxical Modes of Work**

Author: **Marina Fedorova**, *UC Irvine*
Author: **Melissa Mazmanian**, *U. of California, Irvine*
Author: **Paul Dourish**, *UC Irvine*

This article draws on eight months of ethnographic research to describe paradoxical tensions in a small gaming studio. As managers struggled to keep up with the investors' demands, we uncovered a type of an organizing paradox that we term a "modes of work" paradox. We examine how the organization privileged the work practice of software engineers, who preferred an atomized mode of work, at the expense of the equally important artists and designers, who engaged in a holistic mode of work. By focusing on situated moments of misalignment (meetings, sprint planning, and tool use) we show how, by systematically mismanaging this latent paradox, the core product of the organization suffered. We assert that this is not an issue of resource scarcity, but one of not deploying resources in service of two distinct modes of work that both need to be supported simultaneously. We argue that to successfully manage the modes of work paradox, the studio needed to foster two modes of work and periodically bring these modes of work into alignment. Finally, we offer possible ways of managing this organizing paradox and explore how the attention to tool use can be helpful in both managing the paradox and studying it.

OMT: **The Eudaimonia of Job Satisfaction: Challenging a Paradigm**

Author: **Samuel John Boyce**, *Manchester Metropolitan U. Business School*

Eudaimonia is said to be many things (e.g., happiness, well-being, prosperity, flourishing) and many things are said to be expressions of eudaimonia. However, there is one expression that is rather conclusively excluded from the eudaimonic domain: job satisfaction. This study sets out to challenge the modern wisdom regarding workplace well-being by critiquing the argument that job satisfaction conveys only hedonic happiness at work. This paper begins with a systematic search of the business and management literature to determine how job satisfaction is conceived in hedonic or eudaimonic terms within the field. It then presents an inductive inquiry comprising interviews with workers of a UK-based tourism organization openly discussing their job satisfaction. The results of the literature review and the interviews are analysed through a eudaimonic well-being theoretical lens. The results put forth support the notion that job satisfaction is both an expression of hedonic and eudaimonic well-being. In light of these findings, the article closes with suggestions for the advancement of management theory and practice with this novel interpretation of job satisfaction.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2024** | Submission: **15813** | Sponsor(s): **(OMT, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Centering Workers in Voice Research: Emerging Frontiers in Worker Voice

Organizer: **Arrow Minster**, *Massachusetts Institute of Technology*
Organizer: **Yaminette Diaz-Linhart**, *Massachusetts Institute of Technology*
Discussant: **Ariel Avgar**, *ILR at Cornell*
Discussant: **Patricia Satterstrom**, *New York U.*
Presenter: **Dongwoo Park**, *ILR at Cornell*
Presenter: **Duanyi Yang**, *Massachusetts Institute of Technology*
Presenter: **Tingting Zhang**, *U. of Illinois at Urbana-Champaign*
Presenter: **Yaminette Diaz-Linhart**, *Massachusetts Institute of Technology*
Presenter: **Arrow Minster**, *Massachusetts Institute of Technology*
Participant: **Thomas A. Kochan**, *Massachusetts Institute of Technology*
Presenter: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*

Since Hirschman's Exit, Voice, and Loyalty (1970), worker voice was largely seen as an extension of Hirschman's conceptualization as a mean to "change, rather than escape from an objectionable state of affairs." Many organizational scholars conceptualize voice as "the communication of ideas, suggestions, concerns, problems, or opinions about work-related issues, with the intent to bring about improvement or change" (Morrison, 2023). In the management literature, voice is usually framed as a prosocial behavior (Organ, Podsakoff, & MacKenzie, 2006) intended to benefit the organizations (Detert & Burris, 2007; Morrison & Milliken, 2000; Van Dyne, Ang, & Botero 2003). Much of the management research is preoccupied with macro, meso, and micro-level antecedents of voice as well as the consequences of voice for individuals, teams, and the organization. Voice is of interest to scholars and practitioners alike because cultivating worker voice may lead to improvements in efficiency (Kim, MacDuffie, & Pil 2010), quality (Litwin & Eaton 2018), turnover (Batt, Colvin & Keefe, 2002), and safety (Li, Liao, Tangirala, & Firth, 2017). Although management scholars have developed rich theories on worker voice, a sizable voice gap exists in American workplaces today. Many workers today just don't have much clout when it comes to the things that matter most to them on the job. A survey of American workers found that a majority of American workers report having less influence at work than they believe they should have on benefits, compensation, promotion, job security, respect shown to employees, protection from abuses, and new technologies (Kochan, Yang, Kimball, & Kelly, 2019). To close the voice gap, it requires us to develop and evaluate multi-option systems of worker voice in contrast to both labor law and prevailing managerial practices. In this symposium, we challenge the traditional conceptualization of worker voice and explore how different group of workers exercise voice in their everyday lives and how their voice can shape their job quality and working conditions. In keeping with the theme of the annual meeting—putting the worker front and center—our symposium raises the question of how and when workers voice in service of their specific needs. We explore this question by centering the problems that workers raise about organizations, be they material, emotional, and/or moral issues. Recent work has documented worker participation can aid in organizational problem-solving (Satterstrom, Kerrissey, & DiBenigno, 2021), but scholars know less about how and why specific problems get identified, socialized, and addressed by workers themselves. Set against a pervasive norm not to complain or talk about issues, it is crucial for contemporary research to amplify the organizational issues that workers experience and to explain how and why such problems are ignored or solved.

The missing worker voice in job quality: Developing a conceptual framework and survey instrument

Author: **Yaminette Diaz-Linhart**, *Massachusetts Institute of Technology*
Author: **Arrow Minster**, *Massachusetts Institute of Technology*
Author: **Dongwoo Park**, *ILR at Cornell*
Author: **Duanyi Yang**, *Massachusetts Institute of Technology*
Author: **Thomas A. Kochan**, *Massachusetts Institute of Technology*

Partners on the frontline: When and how frontline managers aid in solving workers' problems

Author: **Arrow Minster**, *Massachusetts Institute of Technology*

When and how technology developers can facilitate worker voice

Author: **Jenna E. Myers**, *U. Of Toronto-Ind Rel Lbr*

Voice without Representation: Worker Voice in China's Networked Public Sphere

Author: **Duanyi Yang**, *Massachusetts Institute of Technology*
Author: **Tingting Zhang**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2025** | Submission: **16746** | Sponsor(s): **(OMT, SAP)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

Understanding Communities of Practice: Taking Stock and Moving Forward

Organizer: **Omid Omidvar**, *Warwick Business School*
Organizer: **Igor Pyrko**, *U. of Bath*
Organizer: **Agnessa Spanellis**, *Heriot-Watt U.*
Panelist: **Matt Beane**, *U. of California, Santa Barbara*
Panelist: **Paul Duguid**, *U. of California, Berkeley*
Panelist: **Davide Nicolini**, *U. of Warwick*
Panelist: **Etienne Wenger-TRayner**, *Comm. on Independent Colleges & U.*
Panelist: **Beverley Wenger-TRayner**, *Independent*

More than thirty years after Lave and Wenger's Situated Learning: legitimate peripheral participation (1991), the concepts of communities of practice and situated learning are widely used by academics and practitioners. In this symposium, we aim to revisit the past developments around CoP and situated learning and offer insights for future research. We will a) take stock of the use of the concept of CoP in management and organization studies since its introduction in 1991 and examine whether the concept is still relevant in the current historical conditions (Davide Nicolini and Paul Duguid) b) examine how the concept can be further expanded and elaborated (Etienne and Beverley Wenger-Trayner) and c) Examine new research opportunities that could arise from a dialogue between the study of COPs and future of work.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2026** | Submission: **14367** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

Workers On The Front Lines of Global Conflict: Economic Blockades and Business Retreats From Russia

Session Chair: **Jeffrey Sonnenfeld**, *Yale U.*
Participant: **Thomas G. Cummings**, *U. of Southern California*
Participant: **Marshall W. Meyer**, *U. of Pennsylvania*
Participant: **Steven Tian**, *Yale School of Management*
Participant: **Tymofiy Mylovanov**, *Kyiv School of Economics*
Participant: **Tonia Ries**, *Edelman*
Participant: **Nataliia Shapoval**, *Kyiv School of Economics*
Participant: **Roger Myerson**, *U. Of Chicago*
Participant: **Jon Banner**, *McDonald's Corporation*

This panel will explore the strategic, managerial, workforce, financial, economic, and political dimensions of companies exiting Russia after the Russian invasion of Ukraine, and this panel will analyze what these exits mean for stakeholders ranging from workers to investors. This discussion is made even more timely and salient given the ongoing economic pressure campaign against Russia amidst the continued conflict in Ukraine. Economic sanctions, voluntary business boycotts, and talent and capital outflows from Russia have made for a devastating economic blockade of the Putin regime by the private sector working in parallel with global governments. With new sanctions being implemented continually, including potentially secondary sanctions extending to neutral countries continuing trade with Russia, what this economic blockade means for companies, their workforces, and their investors will continue to dominate C-suite discussions, with workers having to balance the turbulence of newfound geopolitical volatility.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2027** | Submission: **20535** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

Environmental Policy, Regulations, and Green Growth

Session Moderator: **Arkangel Miguel Cordero**, *U. of Texas At San Antonio*

ONE: **Environmental Policy (re)Design and Implementation**

Author: **Arkangel Miguel Cordero**, *U. of Texas At San Antonio*
Author: **Wesley Sine**, *Cornell U.*

A foundational tenet of neoinstitutional theory posits that when actors adopt policies due to normative, coercive or other legitimacy motives, these policies tend to be symbolic and rarely implemented. However, this raises a pointed question: if actors adopt only symbolically (as a legitimacy-garnering strategy), how can they maintain legitimacy without implementing? We argue that one reason symbolic adopters can often conceal the symbolic nature of their policies is that implementation is typically conceptualized solely as compliance, the extent to which an actor meets policy mandates, frequently measured as a fraction (i.e., a percentage) of an overall policy. However, when actors choose their own policy requirements, compliance offers an incomplete picture of implementation, allowing actors to obfuscate their symbolic adoption. Rather than treating this self-selection as a nuisance in need of correction via fancy econometric methods, we see it as an informative phenomenon worthy of attention. To redress the limitations of compliance as the sole measure of implementation, we conceptualize the latter as consisting of four different, albeit interrelated, dimensions and discuss their importance in the context of state-level Renewable Portfolio Standards (RPS), also known as Alternative Energy Portfolio Standard (AES), in the United States.

ONE: **Ready or Not: How Readiness Shapes Government Responses to Mandatory and Voluntary Regulations**

Author: **Alexis Yong**, *IESE Business School*
Author: **Horacio Enrique Rousseau**, *Florida State U.*
Author: **Ines Alegre**, *IESE Business School*
Author: **Pascual Berrone**, *IESE Business School*
Author: **Joan E. Ricart**, *IESE Business School*

This study explores how government organizations respond to transnational regulation promoting transparency and environmental responsibility in public procurement. We draw on institutional theory to disentangle contradictory predictions on how government entities' level of readiness (defined as their ability and willingness) shapes their response to mandatory and voluntary regulations. Based on EU Directive 2014/24, our results show that regulation impacts compliance asymmetrically contingent on readiness, suggesting complex interactions with synergistic or substitute effects. We thus reveal nuances in the effectiveness of regulatory pressures, resulting from the interaction between their nature (mandatory or voluntary) and the readiness level of adopting organizations. Our findings also offer insights for policymakers on using public procurement to fight corruption and meet sustainability goals.

ONE: **Degrowth vs. Green Growth. A Computational Review and Interdisciplinary Research Agenda**

Author: **Stephan Hankammer**, *Alanus U. of Arts and Social Sciences*
Author: **Robin Kleer**, *Vlerick Business School*
Author: **Max Polewsky**, *Alanus U. of Arts and Social Sciences*

The concepts of green growth and degrowth represent two major narratives in the public and academic debate on socio-ecological transformation. Using a computational literature review based on the Latent Dirichlet Allocation algorithm, we systematically review 1449 journal articles on green growth and degrowth published between 1972 and 2020. Based on a comprehensive full-text analysis, we uncover the hidden topic structure in the literature and identify a total of 50 topics. Based on a comparative analysis of the two research fields, we confirm that green growth research is highly policy oriented, focused on practical implementation and builds on empirical research methods, while degrowth research is much more theory-driven, less focused on practical implementation and remains largely descriptive. Our analysis further reveals that green growth and degrowth are two rather isolated fields of research with little exchange and mutual reference on related topics. However, the topic of social change and transition represents an intersecting and promising future research area. We derive six generalizable recommendations that address current shortcomings and interdisciplinary potentials of degrowth and green growth research and contribute to shaping the future of social-ecological transformation research.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2028** | Submission: **20364** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

Leadership (or not) for Sustainability

Session Moderator: **Shivendu Pratap Singh**, *Southern Illinois U., Edwardsville*

ONE: **The Effect of Indigenous Leadership on the Sustainability Performance of Businesses**

Author: **Shivendu Pratap Singh**, *Southern Illinois U., Edwardsville*
Author: **Rajeev Sharma**, *Waikato Management School, The U. of Waikato*
Author: **Nirosha Hewa-Wellalage**, *Waikato Management School, The U. of Waikato*
Author: **Krishna Reddy**, *Toi Ohomai Institute of Technology*
Author: **Ploypailin Kijkasiwat**, *The Faculty of Business Administration and Accountancy, Khon Kaen U.*

Following recent recognition of the role of traditional and Indigenous knowledge in achieving sustainable development, this research investigates the effect of Indigenous leadership on the sustainability performance of businesses. Drawing upon stakeholder theory and upper-echelon perspective, we hypothesize that indigenous ownership positively influences the sustainability performance of businesses. We surveyed 159 indigenous and non-Indigenous businesses in the Greater Waikato and Auckland regions of New Zealand. Our analysis shows that businesses lead by indigenously owned businesses have better sustainability performance compared to non-Indigenously owned businesses. However, the findings are not linear and we observed heterogeneity in the sustainability performance of based on other firm-level attributes. The policy implication of our findings is that decision-makers can simultaneously achieve the financial goal and sustainability goals of indigenously and non-Indigenously owned businesses. This research extends our understanding of the sustainability performance of businesses, contributes to improving the sustainability performance of businesses, and suggests ways to achieve the United Nations' 2030 Agenda for Sustainable Development.

ONE: **Organizing for Non-capitalist Decolonial Autonomy: An Analysis of a Leaderless Indigenous Movement**

Author: **Rajiv Maher**, *EGADE Business School, Tecnologico de Monterrey*

I focus the empirical work of this article around the Casa de los Pueblos (People's House in English) movement which was formed by Indigenous groups influenced by the Zapatista movement in the region of Cholula in the state of Puebla, Mexico. The People's House collective was originally formed to stop the extraction of their water by Bonafont a Mexican mineral water company owned by multinational Danone. The activists decided on World Water Day (8th March) in 2021 to set up a campsite outside the entrance to the Bonafont water bottling plant. This led to the plant's shutdown (which remains closed at the time of writing) and according to all interviewees shortly after the recovery of groundwater levels in wells. Around 400 mostly local protestors (including many families with children) lived in this campsite living in a collective manner.

ONE: **Sense of Place and Sustainable Development**

Author: **Haitao Yu**, *IESEG School of Management*

This study investigates how sense of place guides an organization to contribute to sustainable development. Sustainable development challenges such as poverty and climate change, despite global phenomena, are locally addressed and require local understanding. Sense of place, the attitude and feeling that individuals and groups hold vis-à-vis the geographic areas in which they live, focuses on local phenomena that are critical for sustainable development. This paper presents an in-depth case study of LuxuryYak, an enterprise contributing to sustainable development in a nomadic village on the Tibetan Plateau. Data were collected through a three-month ethnography. I identify and theorize three underlying forms of sense of place: functional dependence, emotional attachment, and mutual dependence. These forms of sense of place guide organizational practices to actualize sustainable development in three dimensions: poverty alleviation, heritage preservation, and sustainable livelihood. This study advances organization studies on sustainable development and sense of place.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2029** | Submission: **20512** | Sponsor(s): **(OSCM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

Supply Chain Management III

Session Moderator: **Nagarajan Sethuraman**, *U. of Kansas*

OSCM: **Impact of Women in the Invention Team on Product Development Outcomes**

Author: **Nagarajan Sethuraman**, *U. of Kansas*
Author: **Deepak Jena**, *Indian School of Business*
Author: **Rachna Shah**, *U. of Minnesota Twin Cities*
Author: **Shashi Kant Kumawat**, *Indian School of Business*

Does having additional women participate in research and product development teams result in more successful products downstream? We examine this question in the context of the pharmaceutical industry which has suffered from historically low women participation in the patent invention teams, leading US congress to act. Using a unique database compiled from data obtained from the FDA through a Freedom of Information Act, US Patent and Trademark Office, and Compustat, we examine our central hypothesis that women's participation in patent invention teams is associated with a higher likelihood of FDA-approved drug, but with diminishing returns. Results from 268,631 patents filed by 214 US publicly traded companies show support for the negative U-shaped relationship. We validate our results with numerous robustness checks. We also demonstrate two mechanisms for the relationship: novelty and attention to women subjects in the early stages. A post hoc analysis shows that women's participation in patent invention teams also reduces the probability of future recall of a patented invention. Our study is particularly timely because women's participation rates have stagnated at around 12% since 1998, while our results show that the highest likelihood of FDA approval is when women's participation proportion is at around 40%. We posit that these results provide a strong economic rationale and empirical support to managers and policymakers respectively, for increasing women's participation in research and product development initiatives.

OSCM: **Rethinking the Theory and Practice of Process Improvement**

Author: **Rima Al Hasan**, *U. of Jordan*

An increasing number of organizations have adopted process improvement (PI) programs to increase speed, reduce cost, and better address customers' needs. However, studies show that PI programs based on approaches such as lean, Six Sigma, and total quality management are often ineffective. There is a gap between the theory and the practice of PI in organizations. In this paper, we argue that this gap can be due to how PI approaches are being studied by researchers. We propose an alternative perspective to the positivistic paradigm that dominates both scholarly debates and practical implementations. Drawing on interpretivism, we argue that process improvement theory and practice could be advanced by focusing on the roles of actors in shaping the deployment of PI approaches, and by considering these approaches adaptable rather than static and in combination rather than as single entities.

OSCM: **Product Recalls and Insider Trading**

Author: **Rachna Shah**, *U. of Minnesota Twin Cities*
Author: **Finn Petersen**, *U. of Minnesota Carlson School of Management*
Author: **George Ball**, *Indiana U. - Kelley School of Business*
Author: **Salman Arif**, *Carlson School of Management*

The product recall process is well documented but evidence of whether corporate insiders use it to engage in nefarious activities is scarce. We use data on the timing of medical device product recalls and trading data from officers and directors to study whether firm insiders engage in insider trading during the product recall process. To detect the presence of insider trading we analyze if insiders sell more stock on days on which they have non-public information about upcoming recalls. We find that insiders sell more stock on these days and that insiders perform much better on those sales than what is expected. Together, these results provide evidence of the presence of insider trading during the product recall process and indicate a collaboration opportunity for the authorities to mitigate and prosecute insider trading.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2030** | Submission: **20510** | Sponsor(s): **(OSCM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

Project Management

Session Moderator: **Amol Dhaigude**, *S P Jain Institute of Management and Research*

OSCM: **Determinants of Knowledge Transfer Outcomes in International Partnership Projects**

Author: **Deepak Sardana**, *U. of South Australia*
Author: **Amol Dhaigude**, *S P Jain Institute of Management and Research*
Author: **Narain Gupta**, *Management Development Institute Gurgaon*

This paper investigates the relationship between cognitive capital (CC) and knowledge transfer outcomes (KTO), along with exploring the serial mediation of project management processes (PMP) and management of partnership with international partners (MPIP). PMP is considered as the key driver impacting the CC internal to the firm, and MPIP is seen as contributing to the structural and relational aspects with the external partner. Data was collected using a structured questionnaire with the help of a cross-sectional survey design. Structural equation modelling was applied to the collected data for analysis. The results showed that the cognitive capital has indirect effect on the knowledge transfer outcome via project management processes, via management of partnership with international partners, and both as well. It is interesting to note that the direct effect of cognitive capital on the knowledge transfer outcome is not significant. This confirms a full mediation result in our structural relations. The findings use social capital theory as the theoretical framework and makes contribution to it. The results also have practical implications as knowledge transfer outcomes is of strategic significance to any firm and understanding the underlying mechanism and key contributors to it is valuable to the top management.

OSCM: **Understanding the Meaning and Management of Scale in Projects**

Author: **Joseph William Harrison**, *School of Management, U. of Bath*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Michael Lewis**, *School of Management, U. of Bath*

The scale of a project (i.e., large, small and, rarely, medium) is frequently used as a meaningful descriptor in project studies, without any associated definition or discussion of what this means. In this paper, we draw three conclusions from a systematic literature review and synthesis of 172 project management papers which explicitly mention project scale. First, the analysis confirms that the vast majority (90%) of the papers address scale by implication or assumption and consequently there is a clear definitional and conceptual gap (which we begin to address). Second, most (65%) mentions of scale are associated with “large”-ness with few papers describing small(er) or mid-size projects (10%). Third, the inconsistent and underdeveloped basis for categorizing scale, raises important questions for the clusters of practice associated with the management of scale.

OSCM: **Uncertain Decision Making in Large-scale Projects:**

Author: **Mehdi Rajabi Asadabadi**, *U. Of Sydney*

Large-scale projects may take considerable time to deliver (years or decades). However, there are decisions to be made in the project front-end phase. Many of such decisions are made subjectively or intuitively. This is because structuring this decision-making process can become too complex. Decisions for the distant future need to take into consideration several events that are likely to happen in the future, each of which may dramatically change such decisions. Considering several events may result in tens or hundreds of future possible scenarios, including the occurrence of the events and their combinations. This hinders structuring the decision-making process. The literature provides approaches to handle uncertain reasoning. However, the approaches suggested in the literature are insufficient to handle such complex problems. This paper suggests the development of a version of a recently proposed approach, namely the stratified approach, to address such complicated problems. This paper contributes to the literature through the development of a novel approach to handle uncertain reasoning. Furthermore, the paper also has a practical value as it introduces a novel platform to support decision making in highly uncertain environments. The proposed approach is illustrated on a complex project by the Australian Government to procure twelve Attack-class submarines.

OSCM: **What Mediate Cognitive Capital & Organization Projects Performance in International Partner Projects**

Author: **Deepak Sardana**, *U. of South Australia*
Author: **Amol Dhaigude**, *S P Jain Institute of Management and Research*
Author: **Narain Gupta**, *Management Development Institute Gurgaon*

Research on the management of international partnership projects and their impact on organizational projects performance is increasingly getting the attention of management scholars. An area that is often neglected is the important role of cognitive capital in the management of international partnership projects; research on this topic remains sporadic and dispersed. In this empirical research, conducted in an emerging economy context of India, we present a serial mediation model to showcase the positive contribution of cognitive capital to organizational projects performance via internally driven project management processes (PMP) and externally oriented project risk management (PRM). We draw from the social capital and contingency theories to describe the orchestrating mechanism. This study contributes directly to the scholarly literature and managerial practices focusing on the governance of international partnership projects that are often more complex and riskier, but they play an important role in the sharing and acquisition of knowledge across borders.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2031** | Submission: **20505** | Sponsor(s): **(OSCM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Supply Network and Risk

Session Moderator: **Anni Rajala**, *U. of Vaasa*

OSCM: **Examining the Effects of Supply Chain Digitalization on Firm Performance: A Meta-analysis**

Author: **Anni Rajala**, *U. of Vaasa*
Author: **Tuire Hautala-Kankaanpää**, *U. of Vaasa*

The purpose of this study is to meta-analytically investigate the relationship between supply chain digitalization (SCD) and firm performance. We treat firm performance as an aggregated construct involving different types of performance, as well as, we study whether SCD have different magnitude of effect on the different types of performance. Further, we also investigate whether the performance effects vary according to the digitalization type. This study contributes to the prior literature of SCD by integrating findings from several research streams and by demonstrating that SCD has positive effects on performance. This meta-analysis is one of the first attempts to integrate a wider range of supply chain digitalization related empirical studies. Further, this study contributes to the digitalization literature by focusing on the inter-organizational aspects of digitalization.

OSCM: **Managing Coopetition in a Multiparty Supplier Alliance**

Author: **Renate Taubeneder**, *U. of Bath*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Beverly B. Tyler**, *Virginia Tech*
Author: **Brian Squire**, *U. of Bath*
Author: **Devi R. Gnyawali**, *Virginia Tech*

Construction of utility projects consistently run over time and budget. Some of the most significant challenges are the dominance of short-term competitive tendering, and an adversarial mindset, resulting in suppliers with similar capabilities competing for work across the project lifecycle. This competitive and adversarial approach is particularly problematic when considering the complexities involved in sequencing and coordinating suppliers, calling for high levels of cooperation. The simultaneous tension between cooperation and competition is known as coopetition, and prior studies have not yet considered the potential for a buyer to balance these tensions between multiple suppliers. Our longitudinal study follows a new buyer-initiated MPSA within the utility sector from inception to final contract signature, examining the introduction of (in-)formal governance mechanisms as the buyer seeks to balance cooperation and competition. Our study contributes to OSCM literature on multiparty alliances by examining a novel structure between a utility provider and suppliers, with no shadow of the past but overlapping capabilities. Second, we extend coopetition literature by examining the experimental process of a utility provider establishing a coopetition logic, analyzing adjustments to (in-)formal governance, their impact on and balance of cooperation and competition in the MPSA, and their effects on the buyer.

OSCM: **Federated Diversity and Inclusion-focused NLP-based Supply Chain Risk Prediction System Design**

Author: **Dequn Teng**, *U. of Cambridge*
Author: **Veronica Martinez**, *U. of Cambridge*

The supply chain has been challenged globally by COVID, geopolitical issues, and natural disasters. It is important to model the global supply chain so that early indicators of risk can be found. Traditionally, supply chain risk modeling research has concentrated on operational data modeling, such as production lean time and logistics ETA. But diversity, equity, and inclusion (DEI) are now much more important to operational performance than they used to be. The existing literature focuses on corporate-specific performance indicators, with little consideration given to the supply chain operation domain. The lack of supply chain aspects comes from the lack of a reliable data-sharing scheme, and the researcher is proposing federated learning (FL) principles for modelling the supply chain process without sharing data in the multi-entity supplier's network. Specifically, the researcher aims to apply FL on the diversity and inclusion focused on natural language processing (NLP) task for supply chain risk prediction system design. The researcher has tested based on the natural disaster risk prediction data and has achieved 0.95 prediction data accuracy based on the diverse and inclusive data sharing on social media data based on Kaggle open data. The implications of the research lay on introducing the framework in applying the DEI data for the federated NLP-based supply chain risk modelling system.

OSCM: **Pressure Makes Diamonds: How Organizational Culture Bolsters Supply Chain Resilience**

Author: **Nils-Ole Hohenstein**, *Cooperative State U. Mannheim, Baden-Wuerttemberg*

The COVID-19 pandemic has affected profoundly firms' operational and ?nancial performance. The crisis has led to global supply chain (SC) disruptions and showcases how fragile and vulnerable intertwined SC networks are nowadays. This paper examines how corporate culture has influenced supply chain resilience (SCRES) during competitive dynamics to control and respond to the COVID-19 crisis. Our study extends the understanding of SCRES practices by exploring the cultural effects of risk awareness and organizational learning on SC adaptation and reconfiguration. Thus, we draw on the dynamic capability theory and combine an extensive literature review with a rigorous methodological multiple case study based on 15 interviews with seven firms operating globally in different industries. Our findings provide empirical evidence that a powerful corporate culture has a strong positive influence on handling the severe impacts of crises like the COVID-19 pandemic in globe-spanning SC networks. The study highlights not only that the dimensions of employee engagement, communication (internal and external) and collaboration determine how effective firms' cultures are in handling large-scale disruption robustly and agilely, but also that the COVID-19 crisis has positively affected firms' learning orientation. The critical requirement of digital SC transformation to strengthen SCRES during pandemic conditions has reinforced the dynamic adaptation and reconfiguration of firms' culture and employee skillsets. Hence, this paper provides valuable insights on how a favourable corporate culture can improve SCRES in crisis conditions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2032** | Submission: **20928** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Managing Human Resources

Session Moderator: **Marlene Walk**, *U. of Freiburg*

PNP: **Investigating Turnover Intentions in the Face of Organizational Change**

Author: **Marlene Walk**, *U. of Freiburg*
Author: **Amanda Stewart**, *North Carolina State U.*
Author: **Kerry Kuenzi**, *U. of Wisconsin Green Bay*

COVID-19 has been regarded as a critical incident that catalyzed a multitude of organizational changes in nonprofit organizations. This study centers on the nonprofit workers' perspective of change by investigating to what extent and how negative appraisals in the midst of the pandemic are related to intentions to leave the organization about a year after the start of the pandemic, at a point in time when the initial shock of changes spurred on by COVID-19 had settled into a sense of the "new normal." Findings indicate that harm but not threat appraisals predicts to psychological contract violation and that psychological contract violations are related to resistance to change as well as intentions to leave. Unexpectedly, neither threat appraisal nor resistance to change was related to turnover intentions.

PNP: **The Conditional Effect of Abusive Supervision on Turnover Intention among Public Servants**

Author: **Nhung Nguyen**, *U. of Economics Ho Chi Minh City*
Author: **Diep Nguyen**, *Northumbria U.*
Author: **Stephen Teo**, *Northumbria U.*
Author: **Matthew J. Xerri**, *Griffith Business School, Griffith U.*

Public administration literature highlights the prominent role of leadership in retaining engaged and committed public servants. While much research has focused on the constructive behaviors of supervisors, evidence of destructive and unethical leadership in public administration literature is still lacking. This study uses social cognitive theory and the sample of 468 US public servants to contribute to the deficiency of research on abusive supervision in the public sector. We found an indirect relationship between abusive supervision and turnover intention via psychological distress. The impact of abusive supervision is more detrimental among subordinates with a high person-organization fit. As the public sector has contemporarily faced staffing and retention issues, our study offers new insights into how public organizations can retain those highly fitted to the work environment by considering the growth of healthy interpersonal relationships.

PNP: **Employee Work Engagement and Organizational Engagement within the Hybrid Work Model**

Author: **Hedva Vinarski Peretz**, *The Max Stern Yezreel Valley College, Israel*
Author: **Aviv Kidron**, *Max Stern Yezreel Valley College*

The hybrid work model which is based on technology-enabled job autonomy is one of the emerging features in the post-pandemic future of work in both private and public sectors. This article explores the socio-psychological mechanism of employee work and organization engagement within the context of a hybrid work model integrates working at the office and remote working. The research model links multi-dimensional support - i.e. organizational, managerial, social and professional support, autonomy needs satisfaction, and two distinct types of employee engagement - work and organization. The study was performed using a cross-sectional correlational design among 352 public servants and private sector employees (173, 179 respectively). The relations between the variables of interest in our work are understood through the integration of the Self-Determination Theory and the Job Demands-Resources framework of engagement. Mediation analyses revealed that employees' satisfactory with needs of autonomy mediated the effect of three sources of support - perceived organizational support, manager's support and social support on work engagement. But, this sense of satisfaction did not mediate other support effects on organizational engagement, where mediating the effect of professional support on engagement was completely inactive. Namely, no indirect effect was found between professional colleagues' support and the two types of engagement. This suggests that three sources of support - organizational, supervisor and social, play an important role in leveraging employee work engagement, but are less relevant for their organizational engagement.

PNP: **Reflected Governance Culture: Effects of CEO Characteristics on Comply-or-Explain Quality**

Author: **Ulf Papenfuß**, *Zeppelin U.*
Author: **Zino Manuel Roos**, *Zeppelin U.*
Author: **Claudius Stritt**, *Zeppelin U.*

Self-regulation through public corporate governance codes (PCGCs) are a crucial governance mechanism for good governance, political control and policymaking in the context of state-owned enterprises (SOEs) on all government levels. In many countries the central mechanism of PCGCs is the comply-or-explain principle which allows SOEs to deviate from recommendations, given the deviation is disclosed and justified in a published declaration of compliance. The comply-or-explain principle has great potentials in the public sector in different contexts, but critical research gaps exist. In particular, the theoretical understanding on the effects of CEO characteristics is limited. Drawing on upper echelons theory, the present study analyses 240 German SOEs from 2016 to 2020 and shows a significant positive effect of female executive directors on the quality of declarations of compliance, whereas private sector experience is insignificant. The findings enhance the theoretical understanding on the comply-or-explain principle and CEO characteristics and give conceptual impulses to assess the diffusion and effects of comply-or-explain quality in future research for the public sector and for policy making. Regarding the conference theme "Putting the Worker Front and Center", PCGCs using the comply-or-explain mechanism have special potential to address current workplace challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2033** | Submission: **20922** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Collaborations and Crisis

Session Moderator: **Tero Montonen**, *U. of Eastern Finland*

PNP: **Contracting 'Person-centred' Working by Results: Street-level Managers and Frontline Experiences**

Author: **Eleanor Carter**, *U. of Oxford*
Author: **Fernando Deodato Domingos**, *EAESP - FGV*
Author: **Franziska Rosenbach**, *U. of Oxford*
Author: **Felix-Anselm Van Lier**, *U. of Oxford*

Despite growing interest, little is known empirically about the impact of Outcomes Based Contracting (OBC) on public service delivery at the street level. This longitudinal study evaluates the contractual shift of a British support service for adults with multiple, complex needs from bilateral fee-for-service arrangements to an outcomes contract in the form of a 'social impact bond'. These findings add much-needed empirical evidence on the impact of OBC on the discretion, personalisation, and co-production of public service delivery at the frontline; and pushes conceptual boundaries by emphasising the importance of governance and management conditions for the work of street-level bureaucrats.

PNP: **Dynamics of Collaboration Modes and Mindsets: Health Researchers' Interaction with Stakeholders**

Author: **Tero Montonen**, *U. of Eastern Finland*
Author: **Eeva Aromaa**, *U. of Eastern Finland*
Author: **Pasi Hirvonen**, *U. of Eastern Finland*

This article focuses attention to research collaboration with multiple stakeholders in public universities. In prior research, organisation and management scholars have focused on academic researchers' collaboration with companies, often with rather static research designs. The main objective of this study is to extend attention to the dynamics of university-society collaboration in which public and third sector organisations may have key roles. Drawing from the literature on research collaboration and knowledge production we ask: how do researchers collaborate with stakeholders, and how do shifts emerge from one collaboration mode to another? The article is based on thematic interview data from health researchers in two of the largest universities in Finland. The findings illustrate four trajectories of collaboration dynamics: seizing the opportunity, problem solving, orchestrating, and weaving. The contribution of this article is three-fold. First, it argues that research collaboration in public universities increasingly extends to university-society relationships. Second, it extends the concept of knowledge production in research collaboration by adding the dimension of collaborative mindset. Third, it demonstrates how a focus on the dynamics of research collaboration offers fertile ground for the development of a better understanding of knowledge production with multiple stakeholders.

PNP: **The Role of Leadership in Managing Stakeholders and Grand Health Crisis**

Author: **Prem Sagar Menghwar**, *Luiss Guido Carli U.*
Author: **Fabian Homberg**, *Department of Business and Management, LUISS Guido Carli U.*
Author: **Dr. Zafar Zaidi**, *Indus U. of Health Sciences*
Author: **Dr. Ashar Alam**, *The Indus Hospital*

The coronavirus crisis has created multiple challenges for leaders and has subjected healthcare institutions and other organizations to severe hardships. The prior literature on crisis leadership and crisis management is mainly based on historical data, scattered under different labels, and inconclusive. These limitations have resulted in the failure to understand the leadership's role and the firm's strategies in ensuring health care. We conducted a longitudinal real-time case study on a health institution that provided healthcare services to people at zero cost during the Covid-19 crisis. Our findings suggest that leadership is a social process that allows multiple leaders to share power, responsibilities, and purpose. We found that these leaders have two essential characteristics - shared social purpose and shared work. This contrasts with past literature that promotes heroism and focuses on one single leader. We show that if multiple leaders work together for a common purpose doing the administrative as well as ordinary jobs performed by subordinates, they will inspire group members to work with dedication under extreme conditions. Furthermore, we explain that leadership proactively prepares and involves stakeholders in managing crises rather than simply communicating with stakeholders. We theorize that by involving stakeholders in the process of managing a crisis, organizations address their concerns. These emerging findings contribute to existing work on leadership and strategies during crisis times.

PNP: **Creeping Crises and Public Administration: A Time for Dynamic Governance?**

Author: **Isabella M. Nolte**, *Harz U.*
Author: **Jörg Lindenmeier**, *Lehrstuhl für Public und Non-Profit Management - Corporate Governance und Ethik*

Public management scholars have long explored how public administrations respond to sudden crises. However, because sudden crisis management entails returning to normal, whereas creeping crisis management calls for adapting to a new normal, studies of sudden crises rarely contribute to creeping crisis management. Using data from 186 German health authorities, this study explores how four governance strategies and stakeholder collaboration affect public administrations' success in adapting to creeping crises. While dynamic governance strategies entailing digitalization and agility strongly affect adaptability, public administrations that want to successfully adapt to changing environments need to strike a balance between dynamism and stability.

Session Type: **Paper Session**
Program Session: **2034** | Submission: **20236** | Sponsor(s): **(RM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Rethinking Theorizing and Categorizing in Management Research

Session Moderator: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*

RM: **Moral Relativism Reduces Sexism: Using Machine Learning to Generate Theoretical Insights**

Author: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*
Author: **Abhishek Sheetal**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

The pervasiveness of sexism prevents organizations from making full use of their available talent. To quash sexism, management studies have attempted to address the contextual factors that lead to bias. However, without addressing the psychological factors that contribute to sexism, no change can be made at the organizational level. Thus, we need to identify the values and belief systems underlying sexism. However, most existing research on the psychological precursors of sexism focuses on a narrow range of constructs, even though many inconspicuous values are likely to uphold sexism. To identify the strongest predictors of sexism, we trained a machine learning model to classify individuals as sexist vs non-sexist based on 408 attitudes, values, and beliefs in the World Values Survey (Study 1). The model identified moral relativism as a strong predictor of sexism. No past research had examined a link between these two constructs. We thus tested this relationship in four follow up studies. Men who were more morally relativistic scored lower on modern sexism (Study 2) and workplace sexism scales (Study 3). Documenting the underlying mechanism, we found that gender determinism mediated the relationship between moral relativism and sexism (Study 4). An experiment found that those made to be more morally relativistic were less likely to gender stereotype androgynous faces (Study 5). Using machine learning, we were able to find a novel predictor of sexism that displayed how a moral value with no clear connection to sexism upheld it through its effects on peoples' understanding of gender's impact on personality and ability. These findings illustrate that machine learning can be used to provide novel perspectives on important societal and organizational problems.

RM: **Using Counterfactuals for Theory Building in Management and Organization Studies**

Author: **Gizem Kadioglu**, *U. della Svizzera Italiana*
Author: **Bareerah Hafeez Hoorani**, *Nijmegen School of Management*
Author: **Michael Gibbert**, *U. della Svizzera Italiana*

Counterfactuals can be an important ingredient in theorizing. Qualitative research is particularly useful as a theory-building tool given its openness to context, and counterfactuals provide a welcome broadening of scope when it comes to exploring contexts. Nevertheless, we currently do not know whether and how counterfactuals are used in qualitative research. To rectify this, we offer a systematic review of all empirical qualitative papers actively engaged with counterfactuals published in five top-tier management journals, from the first volume to the most recent. We find that the authors draw on counterfactuals stemming either from within or beyond the empirical context. In addition, counterfactuals (somewhat surprisingly) can take the form of a factual scenario (i.e., an unexpected occurrence within an empirical setting or a contrasting case outside) or of a fictional scenario (i.e., mentally generated 'what-if' schemata that probe the causality of the emerging findings – again with sources taken from within the context or beyond). We illustrate the different theoretical gains accruing to the authors by using these four types of counterfactuals individually. Notably, we find that only a minority of authors used several of these types in concert and we reveal how their complementarity can provide further impetus to theorizing.

RM: **How Management Scholars Categorize Concepts & Phenomena: A Multi-study Review and Recommendations**

Author: **Jason R. Pierce**, *U. of North Carolina, Greensboro*

Theorizing has longed reigned as the preeminent activity in the management and organizational sciences (MOS). Though forebearers of the field once acknowledged categorizing as a separate and possibly more important activity, MOS scholars have since viewed categorizing as merely part of theorizing. The four studies reported here challenge this view by showing how categorizing can answer important questions and yield valuable insights apart from theorizing. First, an exploratory (Study 1) and etymological review (Study 2) in tandem distilled a framework of three general approaches—classical (Aristotelean), commonsense (intuitive), and contemporary (evolutionary)—historically taken in all sciences, including MOS, to categorize concepts and phenomena. Next, a qualitative review (Study 3) revealed that MOS scholars overwhelmingly take commonsense approaches independent of formal standards. This combined exercise demonstrates how categorizing alone can expose and mitigate the kinds of semantic confusion that have long troubled MOS scholars. In doing so, it confirms the three step-sequence of science—categorizing, theorizing, testing—pioneers of the field espoused and provides insights for making categorizing more rigorous.

RM: **AI-Duction for Organizational Theory Building: (How) can we Overcome Ontological Neglect with AI?**

Author: **Itziar Castelló**, *Bayes Business School (formerly Cass), City, U. of London*
Author: **Leroy White**, *Warwick Business School*

With rapid advancements in (AI), we consider it presents an emerging issue for organizational theory building. AI is increasingly being used in organizational research, but recently it has been highlighted that there is ontological neglect. While it is acknowledged that AI can advance human reasoning in organizational research, the risk is that it reduces the task of research to essentially prediction only, thereby neglecting the branch of organizational research concerned with understanding and interpretation of social phenomena. This neglect comes at a cost in explaining social phenomena in organizations. Thus, our paper progresses in three sections. First, we provide an overview of three principle forms of AI (assistive, interpretative, and augmentative). We explain them in relation to common modes of human intelligence in research (i.e., supervised, unsupervised and reinforced learning), their role in research and their explorative quality. We also show examples relating to qualitative organizational scholarship, highlighting the contribution and limits of AI-supported research. Next, we present a model that shows the potential for AI to support research and theory building we call AIduction. Through this model, we propose that AI can help theory building via continuous hermeneutic cycling. Finally, we show how AI can support theory building that pays attention to the ontological appreciation - closely linked to the hermeneutical cycle - that can explain relationships between constructs in more enriching ways.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2035** | Submission: **16023** | Sponsor(s): **(RM, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

Person-Centered Techniques: An Expert Panel

Organizer: **Mahira Ganster**, *U. of Arizona*
Organizer: **Nathan Philip Podsakoff**, *U. of Arizona*
Panelist: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Panelist: **Joanna Tochman Campbell**, *U. of Cincinnati*
Panelist: **Hoda Vaziri**, *U. of North Texas*
Panelist: **Mo Wang**, *U. of Florida*

Known by a variety of labels (e.g., latent profile/class analysis, latent growth curve modeling, latent transition analysis, fuzzy set qualitative comparative analysis), person-centered techniques represent a conceptual, methodological, and analytic departure from traditional variable-centered approaches to studying organizational phenomenon. Focused on identifying subpopulations, patterns, clusters, or classes of observations within samples, person-centered techniques represent an area of increased attention over the past decade in organizational behavior and human resource management. However, this increased attention has come with some "growing pains," as researchers still have questions about the value and design of person-centered studies, the application of person-centered techniques and the interpretation of findings, and the publication of articles based on person-centered techniques. This panel includes four experts on this topic who will address questions pertaining to three thematic domains: person-centered concepts and theory, research design and methods, and analyses, reporting, and interpretation. The panelists will provide their assessment of the current state of this research, and their recommendations for future research taking a person-centered perspective in an effort to inform organizational behavior and human resource management scholars interested in this approach.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2036** | Submission: **14421** | Sponsor(s): **(RM, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **303**

Why and How to Replace Statistical Significance Tests with Better Methods to Evaluate Hypotheses

Presenter: **William H. Starbuck**, *U. of Oregon*
Presenter: **Andreas Schwab**, *Iowa State U.*

This symposium will introduce and discuss how scholars can improve upon statistical significance tests, which continue to constrain the production of knowledge in management science. The extensive use of these tests in quantitative research has led to the accumulation of "statistically significant" results that are both too small to be practically relevant and so small that they are unlikely to replicate. A field that aspires to provide useful advice to managers needs to focus on practically important and robust effects. The proposed symposium introduces and discusses alternative approaches to overcome the limitations of statistical significance tests -- such as, effect size measures, confidence intervals, graphs, meta-analyses, baseline modeling and the implications of these approaches for the accumulation of scientific knowledge. A final "Question and Answer" session will offer additional opportunities for further discussions, advice and recommendations.

How Deficiencies of Statistical Significance Tests Have Corrupted Management Research

Author: **William H. Starbuck**, *U. of Oregon*

What is wrong with statistical significance tests and how to evaluate hypotheses instead

Author: **Andreas Schwab**, *Iowa State U.*

Useful Alternatives to Statistical Significance: What Can You Do to Improve Research Methods

Author: **William H. Starbuck**, *U. of Oregon*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2037** | Submission: **21001** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Change of Place

Session Moderator: **Almina Besic**, *Johannes Kepler U. Linz*

SIM: **The War on Drugs: How Multi-stakeholders Transform a Drug-based Economy into Sustainable Economy (WITHDRAWN)**

Author: **Hee-Chan Song**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*

Multi-stakeholder research suggests that multiple stakeholders across different sectors can resolve societal problems when they unite their complementary resources and skills. The studies highlight that global multi-stakeholder initiatives play a pivotal role in building such partnership processes. However, geographically and culturally isolated regions, such as ethnic minority areas, are often in a blind spot concerning the dissemination of the global initiatives and the relevant stakeholders' attention. Drawing upon a long-term fieldwork that took place in ethnic minority villages near the Thailand and Myanmar border, this study investigates how collective interventions of multi-stakeholders transformed the illicit drug-based economy of the region into an alternative sustainable economy. The region once supplied 60% of the illicit drugs distributed worldwide, yet a series of cross-sector interventions transformed the region into a non-drug-driven, sustainable economy over the last 60 years. This study reconstructs the process, and in doing so discloses the role of Japanese multinational enterprises that facilitated government and non-government sectors to effectively tackle the problem. The findings of this study shed light on the importance of authentic cross-sector partnerships in dealing with sustainability issues of ethnic minority regions.

SIM: **Labour Market Integration of Ukrainians in Europe: Differentiation and Ethical Dilemmas**

Author: **Almina Besic**, *Johannes Kepler U. Linz*
Author: **Henriett Primecz**, *Johannes Kepler U. Linz*
Author: **Johannes Brandstetter**, *Johannes Kepler U. Linz*

The arrival of displaced persons from Ukraine predominantly in European Union countries has furthered the debate about refugee labour market integration anew. At the same time, the unprecedented implementation of the temporary protection directive allows for immediate access to the labour market for these newcomers. In this study we address the integration of Ukrainians into the labour market at the example of Austria as one of the receiving countries in Europe. We analyse the potential ethical dilemmas that support organisations in the integration field encounter, the specificity of the integration of the newcomers compared to other refugees (most notably those that arrived in 2015/2016) and the various pressures put on the newcomers. We identify a pragmatic approach to integration that relies heavily on employment. At the same time, we see that support organisations rely on this approach due to political pressure that fosters self-reliance and 'usefulness' of the displaced individuals. This is correlated with the political landscape in the receiving country, where issues of refugee integration are frequently used for political gains.

SIM: **The Emergence and Evolution of Organizational Fields: Toward a Theory of a Place Based Field**

Author: **Rama Krishna Reddy Kummitha**, *U. of Essex Business School*

Building on the idea of organizational field, this article examines the emergence, evolution, and stabilization of the smart cities field. By drawing examples from Barcelona theoretical case, we argue that the initial field emergence is coupled with the promotion of corporate logic, which failed to take the 'place' into account. The 'means' in which the field emerged gained enormous critical exposure, attracting resistance from a key stakeholder group. This process led to field level negotiations and change in logic prioritization. We theorize this process and propose a theory of place-based field to emphasize that the field emergence needs to focus on the means, by which it engages different actors that would offer prescription for legitimacy and survival.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2038** | Submission: **20977** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

Social Entrepreneurship Case Studies

Session Moderator: **Antoaneta Petkova**, *San Francisco State U.*

SIM: **Doing Good While Saving Money? The Formation of Initial Reputation of a New Social Venture**

Author: **Carolin Johanna Waldner**, *ESCP Business School*
Author: **Antoaneta Petkova**, *San Francisco State U.*
Author: **Jurgen Willems**, *Vienna U. of Economics and Business*

This paper addresses recent calls for in-depth research and theorization of the cognitive and emotional basis of reputation and the processes through which the perceptions that comprise new venture reputations form and change over time. Following a new social venture through its first year of operation, we analyze the formation of its initial reputation with customers. Using inductive theory building and theory extension methods, we identify specific components of customer evaluations that comprise the rational, emotional, and moral basis of new venture reputation. Our findings offer new understanding of the initial reputation perceptions of social ventures, and the potential gaps that may occur between the desired reputations that venture founders aim to develop through their reputation-building efforts and the actual perceptions that emerge based on customers' interactions with the ventures.

SIM: **How Much You See Depends on How You Look: A Mutual Bank Story**

Author: **Chao Ren**, *U. of New South Wales Canberra*

Cooperative and mutual financial organisations are in natural conflict as a result of their for-profit and for-purpose objectives. Drawing on insights from the literature on sustainability, management controls and Sociology of Worth (Boltanski and Thévenot, 1991, 2006), we reveal the potential conflicts and examine how management control systems put opposing values to test. Powerful symbolic activities are used to represent civic and environmental goals while operating a for-profit business impinges on managerial thoughts, cultures, and practices. This study shows that the work to sustain pluralism overrides the need to manage compromise arrangements between competing values, specifically where management control systems and some orders of worth could themselves subliminally support working towards transcendence. We argue realisation of mutual value is a reflexive process exercised explicitly by senior managers, which is further shaped by the mutual interplay between multiple values and management control practices.

SIM: **Bricolage as a Mechanism to Address Resource Limitations: A Processual Approach**

Author: **Pradeep Kumar Hota**, *Indian Institute of Management, Udaipur*
Author: **Padmanetri Panigrahi**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*

Social enterprises (SEs) primarily aim to create social value i.e. generate benefits or reduce costs for society, while maintaining financial sustainability. Extant research shows that SEs need the same set of resources as required by their commercial counterparts. However, owing to their unique operating condition and organizational characteristics, SEs face severe resource challenges. These resource challenges are further exacerbated for SEs operating in emerging economy. Overcoming these resource constraints is vital for SEs in order to address their mission. In this paper, we show that SEs facing resource constraint environment adopts bricolage process to mobilize required resources. Through inductive multiple case study approach we identified eight different sub-processes of bricolage, which were further aggregated in to three bricolage process namely- Accessing, Organizing, Enacting. In doing so, we contribute to the social entrepreneurship literature as well as entrepreneurial bricolage literature. Our study has important implications for future research and practice.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2039** | Submission: **20982** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

Sustainability, Performance, and Innovation

Session Moderator: **Minna Halme**, *Aalto U. School of Business*

SIM: **Sustainability-Oriented Innovation for System-Level Impact**

Author: **Jennifer Goodman**, *Audencia Business School*
Author: **Minna Halme**, *Aalto U. School of Business*
Author: **Jouni K. Juntunen**, *U. of Vaasa, School of Technology and Innovations*

Our study advances knowledge on the system-level impact of stakeholder integration in firms' sustainability-oriented innovations (SOI). We develop a conceptual model for understanding such SOI in the context of socio-ecological systems (SES) and operationalize it with a set of components for assessing SOI's system-level impact. Taking a configurational approach, we empirically study the impact of innovations from 14 firms in eight countries using qualitative comparative analysis (QCA). Our analysis uncovers two configurations of stakeholder collaboration associated with system-level sustainability impacts and makes the case for a high level of openness to external influence as a recipe for system-level impact. Early inclusion of stakeholders in SOI processes is needed, but it must be coupled with a high majority of non-profit oriented stakeholders or an impact extender stakeholder who intensifies the impact of SOI. We contribute to research on systems within management studies, as well as SOI and SES literatures by identifying conditions that advance the system-level impact of firm action.

SIM: **How Does Perceived Corporate Social Responsibility Affect Organizational Performance?**

Author: **Jihoon Song**, *Doctoral Student at Yonsei U.*
Author: **Joonghak Lee**, *Gachon U.*
Author: **Sungjun Kim**, *Kookmin U.*

This study examines the impact of the organizational level of perceived corporate social responsibility (CSR) on organizational performance. Multinational corporations (MNCs) have emphasized the importance of social responsibility to address environmental, social, and governance issues across the globe. Therefore, we investigate whether a firm's CSR in the workplace influences employee-related attitudes and organizational performance. Based on 1,509 employees nested in 47 firms, our multilevel analysis shows that perceived CSR is positively related to employees' affective commitment, and the relationship between CSR and organizational performance is partially mediated by affective commitment.Our findings suggest that a firm with a higher level of perceived CSR can have a better organizational performance. Also, an employee's attitude can act as a mediator between a firm's CSR and organizational performance. Because we use data from single organization in South Korea, the finding might not be generalized to other organizations or countries. We also have limitations in that we have only used perceived organizational performance measurement from employees. This study can solve the mixed results between a firm's CSR and organizational performance. In addition, it reveals the mechanism of how perceived CSR can contribute to performance through affective commitment.

SIM: **Keeping Up With the Joneses: The Role of Investee Peers Corporate Environmental Responsibility (WITHDRAWN)**

Author: **Yixue Wu**, *Chinese U. of Hong Kong*
Author: **Senhua Chen**, *Nanjing U. of Finance and Economics*

Scholars have investigated the industry peer effect of corporate social responsibility (CSR). Borrowing from the awareness–motivation–capability (AMC) framework from competitive dynamics literature, we shift attention to focus on an important but neglected peer—investee peers—and argue that the corporate environmental responsibility (CER) of investee peers positively affects a focal firm's CER. Using data from Chinese listed firms from 2008 to 2018, we find that firms invest more on CER in response to increasing CER investment by investee peer firms (more awareness). This relationship is further affected by the firm's motivation (when the common shareholder is a foreign investor) and ability (when the focal firm's financial performance is high) to respond to competitive threats and tensions from investee peers. Our study contributes to the literature on CSR (specifically CER) by introducing the role of investee peers and extending the AMC framework to the CER literature.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2040** | Submission: **21005** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

Institutional Logics and Diversity

Session Moderator: **Fanny Salignac**, -

SIM: **The Evolution of Competing Logics: A Stage Model Approach**

Author: **Fanny Salignac**, -
Author: **Ralf Barkemeyer**, *Kedge Business School*
Author: **Elizabeth Jean Franklin-Johnson**, *Kedge Business School*
Author: **Tulin Dzhengiz**, *Manchester Metropolitan U. Business School*

As the marketization of care develops, actors have had to navigate competing institutional logics and, thus, competing demands – e.g. enhancing quality while reducing the costs of care. While extant studies have largely relied on actor-centric and event-based explanations, we aim to show how competing logics evolve following a scripted set of stages. We put forward a stage model and argue that it is not merely the characteristics of the given event or the actors associated with it that determine the evolution of competing institutional logics but how actors follow a scripted process. Our study takes place in the context of Australia's National Disability Insurance Scheme (NDIS). We use a mixed methods approach, conducting a quantitative sentiment and frequency analysis and a qualitative content analysis of policy documents and mass media coverage. We conclude with implications for researchers and practitioners.

SIM: **How Do Female CEOs Affect Corporate Pay Dispersion?**

Author: **Ying Zhang**, *Northwestern Polytechnical U.*

Extant gender–compensation literature has dominantly held a passive perspective on the compensation contracts of female leaders. However, scant attention has been paid to the proactive aspect of this gender–compensation relationship. This study fills this research gap by incorporating female leaders' initiatives and integrating their proactive preferences to establish a link between gender and corporate pay dispersion. We first develop the theoretical argument that firms with female leaders or CEOs (SHE'-E-Os) have low pay dispersion as determined by their behavioral preferences — risk aversion and competition avoidance. Furthermore, since the risk aversion and competition avoidance vary with organizational environments, we attempt to elaborate more on how SHE'-E-Os' behavioral patterns change over time -- heterogeneous life-cycle stages – which provides a long-term perspective further enriching our understanding of the gender and organizational compensation structure. The implications of our findings for literature on female leadership and pay dispersion are discussed.

SIM: **Academics' Engagement in RME: The Interplay Between Institutional Logics and Hidden Curriculum**

Author: **Chu Thi Mai Huong**, *Huddersfield Business School, U. of Huddersfield, UK*
Author: **Eshani Samanthi Beddewela**, *U. of Huddersfield*
Author: **Rabake Nana**, *U. of Huddersfield*

The past decade has seen a proliferation of research on responsible management education (RME), as a direct result of the criticism placed upon 'responsible' business education, after the global financial crisis in 2007/8. However, there is lack of research examining RME at the 'micro-level', specifically focusing on individual academics' decision-making related to their engagement of RME within business schools. Thus, we pose the question, what drives business educators to follow RME? In order to find answers to this question, we explore what incentivises and motivates them to engage in RME. On the one hand, we discuss the relationship between academics and the hidden curriculum because of the impact of its implicit dimension upon creating and setting values in business schools. On the other hand, to get a better sense of the involvement of academics in RME, we bring in the institutional logics perspective as a framework to explain their engagement in RME. Based on our conceptualisation, we propose a framework aimed at discovering how academics' experience and respond to multiple institutional logics and hidden curriculum when they engage in RME. This framework is also expected to provide new insights into the micro-foundations of institutional logics at an individual level in a hybrid organisational context and explore the interplay which could occur, between institutional logics and hidden curriculum when implementing RME.

SIM: **Workforce Diversity and Discrimination Issue Facing Employees: Evidence from S&P 1500 Firms**

Author: **Jingnan Li**, *U. of Manitoba*
Author: **Jijun Gao**, *U. of Manitoba*

In this study, we focus on a seemingly paradoxical phenomenon: while more firms are increasingly committed to diversity initiatives, the discrimination issues in business have ironically increased. Using a sample of S&P 1500 firms from 2009 to 2021, we found that a firm's workforce diversity commitment increased the incidents of discrimination issues facing employees. We aim to provide insights on why a firm's workforce diversity might fail to achieve its intended goals, or even worsen the underlying issues. We argue that firms might fail to walk the talk in implementing their diversity initiatives commitments. Employee silence could prevent firms from noticing the discrimination issues or receiving the feedbacks about the diversity initiatives. Also, workforce diversity might lead to unfavourable stereotypes against the targeted employees. We also examined the conditions under which a firm's diversity initiatives tend to be more or less effective in addressing the issues of discrimination in employment.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2041** | Submission: **21014** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Top Management Team Gender Diversity and Social Issues

Session Moderator: **Yuliya Shymko**, *Audencia Business School*

SIM: **Mitigating Liability of Ascribed Status: Female CEO and Corporate Philanthropic Foundations**

Author: **Yuliya Shymko**, *Audencia Business School*
Author: **Na Ni**, *SABS - Shenzhen U.*
Author: **Weiting Zheng**, *UNSW Sydney*
Author: **Joyce Yu**, *U. of Queensland*

Existing research has demonstrated that a favorable public perception of CEOs has a positive impact on firms; however, researchers have paid less attention to how a change in leadership through CEO succession may trigger the risk of a negative evaluation and prompt the firm to address such risk. We argue that not all changes in leadership require the risk mitigation response and suggest that the firm is more likely to do so in the case of a gender-specific change in its leadership that lowers the ascribed status of the firm's CEO, i.e., a male-to-female CEO change. Specifically, firms are more likely to pursue highly visible and status-enhancing stakeholder management strategies, such as establishing a corporate philanthropic foundation, when they experience a male-to-female CEO succession. However, this effect becomes attenuated when the new CEO possesses a higher achieved status derived from their political ties and professional standing, which compensate for the lower ascribed status of the CEO. Using a difference-in-difference method with a propensity score matching technique (PSM-DID), we test and find support for our hypotheses on a unique dataset for corporate foundations for publicly listed firms in China from 1999 to 2020. This study contributes to the literatures on social evaluations and stakeholder management.

SIM: **The Impact of Board Gender Diversity on Corporate Human Rights Performance**

Author: **Angel Morán-Muñoz**, *U. of León*
Author: **Roberto Fernández-Gago**, *U. of León*
Author: **Jose Luis De-Godos-Diez**, *U. de Leon*

The duty of businesses to observe and promote Human Rights (HR) has been a matter of widespread discussion at the political, corporate and academic levels over recent decades. However, little is known yet about the organizational drivers that make firms pursue higher levels of Corporate Human Rights Performance (CHRP). In an attempt to fill this gap, we present the first global study on the influence that one element of board diversity, gender, has on CHRP and the key interactive role that institutional pressures play in this relationship. We evaluate a panel data of 570 companies worldwide from 2012 to 2021 by using the two-step System Generalized Method of Moments (GMM) together with a subgroup analysis. Our results show that board gender diversity has a positive effect on CHRP and that this impact is greater in firms from developed economies and smaller in those headquartered in developing countries. These findings call for future CHRP analyses to acknowledge institutional contingencies and show that board gender equality may be key for safeguarding HR internationally.

SIM: **Gender Diversity and Environmental Innovation: The Role of Stakeholder Strategy and Analyst Feedback**

Author: **Mehdi Samimi**, *City College - City U. of New York*
Author: **Punit Arora**, *City U. of New York*
Author: **Tanusree Jain**, *Copenhagen Business School*

This paper examines the effect of strategic leadership team's gender diversity on environmental innovations. Drawing upon theories from strategic leadership and gender diversity literatures, we argue that TMT and board gender diversity collectively and separately promotes environmental innovations. We also examine the pathways through which gender diversity of strategic leaders influence environmental innovations. Using an unbalanced panel data of 8,403 observations for 1,290 U.S. firms for the period 2011-2021, with dynamic panel generalized method of moment regressions, we find that gender diversity in strategic leadership teams leads to higher environmental innovations. This relationship is mediated via improved CSR strategy response and moderated via external feedback from stock market analyst recommendations. In contrast to our hypothesis, the joined interactive effect of BoD and TMT diversity was found to have a small but significant negative effect on environmental innovations, suggesting a rather complex process through which the impact of diversity across levels of strategic leadership unfolds. We discuss the results and provide future research directions.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2042** | Submission: **20712** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Collaboration and Coopetition

Session Moderator: **Qingqing Chen**, *The Wharton School, U. of Pennsylvania*

STR: **WHO STEPS INTO THE VOID? A 3rd-party Perspective on the US Sanctions on Huawei in International SSO**

Author: **Qingqing Chen**, *The Wharton School, U. of Pennsylvania*
Author: **Lori Rosenkopf**, *U. of Pennsylvania*

This paper examines the role of third-party companies in the standard-setting process when the cooperation between two groups of key players is exogenously disrupted. By jointly considering technology interdependence and cooperative interactions between players in an innovation ecosystem, the paper builds a framework to understand the third party's technological and sociological salience in the face of disruptions. The paper argues that after the disruption, a third-party player will become more influential in the standard setting process if it could (1) replace either party in the disrupted relationship (the substitution effect); or (2) serve as an information broker connecting the two groups of key players (the brokerage effect). Past cooperation experience magnifies the substitution effect, and the technology proximity between the disconnected two parties negatively moderates the brokerage effect. The theory hypotheses are supported by evidence collected in 3GPP, an international telecommunication standard-setting organization, during the recent US sanctions on Huawei. By tracking 130 active third-party companies' standard proposals in 535 3GPP meetings, I find supportive evidence for the substitution and the brokerage effects.

STR: **Choosing Differentiation or Cost Based Strategies**

Author: **Han Smit**, *Erasmus U. Rotterdam*
Author: **Lenos Trigeorgis**, *Durham U.*

We revisit competitive strategy under uncertainty where the structuring of the industry and the type of competition are endogenous choices by rival firms rather than a feature of the environment. As these choices interact, we identify the conditions when each of four competitive strategies may prevail based on the firms' stance towards industry structuring (aggressive vs. rivalry restraint) and the type of competition chosen (prices vs. quantity). Using strategic NPV via real option games, we analyze the boundary conditions that may tilt the balance between competition and collaboration and between commitment and flexibility value under uncertainty. Our study findings offer implications for strategy theory development concerning when it is best to choose cost based vs. differentiation strategies or to emphasize value appropriation leveraging competitive advantage vs. value creation strategies based on rivalry restraint.

STR: **Exploring the Dimensionality of Opportunism in Inter-Organizational Relationships with Meta-Analysis**

Author: **Linda Hofsäss**, *Freie U. Berlin*
Author: **Max Braun**, *Freie U. Berlin*

What is opportunism, actually? Willamson's canonical definition of self-interest seeking with guile contains a broad range of opportunistic behaviors. We argue that opportunism is a multi-dimensional concept and study which aspects of the different opportunistic behaviors have the most harmful consequences in inter-organizational relationships. We combine qualitative content analysis with meta-analysis and investigate the survey data of 178 primary studies at the item level. In the first step, we synthesize a taxonomy of the dimensions of opportunism. In the second step, we meta-analytically test the dimensions' moderating effects on the relationships between opportunism-performance and opportunism-trust. The results show that certain aspects of behaviors – the type of claim violation, the degree of activity, the disclosure certainty, and the behavioral medium – determine how strongly opportunism harms performance and trust. Our study offers a taxonomy of the dimensionality of inter-organizational opportunism and compares the aspects of organizational behaviors that have the most harmful consequences. It further provides an empirical synthesis of the consequences of opportunism. Opportunism harms integrity trust and long-term value creation more than short-term financial performance highlighting the dramatic economic consequences of opportunism for value creation in inter-organizational relationships.

STR: **Streetlight Effects in the Study of Employer Collusion in the Labor Market**

Author: **Peter Norlander**, *Loyola U. Chicago*

This paper discusses how research and regulation of anti-competitive behavior in the labor market may suffer from a streetlight effect: looking for evidence where the light is already shining. Drawing from a text corpus of 151,708 franchise documents assembled from public records, I demonstrate gaps in knowledge about the extent and variety of anti-competitive language in this domain. Using new open-source methods and data to classify the unstructured text, I demonstrate a variety of language with anti-competitive effects, and illustrate patterns in their use over time. I provide evidence that hundreds of "naked" no poach and noncompete clauses continue into the present moment, despite their legally suspect nature. To shine a new light on this growing area of research, this paper reports on and releases to the public: the text corpus, the software used to build data, a knowledge base of rules to detect anti-competitive clauses, and an open-source machine learning classifier to detect no poach clauses.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2043** | Submission: **20714** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Managers and Organizational Design

Session Moderator: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

STR: **How are Allocation Decisions Made? Managerial Autonomy and Institutional Factors**

Author: **Sarah Wolfolds**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Author: **Daniela Scur**, *Dyson School / Cornell U.*

Observed resource allocation is the result of a resource allocation process where managers implement that intended allocation. Extant research has focused on capital allocation within a corporation, and a variety of organizational and institutional characteristics that are associated with different levels and types of capital allocation. This paper will focus on the resource allocation practices regarding how these decisions are made across personnel activities (hiring and firing) and product activities (sales and marketing and new product development expenditures). We document new patterns of managerial autonomy in resource allocation decisions across countries, institutional contexts and governance structures. We find significant heterogeneity in autonomy across these categories, and that these differences in autonomy are associated with differences in final expenditure allocations.

STR: **Firms' Use of Roles with General Purpose Skills: Evidence from US Job Postings 2010-20**

Author: **Piyush Gulati**, *INSEAD*

How do firms enable integration of efforts across workers? Prior research has predominantly focused on the managers' role in enabling coordination and cooperation through their authoritative influence and dynamic capabilities. In this paper, we explore microfoundations of this process. We focus on skills, and argue that managers use coordination skills (such as negotiation, relationship building, communication) and business planning skills (such as process planning, project management, resource allocation) for effort integration. As coordination and cooperation are universal issues, we refer to these skills as general purpose – expected to add value across firms and application areas, like general purpose technology. Additionally, as these are skills, and not authoritative influence, we argue that non-hierarchical information harmonizing roles, in business operations and administrative support units, also use them for integration of effort. We test and find evidence for our theory in a sample of ~24 million job postings by public firms in the United States in the years 2010-20.

STR: **Expectation versus Reality: Social Comparison of Contract Terms Offered by Potential Partner**

Author: **Jessica Jeesoo Kim**, *U. of California, Irvine*
Author: **Libby Leann Weber**, *U. of California, Irvine*

Prior studies suggest economically equivalent but differently framed contracts have a psychologically distinct impact on exchanges and partner relationships. One significant difference is the divergent expectations of partner motivations they set, which can be confirmed or violated in the exchange. Yet, these studies do not consider that the partner likely has multiple simultaneous exchanges, allowing the focal firm to make comparisons of contract terms, which may also meet or violate partner expectations. Drawing upon social comparison theory and expectancy violation theory, we examine how expectations set by prevention and promotion contract frames are confirmed or violated by this comparison. Further, we predict these confirmations and violations lead to distinct focal firm managers' emotions, as well as systematic impacts on focal firm investment in the exchange, and trust towards the new partner.

STR: **Playing for Keeps: CEO Incentive Horizon and Executive Departure**

Author: **Ahmet Sezer**, *Bocconi School of Management*
Author: **Cedric Gutierrez**, *Bocconi U.*

Firms increasingly use long-term incentives to curtail CEOs' short-termism. While long-term incentives positively affect organizational outcomes and help retain the CEO, they may have important implications for executives aspiring to rise to the top. We explore a potential spillover effect of CEO incentive horizon on executive turnover at Fortune 500 U.S. public firms. As a longer incentive horizon entice a CEO to stay longer within the firm, they may delay the opportunity for an executive to be promoted to the CEO position and increase voluntary turnover. Our results suggest that a CEO's incentive horizon is positively related to voluntary executive turnover and highlight the importance of the relative incentive horizon between CEOs and executives. Executives are more likely to leave when the CEO's incentive horizon is larger than theirs. Robustness analyses show that this effect is absent for involuntary turnover and for executives with peripheral backgrounds, who are less likely to ascend to the CEO role. Our results highlight the importance of considering not only the value of executive compensation packages but also their horizon. While increasing CEOs' long-term incentives has a negative spillover effect on executives' turnover, firms can alleviate this by strategically adjusting CEO and executives' incentives horizons.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2044** | Submission: **20713** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Partner Similarities and Dynamics

Session Moderator: **Liwen Wang**, *SABS - Shenzhen U.*

STR: **Technological Capability Strength/Asymmetry and Supply Chain Process Innovation**

Author: **Liwen Wang**, *SABS - Shenzhen U.*
Author: **Jason Lu Jin**, *City U. of Hong Kong (Dongguan)*
Author: **Kevin Zheng Zhou**, *U. of Hong Kong*

Despite the importance of process innovation in fostering supply chain competitiveness, existing studies primarily emphasize product innovation and overlook institutional environments. This study builds on the dyadic capability-based view and institutional theory to investigate how buyer's and supplier's technological capabilities jointly affect supply chain process innovation in China. We differentiate between two distinct dimensions, technological capability strength and technological capability asymmetry, and propose that technological capability strength negatively influences supply chain process innovation whereas technological capability asymmetry promotes such innovation. We also examine how formal (i.e., government intervention) and informal (i.e., guanxi importance) institutional factors moderate the effects of technological capability strength and asymmetry on supply chain process innovation. Empirical analyses based on 157 buyer–supplier dyads in China offer strong support for our hypotheses, which provide important implications for the supply chain innovation collaboration literature and managerial practice.

STR: **The Hidden Influences of Blockchain Governance: A Study of Organizational Imprinting**

Author: **Curtis Goldsby**, *Rotterdam School of Management, Erasmus U.*
Author: **Marvin Hanisch**, *U. of Groningen*
Author: **Helge JD Klapper**, *Purdue U.*

Blockchain technologies are increasingly being used as algorithmic governance mechanisms for interorganizational transactions. Despite blockchains' promise of decentralized governance and full automation, the underlying algorithmic protocols are often insufficient to align incentives, regulate behavior, and ensure trust. As a result, organizations typically introduce additional centralized governance structures to fill the gaps in the algorithmic governance layer, but this can lead to serious governance conflicts in complex network constellations with many stakeholders and divergent interests. Using an imprinting lens, we examine such complex governance issues in three interorganizational blockchain networks that differed dramatically in terms of success despite similar goals and founding conditions, with one network shutting down, one stagnating, and another continuing to operate. Drawing on extensive qualitative evidence from 56 interviews and comprehensive internal and external records, we found that the initial imprints from the shared technology provider played a significant role in the initial governance choices, maladaptation problems, and ultimately the success of these blockchain networks. By introducing imprinting theory into governance research, we can explain subconscious, latent, and persistent mechanisms that influence governance decisions at a profound level, often without the actors involved being aware of it.

STR: **Trajectories Matter: A Study of Interfirm Technological Convergence and Alliance Formation**

Author: **Chenlu YIN**, *Tilburg U.*
Author: **Zi-Lin He**, *Tilburg U.*
Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

We introduce technological convergence to capture the similarity in two firms' historical trajectories in the knowledge space and distinguish it from technological overlap that is grounded in the static and ahistorical conceptualization of firms' knowledge bases. Drawing on the evolutionary theory and the dynamic capabilities view, we theorize historical trajectories as manifestations of purposive-rational actions by firms to transform their knowledge bases, which are accumulated from past technological search and tend to settle into stable and self-reinforcing patterns. At the firm-dyad level, to account for the multifaceted nature of search, we further dimensionalize technological convergence and differentiate the effects of exploration convergence, exploitation convergence and mixed convergence on alliance formation. We test our predictions on a sample of horizontal alliances in the U.S. semiconductor industry, showing clear and robust evidence that technological convergence exerts a strong influence on alliance formation, above and beyond the nonlinear effect of technological overlap that has been commonly reported in the literature.

STR: **How do Alliances Emerge as Mini Societies? Social Construction Processes of Negative Alliance Events**

Author: **Darcy Kathryn Fudge Kamal**, *Sacramento State*
Author: **Ramin Vandaie**, *UNCA*
Author: **Akbar Zaheer**, *U. of Minnesota*

Although episodes of negative events in the life cycle of alliances are common, understanding how they might impact the persistence or termination of alliances remains limited. In this study, we develop a process model to explain how partners socially construct and attribute causes to such events which ultimately decide the fate of their partnership. We argue that alliance conditions – specifically trust, dependence, and alliance experience – lead to a set of social construction processes that, in turn, influence the attributions of the negative event. We theorize that the alliance's unique cultural dynamics morph into a mini society, which in turn governs the critical processes of interpretive intensity, collaborative flexibility, and an iterative bilateral negotiation. As a consequence, the partners form attributions that culminate in alliance termination (with a partner attribution), continuation (with an external attribution), and reconfiguration (with a relational attribution). Our contribution lies principally in going beyond either an individual partner or even a dyadic level to portray the alliance as a mini society with its own unique cultural dynamic and, indeed, its entitativity. By conceiving alliance processes as socially-constructed responses to a negative event, we provide a theory of how alliances might strengthen as an outcome of negative events.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2045** | Submission: **20753** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Resource Redeployment

Session Moderator: **Jasmina Chauvin**, *McDonough School of Business Georgetown U.*

STR: **Resource Redeployment as an Entry Advantage in Resource-Poor Settings**

Author: **Jasmina Chauvin**, *McDonough School of Business Georgetown U.*
Author: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*
Author: **Christopher Poliquin**, *UCLA Anderson School of Management*

Scarcity of productive factors poses a challenge for firms entering underdeveloped regions. We examine resource redeployment as a strategy to overcome scarcity in factor markets by modeling when expanding firms will internally redeploy versus hire workers via external markets. Our model predicts that redeployment is most valuable when there are large differences in resource scarcity across factor markets and when output is highly sensitive to worker skill and complementarities between labor and other resources. The ability to overcome resource scarcity allows firms with redeployment capabilities to enter markets that other firms would not. Data on sugar mills in Brazil, where a sudden demand boom incentivized expansion, corroborate the predictions. Our research identifies new entry advantages from resource redeployment.

STR: **Inventor Characteristics and Redeployment**

Author: **Kyungsoo Kim**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Author: **Samina Karim**, *Northeastern U.*

While the literature on resource redeployment shows that firms redeploy resources when inducements exist, there is less empirical guidance on which resources are most likely to be redeployed. We integrate the literatures on resource redeployment, intrafirm inventor mobility and inventor characteristics to argue that firms navigate the tension between commitment and flexibility by selectively redeploying human capital. We argue that inventors with high inventive breadth as well as high collaborative breadth are more likely to be redeployed than those with low inventive and collaborative breadth. We test these arguments by analyzing the redeployment of inventors following a profitability shock in the petrochemical industry in 2012. Our results suggest that generalist inventors with more collaborative ties to other inventors are most likely to be redeployed.

STR: **Flow like Water: Reallocation of Human Capital Resource in the Project-based Industry**

Author: **Dongwook Kim**, *North Dakota State U.*
Author: **Sharon Alvarez**, *U. of Pittsburgh*
Author: **Asli Musaoglu Arikan**, *Kent State U.*

There is increasing interest in how firms in the project-based industry can achieve sustainable competitive advantage from human capital resources (HCR). This paper suggests that firms can achieve a competitive advantage by managing HCR fluidly among multiple projects and reallocating them between multiple business units. By analyzing the human capital data from the video game industry, this research shows that the impacts of reallocating HCR on firm outcomes will vary depending on the characteristics of the HCR: creative workers and analytical workers. The empirical result shows that reallocating analytical workers can have a significant impact on efficiency in revenue generation in a way that decreases at first but later increases, resulting in a U-shaped relationship. We also find that the greater a firm's focus on acquisitions in reconfiguring business units, the greater the benefit of reallocating analytical workers.

STR: **The Hidden Cost of Redeployment: The Impact of Geographic Redeployment on Inventor Performance**

Author: **Hyoungwon Thomas Yoon**, *Bocconi U.*

Although research on strategic human capital and resource redeployment suggests relative benefits of human capital redeployment in enabling effective knowledge transfer and integration over between-firm mobility, geographic relocations may have differential implications on redeployed individuals due to hidden costs associated with geographic redeployment. Empirical analysis of individual-level patent data on inventors and their performance among major U.S. technology firms confirms that individuals who are geographically redeployed experience more significant performance reductions due to interpersonal challenges and career complications, even compared to those who experienced the same geographic relocations across firms. Sub-group analyses further explicate why and how only exceptionally capable individuals may avoid those above negative consequences, suggesting the necessity of careful redeployments of human capital across geographic locations.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2046** | Submission: **20749** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Behavioral Considerations in Strategic Leadership

Session Moderator: **Bingkun Zhang**, *U. of Hong Kong*

STR: **Effort Redirection Across Multiple Career Tracks: Salary-cut Policy and SOEs in China**

Author: **Bingkun Zhang**, *U. of Hong Kong*
Author: **Kevin Zheng Zhou**, *U. of Hong Kong*

Prior literature in agency theory assumes that when incentive reduces, agents may shirk and reduce effort. We extend this work to multiple career tracks and suggest that salary decrease may not necessarily lead to effort reduction, but instead may redirect efforts across multiple objectives. By using an exogenous salary-cut policy shock levied on Chinese central SOE top executives, our difference-in-differences estimates reveal that salary cut motivates SOE executives to redirect effort from improving internal management (i.e., operational efficiency) to gaining political appointment. Moreover, chairman age, as an indicator of political incentive, and analyst coverage, which reflects external monitoring, weaken the impact of salary-cut policy on effort redirection between two career tracks. These findings provide strong implications for research on agency theory, SOEs, and public policy.

STR: **Read Like a Book: Strategic Predictability and Decreasing Firm Performance with CEO Tenure**

Author: **Peter Micah Madsen**, *Brigham Young U.*

Competitive dynamics work suggests that leaders of firms attempt to predict the likely future actions of their competitors, and that firms that can successfully make such predictions gain competitive advantage. In this paper, we integrate competitive dynamics theory with upper echelons theory to propose that CEO tenure plays a key role in strategic predictability in that competitors have more opportunity to observe, and learn the behavioral tendencies of, more tenured CEOs, creating a negative relationship between CEO tenure and firm performance. Our theory also suggests that factors that influence competitors' motivation to learn about a CEO—such as competitive rivalry and competitive interaction importance—strengthen the negative effect of CEO tenure on firm performance. We test our theory of strategic predictability in the context of the National Football League (NFL) from 1970-2019, finding strong support for our hypotheses and theory.

STR: **Aspired to Improve Oneself or to Outperform: A CEO Perspective on Performance Feedback**

Author: **Irina Orbes**, *Australian National U.*
Author: **Lin Cui**, *Australian National U.*

CEOs are responsible for delivering on performance expectations based on either past (historical) or peer firm (social) comparisons. A performance shortfall from the historical or social expectations will motivate CEOs to promote changes or investments in search for solutions. Integrating research on the behavioral theory of the firm and goal orientation we propose that CEO goal orientation influences what performance shortfall is perceived as salient by CEOs and subsequently triggers firm response. We theorize that, performance shortfall from a firm's historical aspiration level triggers problemistic search in the presence of a learning oriented CEO. In contrast, performance shortfall from a firm's social aspiration level triggers problemistic search in the presence of a performance oriented CEO. Data from S&P 500 firms over a thirteen-year period (2006-2019) compromising 2,075 observations provides support to our hypotheses. Overall, our findings suggest that firms' search behavior is a function of matching performance feedback with CEO goal orientation.

STR: **Performance-aspiration Gap and Strategic Change: Is Short-term Horizon Always Myopic?**

Author: **Nauman Asghar**, *NEOMA Business School*

Performance feedback theory suggests that poor performance, compared with aspirations, may result in a change in strategic direction of the firm. Exploring heterogeneity in response to performance below aspirations, existing studies have pointed to the influence of interpretation of performance feedback, slack resources, and hierarchical level of decision makers. This paper explores the role of a hitherto unexplored mechanism i.e., heterogenous demands of institutional owners. I propose that increasing ownership by short-term institutions is more likely to influence managers to break strategic inertia after performance falls below aspirations because these owners are more sensitive to negative feedback. Conversely, long-term institutional owners may exert less pressure on managers to change firm's strategy when the performance-aspiration gap is still small. Further, I examine institutional owners' influence when performance is significantly below aspirations. I argue that long-term institutional owners are likely to drive a change in firm strategy to initiate corporate turnaround when the performance-aspiration gap becomes severe. In contrast, owners with short-term orientation are focused on the liquidity of their investments and will choose to reduce risk because of enhanced uncertainty. I test my predictions in a sample of publicly traded firms, between 2000 and 2018. Using an instrumental variable approach to identify exogenous increase in short term versus long-term institutional ownership, I find results consistent with these predictions.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2047** | Submission: **20734** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Minority and Foreign CEOs

Session Moderator: **Kamil Stronski**, *TUM School of Management, Technical U. of Munich*

STR: **How Minority Executives Affect the Hiring of Migrant Workers (WITHDRAWN)**

Author: **Kamil Stronski**, *TUM School of Management, Technical U. of Munich*

Management scholars suggested that employing minority leaders, including CEOs, will further motivate firms to hire more minority job candidates. But empirical research examining the effect of minority leaders on hiring minority employees reported mixed results, further suggesting the need for careful investigation of the conditions under which minority leaders support minority job candidates. In this paper, I focus on foreign CEOs and argue that their firms will hire more foreign job candidates than will firms led by domestic CEOs. Building on social identity theory, I suggest that foreign CEOs will identify more strongly with foreign job candidates because, as they advanced to their position as CEO, they encountered substantial barriers and disadvantages caused by their foreigner status. This stronger identification will then lead them to shape their firms' hiring policies to promote the hiring of foreign job candidates. Moreover, I argue that those foreign CEOs whose experienced a more challenging process to achieving their position, such as foreign CEOs stemming from lower-income countries, will also be more motivated to promote the hiring of foreigners. I carefully tested these ideas using German data on 9.157 independent firms across 18 industries between the years 1993 and 2014.

STR: **The East Asian CEO Pay Discount**

Author: **Seung-Hwan Jeong**, *U. of Georgia*
Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*
Author: **Saehee Kang**, *Florida State U.*

Asian Americans are often considered the "model minority" because of evidence that they are more educated, have higher starting salaries, and lower unemployment than all other racial groups including Whites. In this research, we build on emerging work showing these advantages may not persist for East Asians. We focus on CEO compensation and find that there is a pay discount for East Asian CEOs - they earn the least compared to White CEO and CEOs from other racial minority groups. We also explore the mechanisms behind this phenomenon and find East Asian CEOs' tendency to talk less, an indicator of lower agentic qualities that may compromise impressions of them as effective leaders, mediate the East Asian – CEO compensation relationship. Finally, we find that when firms have a more racially diverse board, the East Asian pay discount dissipates, evidence that governance mechanisms can indeed work in promoting pay equity. Implications for theory and practice are also discussed.

STR: **Scapegoats or Change Agents?: Examining the Promotion of Racial Minority CEOs to Firms in Crisis**

Author: **Yangyang Zhang**, *Loyola Marymount U.*
Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*
Author: **Seung-Hwan Jeong**, *U. of Georgia*

While past research has found that occupational minorities including female CEOs are more likely to be appointed to top positions when the firm is performing poorly, a phenomenon referred to as the "glass cliff", very little attention has been paid specifically to racial minority CEOs' experiences. This study aims to improve the understanding of the "glass cliff" effect for racial minority top leaders. Using extensive data of 2,399 CEO appointments, including 171 racial minority CEOs, we found the evidence of "glass cliff" for racial minority leaders. Further, we found that investors reacted more positively to the announcement of racial minority CEO appointments than White CEO appointments, especially under conditions of poor performance. We also found that racial minority CEO appointments are positively related to more strategic changes in the following year. Our findings suggest that the "glass cliff" phenomenon for racial minority leaders are driven by the perceptions of racial minority CEOs being potentially more capable of creating the change needed to turn firm performance around.

STR: **Racial Minority CEOs and Likelihood of Dismissal**

Author: **Yangyang Zhang**, *Loyola Marymount U.*

While scholars have started to shed light on the disadvantages racial minority leaders face in ascending to the most senior ranks, less is known about the challenges they face during their tenures. In this study, we focus on their risk of CEO dismissal. Using extensive data we collected on 1866 CEOs from 2001-2020, we found racial minority CEOs are more likely to be dismissed than White CEOs. We also found that their dismissal risk is especially high under conditions of poor performance, suggesting a double standard whereby boards more harshly evaluate and penalize racial minority CEOs compared to White CEOs. We discuss plans for expanding our research beyond this proposal, as well as the theoretical and practical implications of our work for research and practice.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2048** | Submission: **20578** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Advances in Business Model Research

Session Moderator: **David Nico Redaschi**, *U. of St. Gallen*

STR: **Business Model Design: a Review, Framework, and Future Research Possibilities**

Author: **David Nico Redaschi**, *U. of St. Gallen*
Author: **Karolin Frankenberger**, *U. of St. Gallen*

Business model design is an important topic among business model research as it focuses on the architecture of a business model. Although the growing business model design literature is a self-contained topic, it lacks a clear conceptualization and is not cumulative. Thus, this paper aims to extend prior business model reviews by specifically focusing on its design and architecture. Based on 87 articles, we provide the first systematic review of the existing business model design literature, elicit research streams, develop a research framework, and identify future research possibilities. We thereby contribute to the vibrant business model and business model design literature by structuring and synthesizing prior research for more cumulative advancements.

STR: **Business Models and Strategy**

Author: **Charles Baden-Fuller**, *Bayes Business School*
Author: **Stefan Haefliger**, *Bayes Business School*

In the literature, the concept of the business model is claimed to help us understand how the firm links its value creation strategy with that of value capture. Here we elaborate on this idea by carefully examining what is happening along both sides of the buyer-seller boundary under different conditions, paying special attention to specific investments related to the engagement surrounding the transaction. We compare the firm that puts its offer on the market using the product business model with the same firm using the solutions business model, which provides the buyer with additional value dimensions on the original offer in exchange for the buyer undertaking firm specific investments that create a lock-in between the buyer and the seller. The combination of the superior buyer value and the "lock-in" gives the opportunity for the seller to make additional profits. Our ideas can be extended to Specific investments by buyers in the engagement process can be especially promising in multisided platform businesses where solutions style engagement can be employed with every customer group, amplifying traditional platform because of the complementarities arising on both sides of the buyer-seller boundary. We use the concept of articulate the business model ideal types as a way of framing our ideas into that provide a useful toolkit for strategists and managers to unlock these profit opportunities. Finally, we explore the implications for strategy, competitive advantage and the theory of the firm.

STR: **Servitization: A Powerful Tool to Fill Relational Asymmetry**

Author: **AIZA DE TORRES ASI**, *Sophia U. Institute*
Author: **Michela Floris**, *U. of Cagliari*
Author: **Giuseppe Argiolas**, *Sophia U. Institute*

This paper aims to investigate how firms such as Xerox, which have transitioned to a digital servitization business model, bridge relational asymmetry. It continues the theme of sustainability from the traditional three pillars—environmental, economic, and social sustainability—to relational in terms of the quality of the relationship between the service provider and the customers. Adopting an exploratory approach, qualitative data has been gathered from the case of Xerox, a pioneering company that adapts servitization business models. The combination of exploratory archival and literature search studies allowed a deeper understanding of servitization and how it directly or indirectly bridges (or does not) the relational asymmetry. The results reveal that a relational dimension is inherent in the servitization business model, whereas in order to achieve sustainability, it must leverage transparency, which may be either an enabler or an impairing factor. A borderline for a transparent relationship that distinguishes these two parameters is established. This exploratory paper gives managers rational insight into whether and when it is sustainable to fill the relational asymmetry between them as service providers and their customers in delivering quality service. Moreover, this study takes a fresh look at servitization, arguing that the relational asymmetry filled by servitization will define the future of businesses that differentiate themselves through quality relationships.

STR: **Business Model Types: An integrative and Systematic Review (WITHDRAWN)**

Author: **Sergio Alves**, *Umeå School of Business, Economics, and Statistics*
Author: **Sujith Nair**, *BI Norwegian Business School*
Author: **Herman Ivar Stål**, *School of Business, Economics and Law U. of Gothenburg*

Business Model Types, broadly defined as generic ways of creating and capturing value, have long been an important element of the Business Model literature. Yet, on par with other areas within the literature, extant work suffers from limitations that previous literature reviews have not manage to address. As a result, we conduct an integrative and systematic literature review of the concept to provide a much-needed clarification of its definition and integration of its literature. We develop a definition of Business Model Types and a conceptual framework that accounts for what they are, where they come from and what they do. Based on the definition and the framework, we assess the literature to find two main limitations and provide three areas of future research. We contribute to the Business Model literature by enhancing conceptual clarity, provide an integrative view of the literature that can support the development of better and more relevant work on Business Model Types, and open links to connect the literature to broader work on management studies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

New Behavioral Perspectives on Strategy

Session Moderator: **Harrison John Munro-Clark**, *HEC Paris*

STR: **Multiple Goals and Firm Performance: Reviving a Managerial Theory of the Firm?**

Author: **Harrison John Munro-Clark**, *HEC Paris*
Author: **Rodolphe Durand**, *HEC Paris*

How can some purpose-based firms achieve superior financial performance in comparison to their non-purpose-based rivals despite the performance costs associated with the pursuit of a greater plurality of goals? Whereas the behavioral theory of the firm contends that the performance detriment associated with the pursuit of multiple goals stems from a weakened managerial performance improvement capacity, the managerial theory of the firm (Bartlett and Ghoshal, 1993; Ghoshal and Bartlett, 1994) posits that purpose helps orient managers' autonomous decision-making and should positively influence the relationship between the number of goals and performance. Hence, we replicate and develop an existing computational model and explore the effect of an interaction between a firm's managerial autonomy and the number of goals it pursues on its performance. We illustrate that there exist numerous situations in which, with high managerial autonomy, firms that pursue a greater plurality of goals are at a performance advantage relative to firms that pursue fewer goals with lower levels of managerial autonomy. We test further this hypothesis empirically using a sample of 270 firms from a consulting survey over the period 2015 to 2021. We find that the relationship between the pursuit of a corporate purpose and financial performance is positively moderated by the firm's managerial autonomy. Our findings enrich our knowledge on multi-goal firms and contribute to a revival of the managerial theory of the firm.

STR: **The Strain-based Model of Overperformance and Corporate Financial Misconduct: The Role of Ownership**

Author: **Wei Yu**, *National U. of Singapore (NUS)*
Author: **Yeyanran Ge**, *U. of Nottingham Ningbo China*

Performance feedback is recognized as a trigger of corporate misconduct, but there remains much uncertainty about the misconduct tendencies of well performing firms. We develop a strain-based model with two latent mechanisms related to past achievement: the pressure to catch up and the pressure to keep up. We contend that the two strains jointly create a U-shaped relationship between firm overperformance and financial misconduct. We further theorize that firm owners (state and family) are not likely to feel the strains uniformly nor respond similarly to political pressures to curb misconduct. Our analysis of 3528 Chinese public firms before and after President Xi Jinping's era provides support to our theoretical model and important advances to behavioral theory of the firm and corporate misconduct research.

STR: **Quo Vadis, Behavioral Strategy? A Conceptual Framework, Review, and Research Agenda**

Author: **Matteo Cristofaro**, *U. of Rome Tor Vergata*
Author: **Mie Augier**, *Naval Postgraduate School*
Author: **Dan Lovallo**, *U. Of Sydney*
Author: **Gianpaolo Abatecola**, *U. of Rome Tor Vergata*
Author: **Luna Leoni**, *Tor Vergata U. of Rome*

Behavioral Strategy (BS) is a field that merges psychology with strategic management theory and practice. Despite the importance of BS and its increasing popularity within strategic management, no contributions provided a comprehensive and systematic analysis of BS that reflects the richness of the research, while at the same time taking steps towards synthesizing it into a cohesive, overarching framework and proposing a future agenda. Departing from the historical roots of BS, we then perform a thematic analysis of 204 scientific papers. We then develop a conceptual framework specifying antecedents, mechanisms, moderators, and outcomes of BS identified in the literature to date. Our study shows where research has made the most progress and where gaps remain. Based on this analysis, we propose a forward-looking research agenda for future research.

STR: **Attentional Variations in Aspiration Adaptation**

Author: **Anshuman Sinha**, *U. of California, Irvine*
Author: **Philip Bromiley**, *U. of California, Irvine*

While March & Simon's Organizations largely focuses on individuals and their decisions within organizations, Cyert & March's Behavioral Theory of the Firm uses a very similar framework strictly at the organizational level. These foundational contributions to what has become known as the behavioral theory of the firm emphasize the importance of attention: the aspirations and attainment discrepancy model so studied in recent years is essentially a model where attention goes to areas with performance below aspirations. We examine the differences between individuals and collective decision makers (groups) in their attention to past performance and performance of others in determining their aspiration levels. Using data gathered from MBA students in simulated organizations, we directly observe the self- and social aspiration reference points that have been theorized to affect aspirations. We find that groups focus attention to prior organization performance and, marginally, prior aspirations. In contrast, individual decision-makers distribute attention amongst prior aspirations, prior performance and social comparison as predicted by Cyert and March (1963). Only individuals follow the original Cyert and March model of aspiration adaptation i.e., they consider the independent and additive effects of parameters in the adaptation function. Our results suggest that research should differentiate between individual and collective decision-makers. More generally, our approach provides a better understanding of the theoretical underpinnings of aspiration adaptation and compare the assumptions of aspiration adaptation theory with actual behavior.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Session Type: **Paper Session**
Program Session: **2050** | Submission: **20770** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

International Strategies

Session Moderator: **Hyewon Ma**, *U. of Illinois at Urbana-Champaign*

STR: **The Strategic Responses of MNEs to Trade-Policy Shocks: MNE Subsidiary Networks and a Trade War**

Author: **Hyewon Ma**, *U. of Illinois at Urbana-Champaign*

Trade policies are increasingly a source of uncertainty in the contemporary environment for global business; thus, calling for real-options-based analysis of the strategic responses undertaken by MNEs. Specifically, this study observes that trade wars lead to scaling down of subsidiary operations by involved-country MNEs and scaling up of subsidiary operations by third-country MNEs. Furthermore, MNE subsidiary networks characterized by different degrees of multinationality, relatedness, and equity ownership provide operational flexibility that accentuates MNE responses. Using the US-China trade war as an empirical context, this study employs panel data composed of 1,424 (975) Chinese subsidiaries of US (EU) MNEs covering the 2016-2019 period to conduct a difference-in-differences analysis. The empirical results corroborate the theoretical priors as US (EU) MNEs downscaled (upscaled) their Chinese operations, and these effects were pronounced for MNEs of which subsidiary networks are characterized by higher multinationality, industry relatedness, and equity ownership.

STR: **How does OFDI in Developed Economies Benefit EEFs? A Composite View of Market and Nonmarket Strategy**

Author: **En Xie**, *Tongji U.*
Author: **Huahua LI**, *School of Economics & Management, Tongji U.*
Author: **Tianyu Gong**, *School of Economics & Management, Tongji U.*
Author: **Honghui Zou**, *School of Economics & Management, Tongji U.*

Emerging economy firms (EEFs) aggressively make outward direct investments in developed economies (OFDI-in-DE) that have received both attention from scholars and practitioners. However, current IB scholars mainly take EEFs' OFDI-in-DE as their market strategy to pursue strategic assets in developed countries to recursively increase their competitiveness in the domestic market. What is missed is that EEFs' OFDI-in-DE could be their nonmarket strategy. Based on the springboard theory and social exchange theory, we argue that EEFs' OFDI-in-DE is not only conducive to their domestic technological innovation as a market move, but also facilitates EEFs' entry into domestically regulated industries as a nonmarket strategy. Furthermore, these relationships are moderated by managers' political connections and technological experience, respectively. Our proposals are supported by 13309 firm-year observations of Chinese publicly listed firms from 2010 to 2018. It provides new sights into how EEFs' OFDI-in-DE can be a composition of market and nonmarket strategies.

STR: **Firm Competitiveness and Subnational Region: A Resource-Based Strategy of Business Localization**

Author: **Sandra Lorena Tovar-Gasca**, *U. de los Andes, Colombia*
Author: **Veneta Andonova**, *American U. in Bulgaria*
Author: **Guillermo Ruiz Pava**, *Pontificia U. Javeriana*

The firm competitiveness within subnational regions is not homogeneous as firm resources change their value and productivity depending on the local specificities. This paper shows that differences in firm competitiveness depend on three underlying dimensions of the environment: quality of the business environment, presence of civil control and accountability, and basic services coverage. We use the firm-level Return on Assets (ROA) as a performance measure. In regions with a low-quality business environment, a more significant share of explained variance of ROA is attributed to firm-level characteristics than in regions with better quality of the business environment. The share of ROA variance explained by industry-level factors is positively related to the regional quality of the business environment. In regions with poor civil control and accountability, the share of ROA variance explained by industry factors is higher, as collusion is arguably a possible competitive tactic. Finally, in regions with better basic service coverage, the share of ROA variance explained by firm-level factors is higher, as the ability of the individual firms to mobilize such contextual resources for building firm-specific competitive advantage is arguably more significant. This study encompasses 2013- 2020, 27 regions in Colombia, and 10000 firms.

STR: **Time to Exercise Options: Post-entry Modes of IJVs from a Real Options Perspective**

Author: **Yunok Cho**, *Southern Methodist U.*
Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*

This study explores the dynamic evolution of IJVs, focusing on the decisions of MNEs to maintain, buyout, or divest their IJVs. Drawing on real options theory, in which an IJV is viewed as a reservoir of future embedded options, we develop a theoretical framework wherein the three possible post-entry modes of IJVs—IJV continuation, buyout, and divestment—are conceptualized as the exercise of different options by MNEs. Analyzing a sample of IJVs located in Korea over the years 2007–2019, we find that hysteresis forces MNEs to asymmetrically shun exercising an abandonment option (divestment) more than they do exercising a growth option (buyout). We also find that while minority ownership shortens the zone of inaction in options exercise decisions by increasing the likelihood of choosing buyout over IJV continuation, the same is not the case for divestment vs. IJV continuation choices. However, unfavorable economic condition shifts the zone of inaction to lessen ownership claims by increasing the likelihood of divestment over IJV continuation and decreasing that of buyout.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2051** | Submission: **14807** | Sponsor(s): **(STR, ODC, TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Purpose-Driven Innovation and Transformation: Trajectories, Mechanisms, and the Human Impact

Panelist: **Ranjay Gulati**, *Harvard U.*
Panelist: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*
Panelist: **Alvaro Lleo**, *U. of Navarra*
Panelist: **Johanna E. Pregmark**, *Chalmers U. of Technology*
Panelist: **Albena Björck**, *ZHAW School of Management and Law*
Organizer: **Tobias Fredberg**, *Chalmers U. of Technology*
Organizer: **Fredrik Hacklin**, *ZHAW School of Management and Law*

Purpose is the new imperative in business: On the background of multiple crises and the hybridization of the business environment, the purpose has re-emerged as a key concept that promises to streamline organizational energy to create new meaning for stakeholders and to positively affect economic growth (Gartenberg & Serafeim, 2019) . Purpose balances conflicting commercial, societal, and functional goals and meets diverging expectations by multiple stakeholders: Henderson (2021a) describes this as “reinventing capitalism” and Beer et al. (2011) call this balanced view with multiple stakeholders in mind to lead with a “higher ambition”. A growing body of literature documents the rise of purpose and its positive effects on competitive advantage, innovation capabilities, stakeholder engagement, and corporate resilience (Gulati, 2022, Volberda et al., 2022, Knowles et al., 2022, Lleo et al., 2022, Fredberg & Pregmark 2018). A key academic and business challenge is the implicit nature of purpose and the allegation of purpose-washing or misalignment of the articulated purpose with the company’s conduct, which results in corporate scandals or failures. But empirical insights are rare on how organizational purpose is transformed into strategies, practices, structures, and cultures so that it leads to value creation for employees, the firm, and society. To answer this challenge, we propose to shift the academic discourse from investigating what a purpose is and why a company should have a purpose to how the purpose is implemented. Building on emerging empirical research, this symposium aims to explore the key themes around the triggers, trajectories, mechanisms, factors, and the human impact of the implementation of organizational purpose. The members of the panel have academic as well as practitioner backgrounds and represent five research initiatives from USA, Netherlands, Spain, Sweden, and Switzerland.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2052** | Submission: **20289** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Technology, Policy and Society Track: Greening Innovation

Session Moderator: **Sandra Hasanefendic**, *Vrije U. Amsterdam*

TIM: **The Effects of Business Cooperation on Eco-innovation: Where do Environmental Benefits Materialize?**

Author: **Henar Alcalde-Heras**, *Deusto Business School*
Author: **Francisco Carrillo-Carrillo**, *Orkestra - Instituto Vasco de Competitividad*

This paper explores the relationship between cooperation modes and eco-innovation. We analyse how effective are cooperations based on science and technology (STI) and doing, using, and interacting (DUI) in generating firm-level eco-innovations leading to environmental benefits within the firm and during use or consumption by the end user. The empirical analysis uses a propensity score weighting method based on data from 968 Basque firms during the period 2018-2020. Our findings indicate that the STI cooperation has greater impact (than DUI) on product eco-innovation leading to environmental benefits inside the firm. In addition, DUI cooperation is likely to have greater impact (than STI) on product eco-innovation leading to environmental benefits obtained during use or consumption by the end user. Finally, DUI cooperation shows greater impact (than STI) on process eco-innovation. Policy implications highlight the need of a region's specific institutions fostering interorganisational cooperation and building in already strong partnerships.

TIM: **Upscaling Sustainable Energy Demonstrations**

Author: **Bart Bossink**, *Vrije U. Amsterdam*
Author: **Marlous Blankesteijn**, *Vrije U. Amsterdam*
Author: **Sandra Hasanefendic**, *Vrije U. Amsterdam*

This research identifies the mechanisms that stimulate the upscaling of sustainable energy technologies within demonstration projects and programs, and in larger general and conventional application areas. By analyzing core publications about sustainable energy demonstration projects and programs of the last six years (2017-2022) an overview is made of the mechanisms that are active in demonstrations, and their scaling up effects within and outside sustainable energy demonstrations. The six mechanisms in demonstrations that stimulate upscaling within demonstrations, and in conventional settings outside demonstrations, are university-industry-government interaction, a coordinated flow of successive demonstrations, a supportive government policy, investments in complementary technology and infrastructure, presence of stimulating market forces, and usage of the economic benefits of scaling up. These mechanisms have a stimulating effect on two types of upscaling, which is demonstrative upscaling, which consists of three subtypes (growing, replicating, and accumulating), and transformative upscaling, which consists of two subtypes (reframing and anchoring). Policymakers, university researchers, and company professionals can use the insight into these mechanisms and upscaling effects to develop future policy, research, and practice that aims to further effectuate and accelerate the upscaling outcomes of sustainable energy technology demonstration projects and programs.

TIM: **Diversification and Multilevel Policy Support as Enablers of Specialization in Green Technologies**

Author: **Zhuoying You**, *KU Leuven, Faculty of Economics and Business*
Author: **Peter Teirlinck**, *KU Leuven*

This study focuses on the influence of related and unrelated diversification on the new and on intensification of green specialization at the EU regional level. Intensification of specialization in green technologies is linked with the exploitation process, whereas the creation of new specialization in green technologies is paralleled to the process of exploration. In addition, we investigate the moderating role of policy supports at regional level, national level, and EU level. Based on panel data Poisson models on patent data across 195 European NUTS2 regions, we measure revealed technology advantage to track the intensity of specialization in green technologies, we confirm a positive effect of related diversification on the intensification of specialization in green technologies. Moreover, we demonstrate a weakening effect of national policy support and of EU policy support. For new specialization in green technologies, panel data Logit models reveal a positive role of unrelated diversification. We find a positive moderating effect from EU policy support, whereas regional policy support exerts a negative effect. However, the moderating effect from multilevel policy supports varies with different aggregation levels and the threshold of revealed technology advantage.

TIM: **Understanding the Barriers to Eco-innovation in European Companies**

Author: **Silvia Donis**, *U. de La Rioja*
Author: **Jaime Gomez**, *U. de La Rioja*
Author: **Idana Salazar**, *U. de La Rioja*

The aim of this study is to provide an overview of the barriers perceived by companies and empirically analyse their influence on eco-innovation. Thus, in the article, we consider financial, knowledge, market, and regulatory barriers, since they have been shown to be crucial in the context of innovation management. For the empirical analysis, we use data from Flash Eurobarometers 426, 456 and 498. The three samples used include European companies and provide information on the development of eco-innovative activities, as well as on their drivers and barriers. The use of these data allows us not only to analyse the barriers to eco-innovation, but also their possible changes between the three years selected; 2015, 2017 and 2021. The results obtained show that the perception of barriers is positively related with eco-innovation, forming part of the experiential learning process. Financial and regulatory barriers show some predominance, although in 2021 knowledge and market barriers also become particularly relevant.

TIM: **Regional Technology Planning and Green Generic Technology: A Spatial Difference-in-difference Method**

Author: **Yuan Zhou**, *Tsinghua U.*
Author: **Qintian Zhang**, *School of Public Policy and management Tsinghua U.*
Author: **Yanmeng Wang**, *Beijing U. of Posts and Telecommunications*
Author: **Guannan Xu**, *Beijing U. of Posts and Telecommunications*

Green generic technology (GGT) is the key to achieve green development in a large scope. Regional science and technology planning (RSTP) is believed to promote the development of GGT, but it remains to be explored. This study aims to reveal the relationship between regional technology planning and GGT in different aspects. Based on the panel data of 284 cities in China from 2011 to 2020, we adopt a spatial difference-in-differences (SDID) model to investigate the direct effect and heterogeneous spillover effect of regional RSTP on GGT. We further uncovered the underlying characteristics of RSTP and examined the heterogeneous effect of the policy. The results are as follows: Firstly, RSTP significantly stimulates the development of local GGT. Secondly, RSTP has positive spillover effects on GGT in co-inventors' cities, while no significant spillover effects on geographic neighboring cities. Thirdly, RSTP will more effort into the strategy platform exhibit more significant spillover effects. The results can help to realize the influence of RSTP on GGT, and have crucial empirical significance for regional green innovation development.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2053** | Submission: **20271** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Ecosystems and Platforms Track: Towards a Better Understanding of Ecosystem Management

Session Moderator: **Peter Gustafsson**, *Umeå School of Business, Economics, and Statistics*

TIM: **A Collective Action View on the Orchestration of Emerging Ecosystems**

Author: **Peter Gustafsson**, *Umeå School of Business, Economics, and Statistics*

This paper analyses the collective orchestration of an emerging ecosystem within the maritime industry. Orchestration is typically conceptualised as a process driven by a single focal firm that does so by controlling a platform, technology, resource or knowledge. This paper analyses a case of collective orchestration, where a group of firms jointly establish an ecosystem vision and implement activities towards its realisation. This paper contributes to the literature on ecosystem orchestration with a process model on collective orchestration that explains how a collective orchestrates an emerging ecosystem and simultaneously coordinates its internal activities to maintain cohesion. Thus, the paper complements current understandings of ecosystem orchestration and leadership. The process model was developed through the longitudinal analysis of a case using an abductive approach, iteratively moving between data analysis and drawing on prior literature on ecosystem orchestration and collective action theory.

TIM: **Sectoral Ecosystem of Innovation? A Comparative Review and an Integrative Framework**

Author: **Daitian Li**, *U. of Electronic Science and Technology of China*

This paper provides a comparative review of two different yet related innovation literatures focusing on sectoral-level analysis. The innovation system literature originates from macro-level studies (e.g., national innovation system), but it gradually zooms into meso-level studies. Instead, the innovation ecosystem literature originates from micro-level studies (e.g., business ecosystem) but also gradually migrates into meso-level studies. Since both literatures address the innovation topic from a “system” perspective, we have seen increasing confusion among scholars regarding the similarities and differences between the two approaches. Surprisingly, there has been little conversation between these two streams of literature. To solve this problem, we conduct a comparative review of the two streams of literature, clarifying the intellectual roots of the two literatures and proposing future directions for advancing sectoral innovation studies.

TIM: **A Business Model Perspective on Ecosystem Bottlenecks**

Author: **Adam Uhrdin**, *KTH, Royal Institute of Technology*
Author: **Mats Engwall**, *KTH Royal Institute of Technology*

Research has highlighted how technical bottlenecks or constraints in one technological sub-system can reduce the overall performance of an emerging ecosystem, which can hold back a technology transition. This paper examines the under-theorized role of business models and their (mis-)alignment within an ecosystem as an alternative type of bottleneck beside technical bottlenecks. In the context of electrification of the road transport industry, we find that the necessary realignment of business models may fail to make certain crucial ecosystem nodes sufficiently attractive. Due to high uncertainty or insufficiency of the value capture potential tied to certain value propositions and value creation activities these subcomponents of a nascent ecosystem may remain underdeveloped without any actor stepping in to shoulder the task of delivering these missing pieces. As a result, the ecosystem is impeded to take form and the technology transition do not take place. We term this phenomenon “business model bottlenecks” and contrast this to the more studied phenomenon of technical bottlenecks. Although business model bottlenecks manifest themselves as lack of incentives to take on certain key activities within an emerging ecosystem, we find that solving them requires readjustments of several business models, upstream as well as downstream the bottleneck. These findings contribute to a more nuanced understanding of ecosystem evolution and the interrelation between technology transitions and business model innovation.

TIM: **Ecosystems in Transition: Managing Complementor Bottlenecks with Disruptive Innovation**

Author: **Yue Song**, *San Diego State U.*
Author: **Yue Maggie Zhou**, *U. of Michigan*
Author: **Xiaoping Zhao**, *Shanghai Jiao Tong U.*

The diffusion of a disruptive innovation depends not only on the performance of the focal new technology, but also on the availability of the complementary products and services in the ecosystem (e.g. charging infrastructure for electric cars). Lack of support from incumbent complementors often becomes an important bottleneck in the introductory stage of a disruptive innovation. In this study, we examine how disruptors improve the diffusion of disruptive innovation by managing the complementor bottleneck. Using data from the small satellite ecosystem, we show disruptors such as small satellite manufacturers use technological standardization (the CubeSat design) and customer integration (vertical integration with satellite operators) to reduce resistance from incumbent complementors (launch vehicle providers) thereby increasing the number of small satellites getting launched.

TIM: **Proposing a New Capability for Ecosystem Management: The Complementarity Management Capability**

Author: **Fabio Emanuel Farago**, *U. of Sao Paulo*
Author: **Felipe Mendes Borini**, *U. of Sao Paulo (FEA/USP)*
Author: **Leonardo Gomes**, *U. of Sao Paulo (FEA/USP)*
Author: **Ana Lucia Figueiredo Facin**, *São Paulo State U.*

Complementarity is a central feature of ecosystems. However, despite its relevance being widely recognized, it is still unclear how focal firms develop and manage complementarity in ecosystems. While the current literature implicitly places complementarity as if it emerges automatically inside ecosystems, we propose that they need to be nurtured and managed by the focal firm through a new ecosystem management capability. Our methodology consisted of a qualitative and a quantitative phase. We started with an exploratory multiple case study in ten ecosystem focal firms, from which we proposed a new capability: the complementarity management capability. We described this capability with its own set of activities, definition, and measurement scale. The quantitative phase consisted of a survey with 275 executives. First, we used principal component factorial analysis, which resulted in the creation of two constructs: i) ecosystem connections and ii) integration. We then applied structural equation modeling (SEM) to validate the scale, which provided evidence to empirically support that the development of innovation can be associated with the development of the complementarity management capability. Our findings contribute to the capabilities-based view by showing a new type of capability that goes beyond the individual firm and considers its interaction with the ecosystem. For the ecosystem literature, we contribute by presenting an understanding of how focal firms articulate the most central feature of ecosystems into a new capability. Finally, we also contributed by developing and validating a new construct, a scale to measure complementarity for focal firms.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2054** | Submission: **20265** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

AI and Emerging Technologies Track: Automation & Employment

Session Moderator: **Jette Ernst**, *Roskilde U.*

TIM: **Automation Technologies and their Impact on Firm Employment**

Author: **Emilia Filippi**, *U. of Brescia*
Author: **Mariasole Bannò**, *U. of Brescia*
Author: **Sandro Trento**, *U. of Trento*

This paper analyses how innovating in automation technologies (industrial robots, artificial intelligence, and big data) affects employment in firms that innovate in these technologies. Innovating in automation technologies increases firm employment, especially for industrial robots and big data. Jointly innovating in the three automation technologies also increases firm employment. Innovating in industrial robots decreases firm employment in SMEs, while innovating in industrial robots and in artificial intelligence decreases firm employment in young firms. Policies should promote innovation in automation technologies given the positive impact on firm employment and SMEs and young firms must be supported in protecting affected workers.

TIM: **Human and Robot Complementary Practices in Relations of Dependence in a Hospital Laboratory**

Author: **Jette Ernst**, *Roskilde U.*

The paper presents a study of the work of human staff with robots in a hospital laboratory. I suggest that deeper insights can be gained by combining an ethnographic approach with a novel conceptualization of human and robot relations of dependence in the performance of work as complementary practices. This approach illuminates the nature and practical details of complementary practices for the accomplishment of work. I suggest that a complementarity practice perspective extends the literature by illuminating the ways in which the complementary work that robots may perform for human staff depends on the complementary work that humans provide for robots. Moreover, by including a case of several robots, the study extends the literature by pointing out how complexity increases when several robots and humans are brought together in complementary practices. I suggest that understanding humans' and robots' complementary practices in and for the accomplishment of work tasks bears implications for the increasing use of robots in the hospital sector and beyond, specifically for politicians, planners and managers when assessing the intended and unintended effects of automation.

TIM: **The Effect of Automation and Organizational Context on Workforce Aging and Labor Productivity**

Author: **Byung-Im Kim**, *Seoul National U.*
Author: **Yejoo Lee**, *Seoul National U.*
Author: **Jeong-Yeon Lee**, *Seoul National U.*

This study examines the effect of workforce aging on labor productivity and the moderating effect of automation machinery at an organizational level. We argue that workforce aging adversely affects labor productivity while automation machinery alleviates this adverse effect. Furthermore, firm innovativeness and performance-based management systems were found to strengthen the moderating effect of automation machinery. Thus, this study presents the importance of automation machinery on the productivity of an aging workforce, but also highlights the need for certain institutional contexts to maximize the effect of automation machinery.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2055** | Submission: **20273** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Ecosystems and Platforms Track: How Platforms and Ecosystems Emerge & Evolve

Session Moderator: **Greetje Frankje Corporaal**, *U. of Oxford*

TIM: **Explaining Variation in B2B Platform Adoption: Evidence from Digital Labor Platforms**

Author: **Greetje Frankje Corporaal**, *U. of Oxford*
Author: **Pinar Ozcan**, *Oxford U., Saïd Business School*

Scholarship on platform ecosystems has mostly focused on business-to-consumer (B2C) platforms and organizational users supplying complementary products or services. We focus instead on the impact and value of platform adoption for corporate end-users. To examine how firms pursue business-to-business (B2B) platform adoption, we conceptualize it as an instance of new technology adoption. Drawing on an inductive field study situated at the interface between the organization operating one of the world's largest digital labor platforms and (prospective) clients, we show that firms can follow different pathways to platform adoption. Our study provides more nuanced findings than previous literature on B2B platform adoption, showing how the potential changes in organizational roles and power relations create trade-offs, with no outcome being the 'perfect one' as intended by the platform provider. Our findings thus uncover the interplay and tensions between organizational roles and power dynamics in the face of new technology adoption, showing how B2B platforms—intended to help certain occupational groups in organizations—'get stuck' in the adopting organization in different ways depending on their locus of entry and the subsequent power battles they create. We discuss contributions and implications to platform literature and more broadly, new technology adoption by organizations.

TIM: **Estimating and Comparing Cross-side Network Effects for Three Types of Platform Markets**

Author: **Kimmo Karhu**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Jani-Pekka Jokinen**, *Aalto U., Department of Industrial Engineering and Management*

The rise of the platform economy has completely changed the growth dynamics for businesses, such as Apple iOS and Uber, as well as for nonprofits, such as Wikipedia. The exponential growth of these platforms stem mainly from the cross-side network effect, i.e., a feedback loop, between the platform sides. In this paper, we set out to develop a generic differential-equation-based model for cross-side network effects. We evaluate our model with historical observed data from three platforms—Apple iOS, Uber, and Wikipedia—which represent three distinct types of platform markets—complementary innovation, transaction, and information markets—respectively. We estimate not only the overall strength of the cross-side network effect in both directions but also their dynamic behavior including: saturation level, exponential boost/decay, and network effect cutoff value. We compare and discuss these results for the two sides and between the platforms. Our contribution is threefold: (1) we distinguish between the growth from the feedback loop and the Metcale's law style exponential factor; (2) we model two types of declining dynamic behavior in both directions; and (3) based on our generic model we offer a first comparison of cross-side network effects between three distinct types of platform markets.

TIM: **Knowledge Ecosystem Emergence: Organizing Participation, Identity and Actorhood**

Author: **Ermal Hetemi**, *School of Business and Economics, Linnaeus U.*
Author: **Paavo Ritala**, *LUT Business School*
Author: **Mats Magnusson**, *KTH Royal Institute of Technology*
Author: **Anna Jerbrant**, *KTH Royal Institute of Technology, Dept of Industrial Economics and Management*

Collaboration involving large variety of actors across sectors, industries, and institutional settings have become prevalent in searching and creating new knowledge for variety of wicked and complex problems. These fluid forms of collaboration – labelled as knowledge ecosystems – allow organizations to collaborate with other organizations and individuals in a quest to search for and create new knowledge. The literature has thus far helped recognize the prevalence of knowledge ecosystems and their potential benefits, but is relatively silent on their origins and emergence. To bridge this gap, in this paper we theorize knowledge ecosystems as meta-organizations that pursue organizationality via establishment of organizing elements that aim for joint search of new knowledge. By virtue of this foundation, we analyze a longitudinal case study of High-Capacity Transport ecosystem in Sweden, and demonstrate the key organizational elements that emerged over the course of over ten years. We distinguish a process model explaining how three elements of organizationality in a knowledge ecosystem – participation, identity, and actorhood – emerge sequentially and by building iteratively on each other. The process model contributes to the theory, practice, and policy of knowledge ecosystems emergence.

TIM: **How Making Crowdworkers' Ratings Portable Across Platforms Can Increase Market Concentration**

Author: **Laura Thäter**, *Johannes Kepler U. Linz*
Author: **Timm Teubner**, *TU Berlin*
Author: **Diana Tran Nhat**, *TU Berlin*

Online labor platforms have been criticized for fueling precarious working conditions. Today's reputation systems are platform-bound which locks workers in to the platform. One widely discussed approach to address this issue and improve workers' position is the portability of reputational data. However, such a measure could have unintended side effects such as increased demand concentration to the benefit of workers with particularly high rating volume ("superstars"). In this study, we conduct an online experiment with 239 participants to test the effect of introducing reputation portability and study the demand effect of onsite and imported ratings. We find a positive effect of both onsite and imported ratings, where the effect of imported ratings corresponds to about 35% of onsite ratings. Moreover, the results imply the possibility for unintended cross-market demand concentration effects that particularly work in favor of superstar workers.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2056** | Submission: **20324** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Digitization Track: Managing Digital Innovation

Session Moderator: **Maximilian Deist**, *U. of Bayreuth*

TIM: **The Art of Not Fitting In: Exploring Success Factors for Digital Innovation Units**

Author: **Corinna Bertling**, *LMU Munich School of Management*

One way to organize for innovation in the digital age is through establishing Digital Innovation Units (DIUs), nascent organizational units that are exclusively tasked with the digital transformation of organizational innovation. These separate structural units combine organizational tasks and objectives commonly inherent in IT units (ITUs) and research and development (R&D), namely digitalization and (product) innovation. Despite their omnipresence across industries, their overall value is still a point of debate in numerous organizations as many DIUs seemingly do not deliver on their promised benefits or attain their goals. This might partly be due to the fact that a DIU's novelty and obscurity hinders their integration and legitimation within the organization they serve, especially in the eyes of ITU and R&D as the more established and traditional core units. Despite their indisputable presence, there is an evident lack of knowledge on what makes a DIU a successful and legitimate organizational unit. Research on the legitimation of new entities and optimal distinctiveness theory would suggest that for DIUs to be successful and perceived as legitimate, they need to meet two opposing needs, namely the need for (intra-group) inclusion as well as (inter- group) differentiation from R&D and ITU. Yet, this might not be enough. Building on belief-congruence theory, I suggest that for DIUs to be successful, they need to further encompass a value-based congruence to R&D and ITU. Following a multi-source study design, I conduct a Necessary Condition Analysis (NCA) that empirically tests the necessity of inclusion and distinctiveness conditions for a DIUs' success in terms of their goal attainment. I discuss the findings, their implications for theory and practice, and point to interesting opportunities for future research.

TIM: **Digital Units: Balancing Fluid Organizational Structures for Digital Innovation**

Author: **Maximilian Deist**, *U. of Bayreuth*
Author: **William Mcdowell**, *Texas State U.*
Author: **Till Marius Gantert**, *U. of Bayreuth*

Digital units – specialized departments for digital innovation – have become the nexus for transformative efforts in incumbent firms worldwide. Knowledge sharing is, therefore, an indispensable task for digital units to facilitate the recombination of knowledge needed to explore digital innovations. Through an inductive case study approach based on 18 interviews, we uncover how digital units easily become trapped in a vicious cycle where missing interfaces with the core organization prevent knowledge sharing, lead to its stickiness, and reinforce organizational rigidities because of solidifying organizational silo-mentalities. To prevent digital units from failing, firms must create an environment that advocates fluidity instead of promoting a dualism where the digital unit is regarded as the innovator while the rest of the organization is seen as the rigid core. Our findings emphasize the need for providing a framework within which employees have a certain level of stability that enables creative knowledge recombination.

TIM: **Emerging Market Firms' Digital Transformation and Market Performance: The Role of Leadership style**

Author: **Khanh Nguyen Hoang**, *16550*
Author: **Yuosre F. Badir**, *Asian Institute of Technology*

Digital transformation (DT) is an issue of strategic importance to the firm's leadership who views it as multidisciplinary phenomenon that correlates to numerous dimensions of firm's performance; i.e., market performance. This study aims to understand the key drivers of a firm's successful DT and the role of leadership styles (transformational and transactional) in leading this transformation. Data were gathered through questionnaires from cross-industries (eight industries) sample of 288 middle managers. The findings show that the degree of DT is positively related to firm's market performance. The results also found that both transformational leadership and transactional leadership are positively related to degree of DT. Furthermore, transactional leadership is positively related to firm's market performance whereas, contrary to our hypothesis, the transformational leadership is not significantly related to firm's market performance. Additionally, degree of DT is fully mediating the relationship between transactional leadership and firm's market performance; and partially mediating the relationship between transformational leadership and firm's market performance. This study makes substantial contribution to emerging market firm's digital transformation and the role of leadership style in this transformation.

TIM: **Data Sovereignty as Organisational Competence for Digital Innovation in Industrial Incumbents**

Author: **Lukas Moschko**, *Institute for Technology and Innovation Management at RWTH Aachen*
Author: **Vera Blazevic**, *Radboud U. Nijmegen*
Author: **Frank T. Piller**, *RWTH Aachen U.*

For industrial incumbents, the development of digital innovations represents a particular challenge, as it requires new competencies. Especially, the use of data, which includes e.g. data collection, storage, processing, analysis and exchange with relevant stakeholders, for a company's value creation and capture currently appears to pose difficulties. In an explorative study based on expert interviews, we therefore investigate why and how data sovereignty should be developed as an organisational competence and which connections to digital innovation management exist or should be taken into account. Using strategy-as-practice theory, we were able to show in an integrated approach that this requires, among other things, a collaboration of interdisciplinary actors as well as consistent practices for handling data, the possibility of flexible and agile project management and reducing existing reservations about data and their use. In addition, we were able to demonstrate numerous interrelationships between organizational data sovereignty and digital innovation management, since, on the one hand, the sovereign handling of data is a hitherto underestimated competence for the development of digital innovations and, on the other hand, some characteristics of digital innovation management also entail effects on organisational data sovereignty. Our research thus helps companies to create the conditions for better exploitation of data in their value creation and their digital innovation management.

Session Type: **Paper Session**
Program Session: **2057** | Submission: **20285** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **313**

Innovation Processes Track: New Product Development: from Idea to launch

Session Moderator: **Xinyi Lin**, *School of management, Zhejiang U.*

TIM: **Interfirm Ambidextrous Control and New Product Development Outcomes: The Role of Market Environments**

Author: **Ting Wang**, *Xi'an U. of Technology*
Author: **Chongchong Lyu**, *School of Management, Lanzhou U.*
Author: **Jie Li**, *School of Management, Xi'an Jiaotong U.*

The critical question of how to adopt a "both-and" approach to analyze interfirm control mechanisms for managing the complex process of new product development (NPD) remains poorly explained. This study addresses this gap by developing a research model that examines the relationships between interfirm ambidextrous control and NPD outcomes (i.e., innovativeness and speed) as well as the contingent roles of market environments. Survey data from 267 Chinese firms reveal that interfirm ambidextrous control adopted by focal firms helps partners simultaneously achieve NPD innovativeness and NPD speed, but through different mechanisms: the balance dimension better enhances NPD innovativeness through a compensatory fit between interfirm formal and informal control, whereas the combined dimension better improves NPD speed through a supplementary fit. Moreover, balance using the two controls by focal firms better helps partners enhance NPD innovativeness under high market uncertainty, whereas the combined use that focal firms resort to is particularly relevant for partners to accelerate NPD speed in highly competitive market environments. This study not only offers new insights into the role of control mechanisms in NPD partnerships, but also extends the control-outcome framework by illustrating how interfirm ambidextrous control—as a new governance mechanism adopted by focal firms—helps manage complex NPD partnerships and makes it easier for partners to attain the desired NPD outcomes.

TIM: **Cross-Functional Integration, Value Co-Creation and New Product Development Success**

Author: **Xinyi Lin**, *School of management, Zhejiang U.*
Author: **Dong Wu**, *School of management, Zhejiang U.*

The rise of new information technology and an increasingly competitive environment accelerate the digital transformation of firms and enhance the degree of cross-functional integration. Previous studies have shown that cross-functional integration will affect new product development success. This study builds a moderated mediation model based on absorption capacity theory and value co-creation theory to explore the mediation mechanism and boundary conditions of cross-functional integration affecting the new product development success. This paper argues that cross-functional integration indirectly impacts new product development success positively through the mediating role of value co-creation with customers and suppliers. Further, when the degree of structural empowerment is low, the mediating role of value co-creation disappears, on the contrary, when the degree of structural empowerment is high, the mediating role of value co-creation is enhanced. Using the survey data of 267 advanced manufacturing firms (machinery, electronics, automobile) worldwide, the results support the expectations of this study. The research results of this paper are conducive to understanding the internal mechanism of cross-functional integration affecting new product development success from the perspective of value co-creation and provide a reference for the management practice of firms developing new products in the Internet era.

TIM: **Spend it Wisely: Market and Non-market Strategies in the Development of New Drugs**

Author: **Vareska Van De Vrande**, *Rotterdam School of Management, Erasmus U.*
Author: **Annapoornima Manathattai Subramanian**, *National U. of Singapore*
Author: **Moren Levesque**, *York U.*
Author: **Patricia Klopf**, *Erasmus U. Rotterdam*

Pharmaceutical firms are top lobbying spenders in the United States (US). While the potential strategic benefits of lobbying are recognized in the literature, the criticism against unethical aspects of lobbying warrants pharmaceutical firms to strategize their lobbying activities. Our study addresses the question "How do market and non-market strategies interact in the context of new drug launches?" Specifically, we investigate the interaction between lobbying and the intellectual capital (human, structural, and social capital) of firms. We use a formal model to develop our hypotheses, which we test on a sample of the largest US-listed pharmaceutical firms between 1999 and 2021. Our analysis suggests a substitutive relationship between a firm's human and structural capital and lobbying and complementary relationship between a firm's social capital and lobbying.

TIM: **Customization, Innovation and the Particularization Trap: Evidence from Knowledge-intensive Firms**

Author: **Panos Desyllas**, *School of Management, U. of Bath*
Author: **Hsing-Fen Lee**, *School of Business and Management, Royal Holloway, U. of London, UK*
Author: **Ian Mils**, *Alliance Manchester Business School, U. of Manchester*
Author: **Marcela Miozzo**, *King's College London*

We study the link between customization and innovation that remains underexplored and contested in the literature. On the one hand, because customization requires suppliers to gain knowledge of customers and the product features they require, and since this knowledge is generally held to be critical for innovation, a positive association may be anticipated. On the other hand, when customization is closely coupled with a focus on particular clients' requirements – what we term here "particularization" - it may limit awareness of broader or different requirements and potential applications to other markets. We call this a "particularization trap". We examine empirically this link in the context of Knowledge-Intensive Business Services (KIBS) firms because they tend to be more prone to produce solutions through close interaction with clients. We develop a measure of a firm's customization, as displayed through its portfolio of services, and we relate this to innovation. We also consider the boundary conditions of the customization-innovation relation by examining the potentially moderating roles of the firm's collaboration with clients and its deliberate learning processes. The results reveal a significantly positive association between the customization of a firm's portfolio of services and its innovation. Nevertheless, this association is weakened when firms collaborate closely with specific clients, unless these firms simultaneously engage in deliberate processes to leverage learning from client-specific offerings. Our study contributes to an improved understanding of the ways in which customization can affect the knowledge mobilized by firms.

TIM: **Responsible Design Thinking**

Author: **Minu Kumar**, -
Author: **Neil Goldberg**, *Praxis Design*
Author: **Pietro G. Micheli**, *U. of Warwick*
Author: **Jatinder Singh**, *EADA Business School*

Design thinking (DT) has generated significant attention in relation to new product development and innovation and, more generally, value-creation activities. Despite its focus on user-centeredness and empathy, doubts have been raised about the recent use of DT in the development of ethically questionable products and services. In this research, we adopt a “theories in use” approach to understand the main ethical concerns with DT as currently practiced and to explore how DT teams could better include ethical considerations in their work. Based on our analysis of qualitative data gathered from in-depth interviews with DT professionals, we identify four ethics-related blind spots: (1) the environment as a macro-level participant without agency, (2) the definition and inclusion of external stakeholders, (3) risk-benefit assessments, and (4) concerns arising from increasing scale. To mitigate these blind spots, firms can: adopt a systemic perspective; deploy specific practices to anticipate and mitigate potential harms; and explicitly include ethical aspects in their leadership, governance and incentives. We conclude by offering propositions on how this approach – that we call Responsible Design Thinking - can help design thinking teams and firms achieve more inclusive and sustainable innovation outcomes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2058** | Submission: **18876** | Sponsor(s): **(TIM, CTO, OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

Innovation in the Digital Age: Expanding the Boundaries of the Creative Process with Generative AI

Organizer: **Moran Lazar**, *Coller School of Management, Tel Aviv U.*
Organizer: **Deborah Mateja**, *U. of Mannheim, Business School*
Organizer: **Hila Lifshitz-Assaf**, *Warwick Business School*
Session Chair: **Hila Lifshitz-Assaf**, *Warwick Business School*
Discussant: **Youngjin Yoo**, *Case Western Reserve U.*
Presenter: **Min Ding**, *Pennsylvania State U.*
Presenter: **Jeffrey V. Nickerson**, *Stevens Institute of Technology*
Presenter: **Ben Wolfson**, *New York U.*
Participant: **Zhaoqi Cheng**, -
Presenter: **Dokyun Lee**, *Boston U. Questrom School of Business*
Participant: **Prasanna Tambe**, *The Wharton School, U. of Pennsylvania*
Presenter: **Xubo Cao**, *Stanford Graduate School of Business*

Until now, Artificial intelligence (AI) has primarily created economic value through applications of supervised learning, a process in which an algorithm is trained to categorize data into specific classes (e.g., label customers as churners or non-churners) or predict a sequence of labels (e.g., text translation). However, recent advancements in generative AI have enabled the generation of complex and diverse outputs such as images and written text. These systems evoke the impression of being capable of creative behavior. The introduction of large language models, such as ChatGPT, and large text-to-image engines, such as DALL-E, Midjourney, or Stable Diffusion, has created a lively debate on their potential use in organizations, schools, and the broader society. Given the rapidly growing need for a better understanding of generative AI and its implications on creative processes, this symposium aims to present the most recent perspectives and insights on this topic, as well as integrate across the different views and provide fruitful directions for future research. Specifically, in this symposium, we will discuss how new generative AI technologies impact organizational ideation and innovation in both desirable and undesirable ways and reflect on respective research avenues. In the session, we will have an introduction presenter, four paper presentations, and an integrative discussion.

Combining generative AI and human creative processes

Author: **Jeffrey V. Nickerson**, *Stevens Institute of Technology*

AI-deation: The effect of AI-based search algorithms on idea creation

Author: **Ben Wolfson**, *New York U.*
Author: **Moran Lazar**, *Coller School of Management, Tel Aviv U.*
Author: **Hila Lifshitz-Assaf**, *Warwick Business School*

InnoVAE: Generative AI for Patents and Innovation

Author: **Zhaoqi Cheng**, -
Author: **Dokyun Lee**, *Boston U. Questrom School of Business*
Author: **Prasanna Tambe**, *The Wharton School, U. of Pennsylvania*

Predicting Idea Creativity with AI Language Models

Author: **Xubo Cao**, *Stanford Graduate School of Business*

KEY TO SYMBOLS
Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2059** | Submission: **13473** | Sponsor(s): **(TIM, OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

New Insights into the Science of Science and Scientists

Organizer: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Presenter: **Anna Mueller Stansbury**, *Massachusetts Institute of Technology*
Presenter: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*
Presenter: **Ally Gutierrez**, *I/O psychology, U. of Houston*
Presenter: **Ebenezer Edema-Sillo**, *I/O psychology, U. of Houston*
Presenter: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Presenter: **Bruce Weinberg**, *Ohio State U.*
Author: **Gerald Marschke**, *U. at Albany, State U. of New York*
Presenter: **Andrew Hanks**, *Ohio State U.*
Discussant: **Maryann P. Feldman**, *Arizona State U.*
Author: **Kyra Rodriguez**, *Massachusetts Institute of Technology*
Author: **Juan M. Madera**, *U. of Houston*
Author: **Christiane Spitzmueller**, *U. of Houston*
Author: **Erika Henderson**, *U. of Houston*
Author: **Peggy Lindner**, *U. of Houston*
Author: **Enrico Berkes**, *Ohio State U.*
Author: **Monica Marion**, *Indiana U.*
Author: **Stasa Milojevic**, *Indiana U.*
Presenter: **Holden Diethorn**, *Kenyon College*
Author: **Xuechao Qian**, *Ohio State U.*
Author: **Bo Wang**, *School of Finance, Nankai U.*

In this symposium, we will examine a wide array of questions and hypotheses that focus on the people who conduct science -- as a complement to more established research traditions that focus on the publications and patents that people produce. Talks will cover topics that relate to a variety of career stages and background characteristics such as: What are the influences of socioeconomic diversity on the careers of doctoral graduates? How does citizenship tend to influence job choice? How do individuals who take on the task of conducting interdisciplinary research navigate working in different fields? Talks will also feature innovative data resources including two presentations that are able to examine the ways in which External Letters variably influence academic careers with respect to tenure and promotion decisions.

[Leaky pipeline, slippery ladder: Socioeconomic background in academic careers]

Author: **Kyra Rodriguez**, *Massachusetts Institute of Technology*
Author: **Anna Mueller Stansbury**, *Massachusetts Institute of Technology*

[Where do Immigrant Scientists Work? Evidence from Artificial Intelligence PhDs]

Author: **Caroline Fry**, *Massachusetts Institute of Technology*
Author: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*

[External Review Letters Reflect Writer Characteristics That Influence Promotion and Tenure Decisions]

Author: **Ally Gutierrez**, *I/O psychology, U. of Houston*
Author: **Juan M. Madera**, *U. of Houston*
Author: **Christiane Spitzmueller**, *U. of Houston*
Author: **Erika Henderson**, *U. of Houston*
Author: **Ebenezer Edema-Sillo**, *I/O psychology, U. of Houston*
Author: **Peggy Lindner**, *U. of Houston*

[Are Dual-Appointed Faculty Evaluated Differently than Single-Appointed Faculty?]

Author: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Author: **Ally Gutierrez**, *I/O psychology, U. of Houston*
Author: **Juan M. Madera**, *U. of Houston*
Author: **Christiane Spitzmueller**, *U. of Houston*
Author: **Erika Henderson**, *U. of Houston*
Author: **Ebenezer Edema-Sillo**, *I/O psychology, U. of Houston*
Author: **Peggy Lindner**, *U. of Houston*

[Slow convergence: Career impediments to boundary spanning in biomedical science]

Author: **Enrico Berkes**, *Ohio State U.*
Author: **Monica Marion**, *Indiana U.*
Author: **Stasa Milojevic**, *Indiana U.*
Author: **Bruce Weinberg**, *Ohio State U.*

[Task Mismatch and Salary Penalties: Evidence from the Biomedical PhD Labor Market]

Author: **Gerald Marschke**, *U. at Albany, State U. of New York*
Author: **Holden Diethorn**, *Kenyon College*

[A Two-Step Econometric Method for Parsing and Estimating the Impacts of Multiple Identities]

Author: **Andrew Hanks**, *Ohio State U.*
Author: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Author: **Xuechao Qian**, *Ohio State U.*
Author: **Bo Wang**, *School of Finance, Nankai U.*
Author: **Bruce Weinberg**, *Ohio State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2060** | Submission: **10860** | Sponsor(s): **(SIM, CAR)**
Scheduled: **Tuesday, Aug 8 2023 1:15PM - 2:45PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Opening Up: New Theory and Evidence on the Role of Self-Disclosure in Organizations

Organizer: **Ai Ito**, *Renmin U. of China*
Facilitator: **Jennifer A. Harrison**, *EM Normandie Business School, Métis Lab, France*
Presenter: **Michelle Bligh**, *Claremont Graduate U.*
Presenter: **Marie-Helene Elizabeth Budworth**, *York U.*
Participant: **Paolo Fragomeni**, *York U., Toronto*
Presenter: **Hodar Lam**, *U. of Amsterdam*
Participant: **Shuai Yuan**, *U. of Amsterdam*
Participant: **Wang Zhuojun**, *Institute of Psychology, Chinese Academy of Sciences*
Presenter: **Mahshid Khademi**, *U. of St. Gallen (HSG)*
Participant: **Sophie Theresa Schep**, *U. of St. Gallen*
Participant: **Nicola Glumann**, *U. of St. Gallen*
Presenter: **Avery Thomson**, *Epic*
Participant: **Emre Yetgin**, *Rider U.*
Participant: **Quinn Cunningham**, *Rider U.*

Sometimes described as 'opening-up', self-disclosure, or the act of sharing personal/relevant information with another party is acknowledged in psychology as an important interpersonal behavior. Despite this evidence on the importance of self-disclosure, research on self-disclosure in organizations is sparse. In recent years there is rising interest in the study of self-disclosure in the workplace. Often viewed as a positive behavior to show goodwill, the effects of self-disclosure on organizational outcomes at various levels have received little empirical and theoretical attention from management scholars. This symposium explores the interpersonal and group effects of self-disclosure on employees at both the individual, interpersonal, and group levels. The symposium consists of four papers—one theory, two field studies, and one experimental study—that explore the effects of self-disclosure and its role in organizations. Specifically, the first paper offers new theoretical insights about the gendered effect of self-disclosure in the context of remote working and what that means for careers. Also fuelled by the use of remote working, the second paper investigates self-disclosure concerning individual leaders' perceptions of loneliness. The third paper explores the effects of self-disclosing virtually, private medical information about suffering from remote work conditions during the COVID-19 pandemic, and a group of colleagues. It uses experimental vignettes to investigate the potential benefits of virtual self-disclosure to a group of colleagues regarding private medical information. The final paper delves deeper into employees' position to self-disclose. It examines the role of self-stigmatization in the relationship between employee mental health disease diagnoses and employee decisions to self-disclose. These papers advance our understanding of the effects of self-disclosure at various levels in organizations. We believe the symposium is a step toward uncovering the importance of self- disclosure and will encourage future research.

Self-Disclosure in Today's Remote World of Work: Understanding the Consequences for Women's Careers

Author: **Marie-Helene Elizabeth Budworth**, *York U.*
Author: **Paolo Fragomeni**, *York U., Toronto*

Don't Leave Accountable Leaders Alone: The Role of Self-Disclosure at Work

Author: **Hodar Lam**, *U. of Amsterdam*
Author: **Shuai Yuan**, *U. of Amsterdam*
Author: **Wang Zhuojun**, *Institute of Psychology, Chinese Academy of Sciences*

The Effects of Self-Disclosure on In-Group Identification: A COVID-19 Vignette Study

Author: **Avery Thomson**, *Epic*
Author: **Emre Yetgin**, *Rider U.*
Author: **Quinn Cunningham**, *Rider U.*

The Role of Self-Stigma in the Disclosure Decision of Employees with Mental Health Disabilities

Author: **Mahshid Khademi**, *U. of St. Gallen (HSG)*
Author: **Sophie Theresa Schep**, *U. of St. Gallen*
Author: **Nicola Glumann**, *U. of St. Gallen*

Session Type: **Social Event**
Program Session: **2061** | Submission: **10353** | Sponsor(s): **(HR)**
Scheduled: **Tuesday, Aug 8 2023 1:30PM - 2:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America South**

HR Division Ice Cream Social

Organizer: **Kaifeng Jiang**, *Ohio State U.*

Get ready for a delightful treat as we invite you to the HR Division's traditional Ice Cream Social. It's a chance to build relationships, share experiences, and recap the highlights of the conference in a relaxed and friendly atmosphere.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2062** | Submission: **20249** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner B**

Newcomers, Socialization, and Early Careers

Session Moderator: **Olga Epitropaki**, *Durham U.*

CAR: **Graduate Insights and Sustainable Outcomes: The Advancement of Person-Organisation Fit Theory (WITHDRAWN)**

Author: **William E. Donald**, *Southampton Business School, U. of Southampton*

Drawing on a framework of Person-Organisation Fit (POF) theory, this paper aims to understand how organisations can establish and maintain sustainable early-career talent pipelines. Research question one asks, 'How do graduates feel that organisations can attract early-career talent?'. Research question two asks, 'How can graduates' views concerning the evolution of POF over time facilitate organisations to create an environment that improves retention rates of early-career talent?'. Twenty-eight graduates from UK universities participated in semi-structured interviews in early 2022. Cohort one was composed of 15 individuals who graduated in 2008. Cohort two was composed of 13 individuals who graduated in 2020. The findings identified two themes associated with attracting early-career talent: 'Company Culture' and 'Supply & Demand'. However, 2020 graduates prioritised the job role and job security, whereas 2008 graduates prioritised job location and commute duration. Three additional themes were related to the retention of early-career talent: 'Career Progression', 'Health & Well-being', and 'Remuneration'. Findings also highlighted how POF could evolve over time, whereby retention can be beneficial or detrimental to either party. The study extends POF research and bridges the shared sustainability themes of 'person', 'context', and 'time' from vocational behaviour and HRM literature streams. The study identifies innovative approaches to attracting and retaining early-career talent and understanding how graduates' views on POF evolve over time.

CAR: **Experiencing Tournament Socialization: First-Term Politicians' Strategies For Survival**

Author: **Helena Cooper-Thomas**, *Auckland U. of Technology (AUT)*
Author: **Joanne Silvester**, *Loughborough U.*
Author: **James Greenslade-Yeats**, *Auckland U. of Technology*

Early research on new employee socialization identified a tournament tactic which pitted newcomers against each other. Winners remained and continued competing whereas losers moved into less desirable roles and received less attention or exited. Since these initial investigations, the tournament socialization tactic has been neglected. Our own qualitative interview research investigating the socialization of first-term politicians (N = 23) to New Zealand's parliament unexpectedly identified the process as representing tournament socialization. Our inductive approach uncovered key tournament socialization elements, their effects, and new politicians' reputational strategies for survival. Thus, we shed light on key socialization challenges posed by the neglected tournament tactic in the context of senior newcomers. Moreover, our findings reveal the consequent vulnerability felt by new politicians, which in turn informed the strategies they implemented to defend and build their reputations as they vied for success in the ongoing tournament.

CAR: **The Effects of Early-Career Unemployment Scarring on Future Leadership Role Occupancy**

Author: **Olga Epitropaki**, *Durham U.*
Author: **Panagiotis Avramidis**, *ALBA Graduate Business School*

Whereas the scarring effects of unemployment on future income, health and well-being are well-documented, little is known about its potential effect on future leadership emergence and development. Using data from the National Longitudinal Study of Youth (NLSY97) and drawing from life course theory, we examine the effects of employment gaps in emerging adulthood, during the global financial crisis, on leadership role occupancy in middle adulthood. Based on a sample of 4,567 respondents, we find evidence for significant scarring effects of early-career unemployment on individuals' future chances to occupy leadership positions in work settings. We further examine the moderating role of sex and early life disadvantage. Our results support the role of early life disadvantage showing that individuals from disadvantaged backgrounds experience stronger negative effects on leader role occupancy due to employment gaps in emerging adulthood. No significant sex differences are found. Implications for theory and practice are discussed.

CAR: **How can Newcomers Enhance Thriving During Organizational Entry: The Critical Role of LMX**

Author: **Lu Yu**, *Missouri State U.*
Author: **Hong Ren**, *U. of Wisconsin, Milwaukee*
Author: **Romila Singh**, *U. of Wisconsin, Milwaukee*

We aim to explore how newcomers can proactively improve the quality of their relationships with supervisors during organizational entry. We found that feedback-seeking behavior can effectively enhance the quality of leader-newcomer exchange during the first three months of organizational entry, and the effect of proactive feedback-seeking is especially strong for newcomers with high self-efficacy. Feedback-seeking behavior is also an agentic work behavior that enables newcomers to experience thriving at work. The moderated mediation effect is also significant, signaling that the indirect relationship between feedback-seeking behavior and thriving is stronger when newcomers have high self-efficacy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2063** | Submission: **20255** | Sponsor(s): **(CAR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton B**

Proactivity and Mentoring in Careers

Session Moderator: **Samina M. Saifuddin**, *Morgan State U.*

CAR: **Are Proactive Employees More (or Less) Likely to Leave? A Dual-Path Model**

Author: **Yanjun Guan**, *Durham U. Business School*
Author: **Qing Liu**, *Durham U. Business School*
Author: **Jingyi Zhao**, *UCL School of Management*
Author: **Qin Zhou**, *Leeds U. Business School*
Author: **Shanshan Wen**, *School of Management, Shenzhen U.*
Author: **Xin Zhang**, *Peking U.*

Research on the relationship between proactive personality and turnover has yielded inconsistent results (i.e., positive, negative, and non-significant relationships). Using the boundaryless and protean career perspectives, we conducted two empirical studies among Chinese employees to reconcile the discrepancies in the literature by testing both the staying and leaving paths between proactive personality and turnover intention/behavior and exploring the moderating role of protean career orientation. The results of Study 1 (N = 148) showed that employees' proactive personality (Time 1) had a negative indirect effect on turnover intention (Time 3) through internal employability (Time 2) and a positive indirect effect through external employability (Time 2). The results of Study 1 also suggested that internal and external employability offered a more coherent and powerful explanation for the mixed relationship between a proactive personality and turnover intention than other mediators (career satisfaction, internal networking, and external networking). Study 2 (N = 188) controlled for the effects of baseline turnover intention (Time 1) and adopted turnover behavior (Time 3) as the outcome variable predicted by employee proactive personality (Time 1). The results replicated the contrasting mediating effects of internal and external employability (Time 2) and revealed that protean career orientation strengthened the indirect positive effect of proactive personality on turnover behavior through external employability. These studies provide a more comprehensive view of the contrasting effects of a proactive personality on turnover and have important implications for talent retention in a boundaryless career world.

CAR: **Acceptance of Disability and Proactive Career Behavior**

Author: **Xiji Zhu**, *Central U. of Finance and Economics*
Author: **Kaiyi Wang**, *Central U. of Finance and Economics*
Author: **Zijun Cai**, *Beijing Normal U.*
Author: **Cong Cai**, *U. of Chinese Academy of Social Sciences*
Author: **Yu Yang**, *Central U. of Finance and Economics,Beijing,China*

Digital technology enables people with disabilities (PWD) to pursue more boundaryless and flexible careers. To grasp the opportunities brought by digital technology, PWD could not simply stick to the limited traditional job choices but need to display more proactivity in their careers. However, we have a limited understanding of whether and when PWD would display proactive career behavior. To fill this research gap, this study builds on social cognitive theory and proposes acceptance of disability as a key antecedent of PWD's proactive career behavior. We further propose the mediating role of self-efficacy and the moderating role of contextual barriers on the relationship between acceptance of disability and proactive career behavior. To test this moderated mediation model, we collected survey data from 260 people with visual disabilities in China. Our findings are consistent with our theoretical arguments that acceptance of disability increases PWD's proactive career behavior through the mediating effect of self-efficacy. Moreover, contextual barriers hampered this positive relationship by impeding the positive effect of self-efficacy on proactive career behavior. Our study demonstrates the importance of high acceptance of disability, high self-efficacy, and low contextual barriers in promoting PWD to conduct proactive career behavior to break through career boundaries.

CAR: **Why Proactivity Matters When You're Being Mentored by a Narcissist: A Trait Activation Perspective**

Author: **Thomas A. Birtch**, *U. of Exeter*
Author: **Zhenyao Cai**, *Shanghai U.*
Author: **Flora Chiang**, *China Europe International Business School (CEIBS)*

This study introduces a trait activation theory conceptualization for formal mentoring that is then tested using a multi-source dyadic sample of 151 protégés and their mentors. In support of our predictions, we found that a protégé's proactive personality leads to his/her narcissistic mentor providing a greater level of mentoring support. Further, relationship quality was found to mediate such relationship. Our findings therefore contribute to the literature by explicating how and when mentor narcissism may have positive effects on mentoring support and, interestingly, that a personality trait frequently shown to have deleterious consequences can be productive under the right conditions. The study also cautions organizations that only matching mentors and protégés with similar characteristics may be restricting the potential of formal mentoring and that further consideration should be given to the situational relevance of personality traits and how they can be harnessed to the benefit of mentoring outcomes. Implications to theory and future research directions are discussed.

CAR: **Understanding Mentoring in the Context of Bangladesh**

Author: **Samina M. Saifuddin**, *Morgan State U.*
Author: **Laila Zaman**, *East West U.*
Author: **Md. Sajjad Hossain**, *East West U.*

While mentoring research has drawn considerable attention from researchers and practitioners, most of this research is situated in Western or developed countries' contexts. Bangladesh is a non-Western, under-researched context. The present study aims to understand how individuals working in Bangladeshi organizations perceive the meaning of mentoring and mentoring support as a career strategy. We conducted 42 in-depth interviews. Findings from the study suggest mentoring is not well-understood as a career strategy, and the conceptualization and understanding vary with the management levels. Junior-level employees aligned mentoring with receiving training or assistance from a supervisor or manager to carry out their job duties and tasks. In comparison, the mid-level employees highlighted receiving task assistance and some career assistance. The senior level was the only group that adequately described the meaning and highlighted mentoring provided them with career assistance and psycho-social support. Mentoring is associated with protégés instrumental and psycho-social career benefits and is a vital human resource management (HRM) tool for talent development. Thus, inadequate understanding and practice can affect employees' career outcomes and a talent-driven approach. Theoretically, the research contributes to a better conception of mentoring in an under-researched context. Ragins and Kram (2007b) emphasized that contextualized comprehension of mentoring allows scholars and practitioners to build better bridges. From a career and HRM perspective, a richer understanding of how mentoring is perceived can help design and implement context-appropriate mentoring models in organizations that accrue the most benefit to mentors and protégés careers. Finally, the study contributes to context-based scholarship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2064** | Submission: **14062** | Sponsor(s): **(CAR, OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon A**

Impostorism in the Workplace – A New Perspective

Organizer: **Nora Berghoff**, *Leeds U. Business School*
Presenter: **Basima Tewfik**, *MIT Sloan School of Management*
Presenter: **Timothy George Holmes**, *Durham U. Business School*
Presenter: **Daniel Gullifor**, *U. of Wisconsin, Eau Claire*
Discussant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Chiahuei Wu**, *King's College London*
Participant: **Kerrie Unsworth**, *U. of Leeds*
Participant: **Susanne Helena Braun**, *Durham U.*
Participant: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Participant: **Rebecca Wyland**, *U. of Wisconsin, Eau Claire*
Participant: **Daniel Kim**, *U. of Florida*
Participant: **Nora Berghoff**, *Leeds U. Business School*

Impostorism—also commonly known as imposter syndrome or impostor phenomenon—describes a subjective experience whereby people perceive themselves as frauds, despite objective evidence of success and accomplishment. Impostorism has been found to be positively linked to an array of negative, but more recently also to positive outcomes relevant in the workplace, such as interpersonal effectiveness or organizational citizenship behaviors. To enhance the understanding of impostorism in the workplace, this symposium presents four studies of diverse methodology, focussing on how workplace impostorism develops, the consequences it entails, and how individuals cope proactively with impostorism. Finally, a general discussion will highlight the current findings and discuss future research directions. Given the scope of the presentations, this symposium provides theoretical and practical implications to better understand impostorism in the workplace.

A multi-wave study investigating the relationship between leader identity and leadership impostorism

Author: **Timothy George Holmes**, *Durham U. Business School*
Author: **Susanne Helena Braun**, *Durham U.*
Author: **Xiaotong (Janey) Zheng**, *Durham U. Business School*

Don't hide the "real" you: The moderating role of authentic leadership in the impostor phenomenon –

Author: **Daniel Gullifor**, *U. of Wisconsin, Eau Claire*
Author: **Rebecca Wyland**, *U. of Wisconsin, Eau Claire*

The double-edged sword of workplace impostor thoughts on creativity: Affective rumination and proble

Author: **Basima Tewfik**, *MIT Sloan School of Management*
Author: **Daniel Kim**, *U. of Florida*

Fake it 'til you make it – Proactive coping with occupational impostorism

Author: **Nora Berghoff**, *Leeds U. Business School*
Author: **Chiahuei Wu**, *King's College London*
Author: **Kerrie Unsworth**, *U. of Leeds*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2065** | Submission: **21067** | Sponsor(s): **(CM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Maverick B**

Counterproductive Behavior

Session Moderator: **Chieh-Yu Lin**, *National Sun Yat-sen U., Taiwan*

CM: **How a Toxic Coworker Makes you Withdraw From Work and Unwell: Effects of Coworker Social Undermining**

Author: **Chieh-Yu Lin**, *National Sun Yat-sen U., Taiwan*
Author: **Mayya Achyldurdyyeva**, *National Sun Yat-Sen U.*
Author: **Fu-Chen Kuo**, *Institute of Human Resource Management, National Sun Yat-sen U., Taiwan*

The present study investigates the impact of daily coworker social undermining on employees' daily work withdrawal and daily somatic health complaints. We empirically test the mediating role of the experienced hostility and cognitive rumination, as well as the role of neuroticism as a moderator. We collected data from 133 service employees across ten working days (resulting in 1,197 daily surveys). The results show that: (a) coworker social undermining had a positive indirect effect on work withdrawal via the experienced hostility, and (b) coworker social undermining had a positive indirect effect on somatic health complaints via cognitive rumination, with neuroticism strengthening this positive indirect effect. These results suggest that coworker social undermining leads to negative job-related behaviors and employees' physiological symptoms via emotional (i.e., the experienced hostility) and cognitive (i.e., cognitive rumination) pathways. Theoretical and practical implications are further discussed.

CM: **Paternalistic Managers: Organization-Based Relational Work and the Production of Consent**

Author: **Qi Song**, *Northwestern U.*

What makes workers consent to repressive norms in the workplace? This study contributes to current discussions on how relational work creates consent in the workplace by examining the organizational conditions that produce the paternalistic leadership of managers, and by analyzing the rhetorical strategies of managers that help workers internalize working norms. Drawing upon the case of gas station attendants in China who are frequently harassed by customers but actively embrace service norms, I present evidence from 30 interviews and a survey with 2,588 attendants and managers. I demonstrate that three organizational settings of petroleum companies—the collective dormitory system, the shift system, and the promotion system—shape managers as paternalistic leaders, who are both authoritative and protective to workers. Building upon their authority and reliability, managers use a variety of rhetorical strategies to normalize customer-worker conflicts and convince workers to adopt service norms.

CM: **Understanding When and How Customer Mistreatment Inhibits Sabotage Behaviors but Increases Apology**

Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Long Wai Lam**, *U. of Macau*
Author: **Julie Zhu**, *Fuzhou U.*
Author: **Pei-Chi Chen**, *National Dong Hwa U.*

While scholars have argued that personal resources can buffer adverse effect of customer mistreatment on sabotage, empirical findings have been less conclusive. We also have little evidence of whether employees can correct customer misbehaviors by behaving more constructively. To resolves these issues, guided by the recent theoretical development in self-control, this present study examines whether, how, and when customer mistreatment influence two behavioral reactions: service sabotage and apology behaviors. We propose that the indirect effect of customer mistreatment on service sabotage and apology behaviors will be mediated by ego depletion, and moderated by both emotional stability and perceived pay-performance contingency. We found support of our model in two dairy studies involving service workers' encounter of customer mistreatment and customers' ratings of their sabotage and apology. More importantly, this study revealed the self-control conditions in which service workers would do more apology but less sabotage to their customers. Theoretical and practical implications were provided.

CM: **Adversaries or Synthetic Co-workers: Exploring the Relationship Between Gig Workers and Employees**

Author: **Michael Maffie**, *Cornell SC Johnson College of Business*

This article explores conflict and cooperation between gig workers and more conventional employees. Drawing on original qualitative and quantitative data from Instacart shoppers and grocery store staff, this article shows how Instacart's algorithmic management system pushes shoppers to abuse in-store staff. Yet for shoppers who frequently interact with staff, I find they develop cooperative, synthetic co-worker relationships. These relationships grant shoppers access to resources typically reserved for staff, allowing them to overcome the algorithmic pressures Instacart places on them. These findings show how platform companies' algorithmic pressures spillover onto conventional workers; yet gig workers can overcome these pressures by building relationships with their conventional peers.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2066** | Submission: **21066** | Sponsor(s): **(CM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

Tradeoffs in Prosocial Behavior

Session Moderator: **Matthew Lupoli**, *Monash U.*

CM: **Lacking Desired Passion Increases Unethical Pro-Organizational Behavior**

Author: **Matthew Lupoli**, *Monash U.*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*
Author: **Zachariah Brown**, *HKUST Business School*
Author: **Joel Brockner**, *Columbia U.*
Author: **Adam Galinsky**, *Columbia Business School*

Research has identified numerous benefits of experiencing passion for employees and organizations. The current research explores a drawback to a focus on passion: it can make people vulnerable to passion gaps, i.e., a negative discrepancy between actual and ideal levels of passion. Given strong demands for employees to be passionate, we propose that passion gaps are self-threatening, or—in the language of self-affirmation theory (Steele, 1988)—reduce people's sense of self-integrity. This threat to self-integrity, we suggest, subsequently increases unethical pro-organizational behavior (UPB)—immoral acts intended to benefit their organization—because UPB represents a pathway for individuals to counteract the threat to self-integrity elicited by passion gaps. Two online survey studies, a field study, two experimental causal chain studies, and a self-affirmation intervention (N=2,268) offer converging evidence that passion gaps increase willingness to engage in UPB because they reduce self-integrity. Providing support for our hypothesized mechanism and suggestive evidence for a strategy to deter UPB, our final study demonstrates that engaging in self-affirmation mitigates the tendency for those experiencing passion gaps to engage in UPB. We also present evidence of discriminant validity by showing that the passion gaps-UPB link does not extend to: (1) related independent variables which are not met by similarly strong demands, (2) pro-organizational behaviors that are less costly than UPB, or (3) unethical behaviors reflecting greater self-interest. Collectively, these results highlight a potential downside associated with the continuous call for people to follow their passion.

CM: **Asymmetric Expectations for Emotional Acknowledgement on Teams and Implications for Team Performance**

Author: **Christina Bradley**, *U. of Michigan, Ross School of Business*

Emotional acknowledgement (i.e., verbally recognizing the displayed emotions of others) is an important tool in workplace relationships. However, the responsibilities for providing such emotional acknowledgement are often asymmetric, such that leaders are expected to bear the primary responsibility for emotional acknowledgement in teams. We challenge the utility of this expectation and suggest that upward emotional acknowledgment is also surprisingly beneficial. We demonstrate the existence of these asymmetric rank-based expectations and show that when this expectation is countered (and employees dare to emotionally acknowledge their leaders), this enables leaders to engage in more downward emotional acknowledgment, which in turn helps team performance. We find support for our hypothesis across seven studies, including four online experiments, three field surveys, and one laboratory experiment of interacting task groups. This work highlights the importance of two-way emotional acknowledgement across layers of hierarchy in teams.

CM: **Why Prosocial Decision Making Is Transformed By Risk: Prospect Theory, Self-Image, and Risky Choices**

Author: **Polly Kang**, *INSEAD*

In classic judgment and decision-making research, a fundamental distinction was made between riskless choices and risky choices. Surprisingly, this distinction has largely been neglected in prosocial decision-making research, which has focused on examining riskless prosocial choices (e.g., tipping, dictator game giving) while implicitly assuming findings will generalize to risky prosocial choices (e.g., volunteering to try to help someone, while knowing that one's attempt to help might fail). We challenge this assumption. We assert that risk transforms prosocial decision-making: Specifically, we argue that self-image concern influences both risky choices and prosocial choices in different ways, which interact to produce a unique combined impact on risky prosocial choices. Consistent with our theory, incentivized experiments (Experiments 1-2) show that risk reduces prosocial choices less than proself choices (if outcomes are viewed as gains), and that this interaction effect is mediated by self-image concern. Further consistent with our theory, an 18-round incentivized experiment (Experiment 3) shows that describing prosocial outcomes using loss (versus gain) frames boosts risky prosocial choices more than riskless prosocial choices. This result was driven by the fact that, for risky prosocial choices, using loss (versus gain) frames acted as a powerful nudge that boosted prosocial choices by 40%–an impact nearly ten times larger than leading prosocial-choice nudges, with significant practical implications for policymakers and leaders who wish to encourage prosocial choices. Our findings suggest that risk transforms prosocial decision making, and our results point to fundamental differences in the decision processes underlying riskless prosocial choices versus risky prosocial choices.

CM: **Helping More Won't Always Earn You More Trust: The Role of Power**

Author: **Leander De Schutter**, *Erasmus U. Rotterdam*
Author: **Marius Van Dijke**, *Erasmus U. Rotterdam*
Author: **Flore Bridoux**, *Erasmus U.*

One of the most effective ways to earn the trust of other organizational members is through helping others. Helping, however, comes at a cost because it drains the resources of helpers, which can contribute to them burning out. It is therefore important for organizational members to strike a balance between providing enough help to build trust without overextending their resources. Hence, it is worth exploring if there is an optimal level of help to foster interpersonal trust. We argue that the location of this optimal point differs depending on organizational member's relative access to resources, that is, their relative power. Specifically, we argue that for less powerful organizational members the benefit of providing help on received trust diminishes as help increases. In contrast, for more powerful organizational members this is not the case, helping increases received trust in a linear fashion. We further propose that this effect is mediated by justice perceptions because more powerful organizational members have an expectancy to be generous, while less powerful organizational members do not have this expectancy. We find evidence to support our hypotheses in an incentivized behavioral experiment where we manipulated structural power among interaction partners and in a field study among employees of various organizations.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2067** | Submission: **20451** | Sponsor(s): **(CMS)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

Imaging a Different Future

Session Moderator: **Gemma Lord**, *The Open U., United Kingdom*

CMS: **Critical and Collective Entrepreneurship in Charity Organization Strategies of Change and Resistance**

Author: **Gemma Lord**, *The Open U., United Kingdom*

This paper draws upon data from an ethnographic study of a charity delivering social care services. It empirically demonstrates the organizational strategies that were used within an organizational change process wherein dominant understandings of entrepreneurship were mobilized. A 'professionalization project' relied upon neat trajectories to identify individual's skills-shortfalls, rectify deficits, inculcate competition, set finance-based targets and monitor individual progress in the adoption of these changing role expectations. Drawing upon empirical data from 12 months ethnographic fieldwork undertaken within the charity organization, the paper explores the empirical setting through the lens of Critical Entrepreneurship Studies (CES) in order to examine how conceptions of entrepreneurship operate and are operated, and the micro-processes of how these are attached to and perpetuated. Findings suggest that the 'project' displayed an enduring commitment to the "'traditional' attempts at theorizing entrepreneurial processes" (Verduyn, Dey and Tedmanson, 2017: 41) through analysis of organizational strategies that functioned in the attachment to and embedding of individualized conceptions of entrepreneurship within this charity. Accounting systems functioned to restrict practices of care-based work; both in terms of the capacity to continue in their daily realization and also in terms of their expression as entrepreneurship. In an effort to 'de-naturalize' this restrictive move, the paper foregrounds workers' practices and their interpretations of how past practices are (de)valued in a financialised charity organization setting. It specifies the entrepreneurial activity that is obscured from view because it does not fit pervasive understandings of what 'counts', in order to highlight acts of resisting organizational manifestations of broader states of political economy that are experienced in the tension between enterprise and 'other' organizations founded to achieve a communal purpose. CES proposes the reimagining of entrepreneurship along social and collective lines. The paper contributes to this endeavour via an empirical analysis of the practices of work that constitute a form of 'collective entrepreneurship'.

CMS: **Social Entrepreneurship Education: Changing the World or Maintaining the Status Quo?**

Author: **Laure Leglise**, *Catolica Lisbon School of Business and Economics*
Author: **Emily Cook-Lundgren**, *NEOMA Business School*

Amidst growing calls for business schools and management education to play a leading role in social change, social entrepreneurship has emerged as a popular strategy. While generally portrayed as a positive force for social change, critical perspectives highlighting the implication of business and management education in the (re)production of inequality point to the need for a more nuanced examination of social entrepreneurship. Following this call, this paper critically examines discourses of social entrepreneurship in business and management education, and their implications for inequality. More precisely, we draw upon Fairclough's social theory of discourse to examine how elite business schools construct social entrepreneurship as a solution to global social challenges, identifying four discourses that together function to construct a particular hegemonic discourse of social entrepreneurship: business-managerialist solutionism, savior and salvation, win-winism, and elitism. We propose four effects of this hegemonic discourse in relation to inequality -- universalizing, individualizing, objectifying, and obscuring. In doing so, we contribute to debates on the role of the business school and management education in social change, arguing that any potential for a positive contribution rests on attending to these inequality-(re)producing effects. We conclude by delineating considerations for business school educators towards this end.

CMS: **Democratising Bureaucracy: Finding Freedom at Work Through Co-Creating Rules and Procedure (WITHDRAWN)**

Author: **Martyn Griffin**, *U. of Sheffield*
Author: **Daniel King**, *Nottingham Trent U.*
Author: **Simon Pek**, *U. of Victoria*

Conventionally bureaucracy is contrasted with freedom in organizational life. Rules and procedures are often portrayed as constraining free choice and the capacity of individuals to make decisions and express their agency in the workplace. In this article, however, we ask: what happens when bureaucracy is democratised and workers are directly involved not only in shaping and co-creating the rules that govern them but have the capacity to challenge and change them as well? Our study explores the experiences of individuals within democratised bureaucracies – in the form of sociocratic workplaces – in which we analyse 71 interviews that reveal experiences of freedom through the use of micro-bureaucratic rules and procedures. We explore the tensions that emerge between what we call different blends of freedom in these organizations and consider how different factors within the organizations shape how freedom is experienced. The practical implications of our results suggest bureaucracy need not be seen as an enemy of freedom in the workplace, but can – if democratised – play a central role in supporting people to be free from arbitrary interference and domination in their work.

CMS: **Performance Indicators, Healthcare Management and Organizational Rationality**

Author: **John S Hassard**, *U. of Manchester*
Author: **Edward Granter**, *U. of Birmingham, UK*
Author: **Paula Hyde**, *U. of Birmingham, UK*
Author: **Jeremy Aroles**, *U. of York Management School*
Author: **Leo McCann**, *U. of York, UK*

Reports into the infamous mismanagement of care at the (UK) Mid Staffordshire NHS Foundation Trust (2005-2008) suggested a prioritization of performance indicators significantly jeopardized patient safety. We contend a range of critical theories addressing rationality and ideology can explain this historic case of the use of targets to guide resource management. Drawing initially on radical Weberian sociology, we argue this use of target-setting management was a classic victory of formal over substantive rationality. We argue subsequently that such analysis be joined by wider theorizing to elucidate the ideological mechanisms behind 'deliverology' (Barber, 2015). We draw inter alia on writings by André Gorz, Michel Foucault and the Frankfurt School – and notions of economic rationality, governmentality, and technocratic rationality – to illuminate ideological reasons for deploying performance indicators in healthcare. The result is a critical-pluralist analysis of organizational culture and change: one that assembles a range of social and organizational theories to explain practices at the heart of the Stafford Hospital scandal.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2068** | Submission: **20345** | Sponsor(s): **(CMS)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Gendering Class and Work

Session Moderator: **Cat Spellman**, *Durham U. Business School*

CMS: **Gendering 'The Hidden Injuries of Class' and In-Work Poverty in Britain**

Author: **Cat Spellman**, *Durham U. Business School*
Author: **Jo McBride**, *Durham U. Business School*

This paper argues for the need to reconsider the usefulness of the concept of 'The Hidden Injuries of Class' established in Sennett and Cobb's (1972) classic study. Here, we develop its use, complemented by feminist theory, to encapsulate the nuanced experiences of women. It is used as an investigative lens to help understand the individualised positions of working-class women in the UK who are in employment, but still depend on food banks to feed themselves and their families. Using an ethnographic qualitative approach, we identify various emotional impacts of in-work poverty that women encounter and the coping strategies they adopt to preserve their self-dignity when facing hardship. Our evidence demonstrates how the use of food banks, and the plight of in-work poverty is experienced by working-class women. We explore how they confront a complex internalised conflict heavily impacted by the classed and gendered structures that characterise their realities, manifesting in guilt and shame but also resilience allied by the food banks and volunteers that support them.

CMS: **Can You See the Pain? Menstruations, Pain, and Identity in the Workplace**

Author: **Kamila Moulaï**, *Marie Sklodowska Curie Postdoc, Rotterdam School of Management, Erasmus U.*

This study elaborates on how the intense physical pain menstruations can sometimes give rise to intermingles with external gazes in the workplace. It further unwraps the salient role organizations -taken holistically- play in producing a system of gazes that intersects with the meaning-making process of suffering and which becomes intrinsically connected with identity processes. Using the phenomenology of perception by Merleau-Ponty and a Foucauldian approach to the normalizing gaze to question identity reasonings, this work disentangles identity work in a series of defining contexts, including technological ones. Going beyond the assumed vulnerability and malleability of bodies, we explore how (human and robots') gazes - in their plurality, normalizing effect, and subjectivity- participate in human-contextual identity interplays. The understanding of such interplays contributes to developing an ethics of care that organizations can deploy to better align with their responsibility of inclusion toward menstruators.

CMS: **When Class, Gender and Occupation Intersect: Surviving the Bermuda Triangle of Occupational Limbo**

Author: **David Sanson**, *École des sciences de la gestion (ESG UQAM)*
Author: **Claire Le Breton**, *Grenoble Ecole de Management*

This paper relies on a longitudinal immersion in the intervention unit (Inter unit) of a chemical plant situated in France to explore the experiences and practices of working-class men in a context marked by an increased importance of neoliberal standards. In this investigation, we focus on an interstitial work situation that we refer to as 'waiting times'. Our analysis points to three mechanisms that animate the tensions at the core of this occupational limbo: the kraken of idling work, the maelstrom of rejection, and the sirens of intimacy. This paper calls for further explorations of organizational interstices: when different expectations meet, the tensions between contradictory demands appear more clearly than in monolithic contexts. Especially, as neoliberal sensibilities rise (Skeggs, 1997; Slutskaya et al., 2016, Hanna et al., 2018) and challenge diverging identities, organizational interstices such as the waiting times studied in this paper allow to scrutinize the various tensions and interlaced mechanisms that emerge when gender, class and occupation intersect.

CMS: **Gendered Entrepreneurship: Emancipation and Empowerment**

Author: **Devi Akella**, *Albany State U.*
Author: **Niveen Eid**, *Birzeit U.*

This paper revolves around entrepreneurship and its ability to emancipate and empower women, whereby allowing them to envisage better socio-economic conditions. The theoretical framework of patriarchy is integrated to comprehend factors behind the historical subjugation and oppression of women within societies. Entrepreneurship without seeking to confront age-old traditions, values, and assumptions, in a subtle manner, enables women to become independent and self-reliant and, in the process, discover their own identity. In-depth interviews with African American and Palestinian entrepreneurs conducted in two different countries, the occupied territory of Palestine in the Middle East and the Southeast region of the USA, provide the empirically based evidence to support all the arguments raised in this paper. The insights and experiences of women entrepreneurs from these two dispersed contexts, culturally, economically, and socially diverse, are deconstructed to understand the factors influencing gendered entrepreneurs, women empowerment, and emancipation.

CMS: **How Gender Informs Support Nudges for Women STEM-Entrepreneurs by Women Business Incubation Managers**

Author: **Lorna Treanor**, *Nottingham U. Business School*
Author: **Susan Marlow**, *U. of Birmingham*

This paper critically analyses the influence of gendered ascriptions and assumptions upon support offered by women business incubation (BI) managers to women STEM entrepreneurs. We draw upon the concept of nudges to illustrate how women managers guide female clients to behave to navigate gendered challenges during the investment-readiness process. Using an interpretive ontology and social constructionist feminist epistemology we draw upon in-depth, semi-structured interviews with women BI managers and women STEM entrepreneurs. Findings illustrate the gendered BI context encourages gender-aware managers to nudge clients towards behaviours congruent with prevailing masculinised norms, navigating rather than challenging gender-bias, to secure investment.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2069** | Submission: **20385** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Consumer Satisfaction & Engagement

Session Moderator: **Reza Alibakhshi**, *IE Business School*

CTO: **Trust and Risk Mediate the Relation between Platforms' Functions and Customers' Satisfaction**

Author: **Cinzia Calluso**, *Department of Business and Management, LUISS Guido Carli U.*
Author: **Antonio Daood**, *SPRU U. of Sussex UK*
Author: **Andrea De Angelis**, *Department of Business and Management, LUISS Guido Carli U.*

For platforms to ensure value generation via users' interaction, three fundamental functions must be performed: matching the right users with one another (match); attracting and retaining new users (pull); and facilitating their interactions (facilitate). Further, customers' satisfaction plays a central role in enhancing platforms' performances by stimulating positive consumers' behaviors. Literature suggests that while trust represents a significant predictor of customers' satisfaction, risk perception has a negative impact. The aim of this paper is to explore the relationship between the platform's fundamental functions – match, facilitate, pull - and customers' satisfaction, and test whether they are mediated by customers' risk perception and trust. To this aim, the paper investigates the case of Uber, by collecting and analyzing measures of risk perception, trust, customers' satisfaction, and the three fundamental functions - match, pull, facilitate - on a cohort of Uber's users. The results revealed that customers' satisfaction is positively affected by the platform's ability to match and pull users, and to facilitate their interactions; further, such relationships resulted positively mediated by trust, and negatively mediated by risk perception. These results contribute to understanding how platforms can leverage their functions to increase customers' satisfaction, with positive outcomes in terms of willingness-to-reuse and profitability.

CTO: **Does 'Emotional Variability' in Social Media Video Ads Foster User Engagement?**

Author: **Reza Alibakhshi**, *IE Business School*
Author: **Shirish C. Srivastava**, *HEC Paris*
Author: **Sunil Mithas**, *U. of South Florida*

How can firms increase the success of their social media (SM) video advertisements (video ads) in terms of higher viewership and engagement? With growing SM advertising expenditures, understanding how SM users can be motivated to watch video ads and engage with them actively will be of value to both research and practice. Given the salience of emotional cues in SM content for attracting and retaining attention of SM users, we build on the tenets of Emotion Dynamics and Capacity Theory of Attention to examine how the extent of "emotional variability" in the "initial" and "overall" phases of video ads influence the number of "views" and "likes" that videos receive. Employing novel video analysis techniques, our study leverages publicly available data of video ads curated by 71 active brands of Fortune 500 companies on Instagram. We find that the extent of emotional variability in the initial phase of the video ad fosters higher viewership. However, higher extent of emotional variability in the entire duration of the video has a negative impact on the active engagement of the SM users indicated by the number of 'likes' the video receives. The contrasting influence of emotional variability in the initial and overall phases of video ads on user engagement has important and interesting theoretical and practical implications. Through our study, we build on and complement prior literature on user engagement in SM video ads and make important theoretical contributions.

CTO: **The Speed of Software Functionality Evolution and Software Performance Evolution**

Author: **Jong Seok Lee**, *U. of Tennessee, Knoxville*
Author: **Jeffrey Kaleta**, *Appalachian State U.*

In today's business environment, customer needs change rapidly, and new technological advances appear frequently. As a result, software must evolve progressively to meet evolving requirements and deal with environmental pressures. In addition, it is important to note that software can evolve in two distinct ways. On the one hand, software can evolve to incorporate new features in response to new or changing requirements (functionality evolution). On the other hand, software can evolve to address performance issues in response to bugs found in the operating environment (performance evolution). Nonetheless, how these two distinct ways in which software can evolve influence user satisfaction is not well-understood both theoretically and empirically. In this research, we draw from regulatory focus theory, and conceptualize increasing the speed of functionality evolution as a promotion-focus strategy and increasing the speed of performance evolution as a prevention-focus strategy. We assembled a dataset containing data on 3,429 apps across 29 categories in Apple's app store. We empirically show that increasing the speed of both functionality evolution and the speed of performance evolution has an interaction effect on user satisfaction (i.e., user ratings of apps). Further, we empirically show that the relative position of a software project in the market (i.e., app ranking) moderates this interaction effect.

CTO: **The Spillover Value of Repeat Buyers: An Empirical Investigation of "Updated Reviews" on Yelp**

Author: **Gujie Li**, *U. of Maryland, College Park*
Author: **Jui Ramaprasad**, *U. of Maryland*

Repeat buyers are increasingly critical for businesses to generate profits in the long run. To cultivate and retain repeat buyers, businesses have developed a series of strategies such as loyalty programs and advertising. While previous studies focus mostly on the direct value of repeat buyers, their spillover value to businesses (i.e., how repeat buyers affect other potential consumers) is seldom investigated, mainly because repeat buyers are hardly observable by others in offline settings. Thanks to digital footprints on review platforms, this challenge can be addressed in online settings. Leveraging a unique feature on Yelp, the Updated Reviews, we design a difference-in-difference-in-difference framework to empirically study the spillover effect of repeat buyers on two aspects of online word of mouth: review volume and review valence. Our findings suggest that repeat buyers significantly attract new reviews by 5.3% in volume, but their impact on review valence is not evident. Heterogeneity analysis suggests that the leading mechanism driving the boost in review volume is that repeat buyers serve as a quality signal. Finally, we provide actionable insights for both businesses and review platforms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2070** | Submission: **20390** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Maine**

Innovation Ecosystems

Session Moderator: **Sabine Brunswicker**, *Purdue U., West Lafayette*

CTO: **The Effects of Human and Machine Feedback on Productivity in Innovation Communities**

Author: **Sabine Brunswicker**, *Purdue U., West Lafayette*
Author: **Stefan Haefliger**, *Bayes Business School*
Author: **Ann Majchrzak**, *U. of Southern California*

Communities have captured the attention of strategic management given their importance as source of firm innovation. Prior literature suggests that feedback from peers in the community has a significant effect on the productivity of individuals in solving innovation problems shared within the community. In this paper we focus on a source of feedback that has been ignored in prior work: machines. Specifically, we study the effect of two types of feedback (performance and solution) offered by humans and machines on community members' productivity in solving innovation problems. Borrowing from Attentional Control Theory, we hypothesize that performance feedback from a machine and performance and solution feedback from a human have distinct individual effects and interact in affecting productivity. We examine our hypotheses using data from an Open Source software development community, in which 1,219 developers produce 36,878 solutions to successfully solve 5,108 problems. The results suggest that human and machine performance feedback act in opposing directions taken separately: negative human performance feedback increases productivity while negative performance feedback from a machine decreases productivity. Further, machine performance feedback, even if negative, tends to positively moderate the negative impact of human solution feedback in the community: hence machine feedback is productivity enhancing. Human and machine feedback interact in complex ways because the machine feedback triggers emotional states in humans that change the way community feedback is processed. We discuss implications for the strategic management of innovation communities

CTO: **Role of Contributor Diversity in New Product Development: Lessons From an Open Innovation Platform**

Author: **Lusi Yang**, *Georgia State U., J. Mack Robinson College of Business*
Author: **Zhiyi Wang**, *U. of Colorado, Boulder*
Author: **Steven Lawrence Johnson**, *U. of Virginia*

Open innovation platforms support new product development by soliciting, evaluating, and integrating voluntary contributions. Platforms decompose complex processes into discrete tasks to reduce barriers to participation and, accordingly, facilitate broad participation. Discrete tasks also enable efficient evaluation of and recognition for individual contributions. In this study, we explore the relationship of contributor diversity to individual and product-level outcomes. We focus on diversity in contributor behavior patterns based on two dimensions: task type and product domain. Analysis of 10,938 quarterly contributions by 1,684 active contributors to 424 new product development efforts on the Quirky open innovation platform provides evidence in support of our hypothesized relationships. Contributors' diverse task experiences are positively associated with their subsequent contribution performance; yet, at the platform level, having a heterogeneous group of contributors with varying degrees of task diversity is associated with better product development performance. On the contrary, contributors' diverse domain experiences are negatively associated with their contribution performance; and, at the platform level, having a homogenous group of contributors with largely similar degrees of domain diversity is associated with efficient product development. Considering both individual and product-level results demonstrates the importance of incentive (mis)alignment. Our findings further illustrate the importance of considering multiple dimensions of diversity of experience when studying new product development and other forms of online knowledge generation supported by open innovation platforms.

CTO: **The Joint Effects of Novelty and Familiarity on Creativity Adoption in Content Creation Platforms**

Author: **Yuhan Zuo**, *Central U. of Finance and Economics*
Author: **Hongling Ye**, *School of management, Zhejiang U.*
Author: **Dawei Wang**, *Northwestern Kellogg School of Management*
Author: **Junjie WEI**, *School of management, Zhejiang U.*
Author: **Xiaoyun Xie**, *Zhejiang U.*

The rapid rise of content creation platforms in the digital age has provided new incubators for mass creativity, and also fundamentally reconfigured the production and consumption of creative works. For content creators seeking personal achievements on these platforms, how to produce works that are more likely to be adopted by platform users is a key concern. Based on optimal distinctiveness theory, this study draws on unobtrusive data of 174,053 posts from 2,450 content creators in a major Chinese content creation platform to explore the joint effects of novelty and familiarity of the creative works on creativity adoption. We constructed measurements of novelty and familiarity based on hashtags of the post, and conducted polynomial analysis and response surface analysis to test our hypotheses. Our findings complement existing creativity adoption research which mainly focus on the effects of novelty, and extend the explanatory power of optimal distinctiveness theory in the new context. We also offer practical guidance for both content creators and platform governors. Limitations and future directions are discussed.

CTO: **Introducing Contests to a Social Community: The Effects of Competition on a User-Generated Content**

Author: **Jörg Claussen**, *LMU Munich & Copenhagen Business School*
Author: **Maria Anna Halbinger**, *City U. of New York, Baruch College*
Author: **Lior Zalmanson**, *Coller School of Management, Tel Aviv U.*

Maintaining active user contributions is a key challenge for user-generated platforms. We argue that contests could be a promising tool for managing the operations of user-generated content platforms because they can activate the community and steer platform participants to explore new terrains for creation, but that they could also have adverse effects on regular content creation. While contests themselves have been studied extensively, we are the first to explore the impact of launching a contest on a user-generated content (UGC) platform centered around users' community contributions. We argue that contests lead to increased community reaction as humans are drawn to contests, as contests attract competent contributors, and they incentivize increasing efforts. But we also expect a downside of community reaction as the social comparison between contributors creates negative incentives for a future content generation if they do not achieve high relative levels of community reaction. We finally expect that contests trigger more exploration by contributors and that these effects also translate into future content creation. Our empirical context is the 3D printing platform Thingiverse, for which we can compare regular platform content creation activities with 3D designs that have been submitted. Using a large sample of contest submissions, we find strong support for our hypotheses and identify mechanisms that drive the results.

KEY TO SYMBOLS

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Data & Organizational Management

Session Moderator: **Katharina Cepa**, *Vrije U. Amsterdam*

CTO: **Experimenting with Data: How Data Shape, Direct, and Sustain Attention Across Managerial Levels**

Author: **Katharina Cepa**, *Vrije U. Amsterdam*
Author: **Fleur Deken**, *Vrije U. Amsterdam*
Author: **Dennis Van Kampen**, *Vrije U. Amsterdam*

Digitalization creates a wealth of new datafication data, data that are created in use through digitally mediated processes that can be used to observe, analyze, and optimize this process. Scholars and practitioners are increasingly interested in how such data can be valuable to organizations. Adopting an attention-based view lens, we explore this question by asking how data shape, direct, and sustain attention in strategic decision making. Our 25-month case study of an Innovation Lab where multiple firms that span a supply chain in the heavy manufacturing industry collaborate to experiment with sensor data to innovate maintenance processes shows that data is not per-se valuable. Instead, we see that data have a strategic value in directing strategic problem solving by steering middle and operational managers' attention and by providing them with something concrete to engage over. This makes two theoretical contributions at the intersection of information systems and strategic management theory: First, this contributes to the attention-based view by showing the importance of middle and operational managers' attention dynamics for driving digital transformation in industrial organizations. Second, it explores the power of data to remake organizational processes by describing how datafication data guide strategic decision making, where data interpretation focuses attention by engaging managers in-depth with specific problems and solutions, and data observation widens the scope of managers' attention by opening up analysis for re-evaluation, or moving from one problem or solution to the next.

CTO: **The Experimenting Firm: Data-Driven Decision-Making Under Bounded Rationality**

Author: **Michael Zaggl**, *Aarhus BSS, Aarhus U.*

Modern information technology enables firms to run digital business experiments (e.g., a/b testing) to identify superior decisions regarding their digital products, such as website designs, advertisements, games, etc. Examples of such firms are Amazon, Google, Booking.com, Facebook, Netflix, and Udacity. To examine the effectiveness of digital business experiments under the conditions imposed by the interdependence of design elements and prediction errors (omission and commission errors), this study uses an NK fitness landscape model in which digital business experiments are formalized as a form of search, referred to as experimental search. The model compares single-factor and multi-factor experimental search to traditional decision-making, formalized as local search. It shows that multi-factor experimental search is highly effective under interdependence by overcoming the path dependencies that local search and single-factor experimental search are subject to. Errors of commission—but not errors of omission—are critical boundary conditions that impair multi-factor experimental search. Sequencing experimental search (i.e., using the results of experiments to inform follow-up experiments) can help reduce the negative impact of commission errors. This paper contributes to the discourse on the relationship between information systems and productivity by characterizing digital business experiments as a new way firms can act under bounded rationality. It extends the literature on the boundary conditions of business analytics methods. The paper also has implications for the current discussion on organizing data science activities in organizations.

CTO: **On the Right Track? Studying the Use of Biometric Data to Manage People in a Sports Organisation**

Author: **Lorna Anne Downie**, *Vrije U. Amsterdam*
Author: **Stella Pachidi**, *U. of Cambridge*
Author: **Marleen Huysman**, *Vrije U. Amsterdam*
Author: **Ella Hafermalz**, *Vrije U. Amsterdam*

Over the last decade we have seen a significant shift in how organisations monitor and control their workforce. People analytics is becoming ever more extensive and invasive - from cameras checking if workers are at their desk to wearables reporting on worker wellness. We know little, however, on how such technologies of control are supporting management in making well informed decisions about their workers. Drawing from insights from a 16 month ethnographic study, we address this shortcoming through exploring how biometric data is being used to manage people in an elite sports organisation. Our study sheds light on a new form of control enacted through the use of biometric data - a shared control of the body - which calls for a closer relationship between managers and workers as they together attempt to control the body as the main subject of work performance. In particular, we follow the ways in which managers and workers negotiate towards a shared control of the body. Encompassing our findings as part of a theoretical model, we highlight how our findings have implications for theory on organisation control and resistance as well as for people analytics.

CTO: **Meeting Information Needs in a Natural Hazard: Development of Crisis Information Needs and Adequacy**

Author: **Ryan Patrick Fuller**, *California State U. Sacramento*
Author: **Amy Mickel**, *California State U. Sacramento*
Author: **Laura Riolli**, *California State U. Sacramento*
Author: **Andrew Pyle**, *Clemson U.*

The frequency of natural-hazard crises is on the rise. These crises create a great deal of uncertainty, which in turn, generates stress and negatively affects individuals' psychological well-being. To mitigate these feelings and symptoms, people seek information from a wide range of sources, including non-crisis-response organizations with which they are affiliated. More specifically, individuals seek information from places where they work, volunteer, attend school, and/or worship. However, there is limited research on the information needs internal stakeholders seek from their organizations and the adequacy of the information provided. In this paper, a new reliable and valid scale, Crisis Information Needs and Adequacy for Internal Stakeholders (CINA-IS) is introduced. Three studies to develop and test this scale are described in detail. This 6-item, one-factor scale can be used to both (a) measure the construct of crisis information needs of internal stakeholders from non-crisis-response organizations and (b) assess the extent to which these types of organizations have met those needs – from the perspective of internal stakeholders. Organizations and those who study them are encouraged to use this scale to improve crisis communication planning. Adequately meeting internal stakeholders' information needs has the potential to help reduce uncertainty and negative psychological impacts on an organizations' most important asset – its people.

KEY TO SYMBOLS

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Team Collaboration

Session Moderator: **Ignacio Perez Sepulveda**, *U. of Sheffield Management School*

CTO: **Teams' Media Capabilities Repertoires: An Alternative Approach to the Study of Virtuality**

Author: **Ignacio Perez Sepulveda**, *U. of Sheffield Management School*
Author: **Carolyn Axtell**, *U. of Sheffield*
Author: **Jeremy F. Dawson**, *U. of Sheffield*

Previous research has shown that team members rely on multiple media to interact with each other, combing information and communication technologies (ICTs) and face-to-face interactions, which have been studied in terms of virtual teams and team virtuality. Yet, a limitation of this research is that it has assumed a dichotomous view of ICTs and face-to-face exchanges, ignoring the differences and similarities in attributes and capabilities they offer. This is of relevance because these capabilities can be instrumental in understanding how the use of different media can impact team members' interactions and the overall functioning of teams. To address this limitation, this article will present the new construct of teams' media capabilities repertoires - reflecting the examination of how team members use the media capabilities they have at their disposal to support their interactions - and its relationships with relevant team variables. This article contributes to the virtuality literature by offering researchers a more nuanced and in-depth understanding of virtuality that could help to explain some of the dissimilar results in the literature, and by giving practitioners (e.g., managers and team leaders) robust guidelines to manage the use of multiple media in their teams.

CTO: **Understanding the Affective Layer of Online Collaboration: Toward a Media Affectivity Theory**

Author: **Maylis Saigot**, *Copenhagen Business School - Department of Digitalization*
Author: **Rob Gleasure**, -
Author: **Ioanna Constantiou**, *Copenhagen Business School*

As workplaces increasingly rely on digital media to conduct business, teams are developing new habits and processes to ensure continued performance. However, the recent shift toward online and hybrid collaboration highlighted the important, yet often overlooked, implications of affective processes for online collaboration. Not only do aligned affective states across team members increase this team's ability to develop cognitive alignment, but they also create a sense of connection and belonging that is essential to effective, sustainable, and fulfilling teamwork. In this article, we conduct an extensive review of the literature on affective alignment and media capabilities. Based on this review, we propose a synthesis model of affective alignment in online collaboration that outlines the mechanisms that enable and constrain the emergence of aligned affective states between the participants of an online collaborative task. We then develop a theory of media affectivity, which posits that a digital medium's enabling and constraining capabilities to support affective processes strongly influence the emergence of affective alignment in online teams. Taken together, the model of affective alignment in online collaboration and the theory of media affectivity can be used by researchers interested in understanding the unfolding of communicative failure and community breakdown in organizations. Moreover, the new theory of media affectivity has implications for critical and related areas of research and practice, such as workers' social and mental well-being.

CTO: **Boundary Blurring and Temporary Teams' Performance: The Case of 3D Printing Technology in Surgical**

Author: **Leila Ahmadpour**, *U. of Bologna*
Author: **Alberto Leardini**, *IRCCS Istituto Ortopedico Rizzoli*
Author: **Riccardo Fini**, *U. of Bologna*
Author: **Daniele Mascia**, *Luiss U.*

We build on boundary blurring research to explore the relationship between temporary teams' characteristics and their performance. We focus on the three main drivers of boundary blurring, namely fluidity, overlap and dispersion, and we develop hypotheses on their direct effect on temporary teams' performance. Furthermore, we explore to what extent their effect is moderated by different levels of task complexity. We use data on 107 orthopaedic teams using 3D printing technology in a highly specialized research hospital in Italy. Our analysis shows that team overlap has a negative impact on team performance and the impact is stronger when the task complexity is high. Conversely, team dispersion positively impacts team performance, and the positive impact is reinforced in more complex cases.

CTO: **Do Brokers Help Innovation in Globally Distributed Teams? A Survey Study in a Multinational Company**

Author: **Elisa Mattarelli**, *San Jose State U.*
Author: **Julia Eisenberg**, *Pace U.*
Author: **Carlotta Cochis**, *Modena*
Author: **Amar Gupta**, *MIT*

Organizations have been increasingly relying on globally distributed teams for innovation, and these teams frequently experience issues related to the emergence of geographical subgroups. We propose that the presence of brokers addresses some of the challenges related to subgroups, by increasing perceptions of proximity and knowledge sharing, positively influencing team innovation, but reduces shared leadership within a team, negatively influencing innovation. Our analysis includes the evaluation of 1334 responses from employees in 111 globally distributed teams, which were independently evaluated by 97 stakeholders in a multinational company engaged with developing new IT systems for global clients. We found support for the mediating effects of knowledge sharing and perceived proximity between brokerage and team innovation. Our work has implications for the understanding of global teams functioning, team innovation, and the role of brokers in organizations.

KEY TO SYMBOLS

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Human - Artificial Intelligence (AI) Interaction

Session Moderator: **Jingyao Li**, *Bentley U.*

CTO: **Ethical Implications of AI Use in Practice**

Author: **Jingyao Li**, *Bentley U.*
Author: **Yulia Litvinova**, *WHU Otto Beisheim School of Management*
Author: **Marco Marabelli**, *Bentley U.*
Author: **Sue Newell**, *Warwick Business School*

In this paper, we focus on the ethical implications of long-term use of AI systems. We do so by considering the AI lifecycle, here conceptualized as design, implementation and (long-term) use in practice. We see the AI lifecycle as a nonlinear, messy unfolding of practices where AI is constantly tweaked (design, implementation) as societal consequences (use) surface. While we recognize the relevance of the design and implementation phases, we suggest that to fairly assess AI it is of paramount importance to focus on long-term use, where most (wanted or unintended) ethical issues surface. To support our claims, we present six illustrative vignettes concerning AI characteristics, and showcase how ethical issues often emerge only after these systems are designed and rolled out, i.e., placed into specific social, cultural, organizational and business settings. We conclude the paper with a discussion of the implications for organizing associated with opportunities and challenges of revising AI systems once shortcomings are spotted and addressed.

CTO: **Are Numbers or Words the Key to User Reliance on AI?**

Author: **Jörg Papenkordt**, *Paderborn U.*
Author: **Axel-Cyrille Ngonga Ngomo**, *Paderborn U.*
Author: **Kirsten Thommes**, *Chair of Organizational Behavior, U. of Paderborn*

Calls for artificial intelligence (AI) systems to become explainable have been heard increasingly in recent years. Yet, the debate about what this entails is still ongoing. Some researchers advocate that AI explanations should be as humanized as possible, e.g., using explanations by example or counterfactuals. However, these explanations are difficult to generate, may be flawed, and were found not to elevate human understanding all that much. In this paper, we take a step back and analyze how AI explanations being part of the AI contribute to human understanding. We focus on two types of explanations that can be generated by every AI: certainty measures and examples. Concretely, we use a real AI recommender system and conduct an experiment on human interaction with the system. Our findings reveal that differences in the type of explanation affect whether participants rely on the AI's recommendations. Additionally, our results indicate that numerical certainty measures reach the human decision-maker and improve decision quality for all individuals equally. However, humans face some restrictions when assessing numerical certainty measures. Verbal explanations via examples about classes, on the other hand, increase reliance by a larger extent, depending on the humans' willingness to ask for such explanations.

CTO: **Turning Off Your Better Judgment – Conformity to Algorithmic Recommendations**

Author: **Yotam Liel**, *Coller School of Management, Tel Aviv U.*
Author: **Lior Zalmanson**, *Coller School of Management, Tel Aviv U.*

In many practical settings, humans rely on artificial intelligence algorithms to facilitate decision processes: from choosing driving routes and picking leisure activities to defining investment plans and guiding judicial procedures. Given that algorithms are known to be vulnerable to systematic errors and biases, this research seeks to understand: To what degree do humans take algorithmic advice at face value, even when such advice might be expected to conflict with their better judgment? To address this question, we draw from classic studies of social conformity and explore the extent to which gig-economy workers engaged in simple and objective perceptual-judgment (image classification) tasks conform to algorithmic recommendations that are clearly erroneous. Results from three studies (n = 1,085) show that substantial percentages of workers follow erroneous algorithmic recommendations (on 8.8%–26.5% of tasks); workers who do not view such recommendations do not make similar mistakes independently (only on about 1% of tasks). Moreover, workers are more likely to conform to erroneous algorithmic recommendations than to identical recommendations generated by other humans. We further show that workers become less likely to conform to an erroneous algorithmic recommendation when it is presented alongside a second, conflicting (correct) recommendation. Finally, conformity diminishes when workers perceive the real-life impact of their decisions as high (versus low). Given our realistic setup, our findings are directly applicable to workers engaged in hybrid machine–human judgment tasks, in addition to providing broader insights into the nature of human reliance on algorithms—and the risks it might entail.

CTO: **The Social and Moral Dimensions of Algorithm Aversion**

Author: **Marialena Bevilacqua**, *PhD Student at U. of Notre Dame, Mendoza College of Business*
Author: **Tawfiq Alashoor**, *Georgia State U.*

Throughout the evolution of algorithm aversion, it is repeatedly shown that people prefer human over machine judgment, although the recent literature shows that humans also appreciate machine judgment. As algorithms are increasingly involved in moral decision making about humans, it is critical to understand how this distrust in algorithms develops. Since much of the existing literature focuses on the individualistic dimension of algorithm aversion, this study aims to determine if social influence impacts one's permissibility beliefs of algorithmic moral judgements. In measuring this impact, our experimental analysis suggests that social influence impacts human's beliefs about who, or what, are permissible in making these moral judgments. Furthermore, the impact of negative social influence and positive social influence is not symmetric. Results support findings of algorithm aversion, and additionally, that negative social influence has a greater impact than positive social influence on one's beliefs about who, or what, is permissible in making algorithmic moral judgements. The details of these conclusions, the study's limitations, and future research directions are discussed.

KEY TO SYMBOLS

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Experiencing Inequity and Bias

Session Moderator: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*

DEI: **Colonial Mindset Discrimination: Scale Development and Impact on Employee Outcomes**

Author: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*
Author: **Talha Aamir**, *FAST School of Management, FAST NUCES*
Author: **Ayesha Bano**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*

The literature on discrimination covers a variety of biological characteristics or associations with different social groups as the basis of discrimination. Bano and Nadeem (2018) added to this list by suggesting that discrimination may also exist in organizations on the basis of international experience because of colonial mindset bias. They explored and identified circumstances where those with international experience were given preference over those without such experience, when international experience may not have been a genuine occupations requirement; they attributed this to colonial mindset bias. However, there has been limited additional work to examine bias or discrimination on the basis of colonial mindset in management sciences. This paper develops a scale to measure the construct of colonial mindset discrimination (CMD) following Hinkin's (1998) guidelines to develop a psychometrically sound scale. The presented CMD scale has the three dimensions of CMD opportunities, CMD treatment and CMD HR practices. The scale will allow future scholars to measure CMD, and gain insights into how CMD, in addition to other forms of discrimination, impacts individual and organizational level outcomes.

DEI: **Heterogeneity Among Migrant Workers and Creating Inclusive Organizations**

Author: **Kamini Gupta**, *King's College London*
Author: **Hari Bapuji**, *U. of Melbourne*

Economic migration has changed the composition of organizations and societies around the world, but current research has largely treated international migrants as a monolithic group of individuals whose motivations for migration and experiences of integration are similar. In this paper, we argue that the social position of an immigrant in the host country and their immigration experience differs based on the privilege that their demographic category bestows on them (or not). We elucidate our arguments by unpacking the concept of 'privilege' to theorize two key sources of privilege – locational and historical – and explain them using the global economic divide (Global North vs. Global South) as well as local social divides (race and caste). We propose that locational and historical privilege manifest as various types of capital that immigrants carry into their host countries. We juxtapose these two sources of privilege and their levels (low vs. high) to develop a typology of immigrants – Marginalized, Peripheral, Model-Minority, and Wanted – that captures differences among immigrants and their immigration experiences. By shining a light on the systematic differences among immigrants based on privilege, our research brings nuance to the scholarship on immigrant workers and inclusive organizations.

DEI: **Gender Differences in Perception of Gender Inequity in HCM Practices**

Author: **Ankita Agarwal**, *California State U., Bakersfield*
Author: **Dynah A. Basuil**, *Asian Institute of Management*
Author: **Jennifer Grace Manegold**, *Florida Gulf Coast U.*
Author: **Wendy J. Casper**, *U. of Texas At Arlington*

Drawing from equity sensitivity theory, we used an extensive sample covering 3 countries to study the influence of gender on employees' perception of gender inequity in HCM practices. We examined the direct effect of the employees' gender and when moderated by the gender composition of the organization's management and the national culture of gender egalitarianism on the employees' perception of gender inequity. We found evidence supporting gender differences on gender inequity perceptions, albeit in unexpected directions which can provide insights on how gender inequity perceptions between female and male employees may be shaped by factors within the environment.

DEI: **Guilty Until Proven Otherwise: High Status and the Burden of Proof Under Socialism**

Author: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*
Author: **Rekha Krishnan**, *Simon Fraser U.*

In this paper, we challenge the universality of a central assumption in extant status theory that high-status actors are beneficiaries of biased evaluations of their audience. While this assumption is consistent with the principles of free-market capitalism, where societal institutions encourage and reward individual economic and social aspirations and wealth accumulation, it is inconsistent with the principles of socialism that view high-status actors as the source of inequality and seek to remedy it by redistributing the excess wealth of high-status actors to low-status actors. So, we contend that in socialist settings, high-status firms invoke a negative stereotype in the eyes of their adjudicators who evaluate their integrity. They may use a firm's high status as a heuristic of bad behavior and rule against it. This negative stereotype held against high-status firms in socialist settings may be more decisive when a left-wing government is in power, but a high-status firm may demystify the stereotype when its visible actions run contrary to the stereotype. We find support for our theory in our analysis of the verdicts on lawsuits between commercial banks in India and their defaulting borrowers in the High Court of Kerala, an Indian state reputed for its deep-rooted socialist leaning.

KEY TO SYMBOLS

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Diversity Training and Bias

Session Moderator: **Joseph Vitriol**, *College of Business Lehigh U.*

DEI: **Backlash Against Bias Education: Strategies for Increasing Awareness**

Author: **Joseph Vitriol**, *College of Business Lehigh U.*

Anti-bias interventions and theories of prejudice-regulation share the assumption that increasing awareness of psychological sources of bias is necessary to reduce its negative impact on discriminatory judgments and behavior. For this reason, policy makers, industry leaders, and organizations invest substantial resources to educate people on the science of implicit bias and its consequences. However, people are often distressed by information that challenges their self-image, and so many respond defensively to evidence of implicit bias. Across 5 independent samples and 3 experimental paradigms (N > 3500), we test the effectiveness of a novel strategy for reducing defensive responding to implicit bias feedback and, as a result, increasing bias awareness, by leveraging motivations for cognitive consistency. We find that by asking people to evaluate the validity of a measure of implicit attitudes before receiving unflattering feedback, they may be less defensive and more willing to regard that feedback, once provided, as credible. These pre-feedback commitments impose rational constraints and powerful psychological motivations that hinders the ability to ignore or dismiss evidence of bias. By promoting more favorable test attitudes and acceptance of test results in a socially sensitive domain, the intervention increased bias awareness and support for diversity and for actions to combat bias. Thus, learning that one may harbor bias towards members of disadvantaged groups is a necessary (but insufficient) step towards prejudice- regulation; strategies that can help manage the extent to which learning about bias is aversive and stigmatizing will likely bear fruit for bias education and diversity science.

DEI: **Evidence from an Experience Sampling Study About a Mindfulness Intervention Against Gender Bias**

Author: **Nadja Mirjam Born**, *Harvard Kennedy School; Technical U. Munich*
Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*

Gender bias is still a serious issue for organizations and their employees, harming women’s wellbeing and equal rights and costing organizations billions of dollars, e.g., due to turnover. Many of the current diversity interventions fall short in effectively addressing gender bias at the workplace because of only affecting bias for a short time or effects being influenced by social desirability. We address this important research need by conducting a pre-registered experience sampling study in which a representative sample of 410 German-speaking working individuals either engages in a daily, digital mindfulness exercise or in no treatment. Our findings indicate that a short mindfulness intervention can effectively decrease gender bias and that this effect was mediated by a decrease of negative emotions. Thus, the bias-reducing effect of mindfulness has the potential to improve the work lives of those who practice it, as well as the targets of gender bias.

DEI: **When Does Diversity Training Produce Unintended Outcomes in Organizations?: A Systematic Review**

Author: **Guler Kizilenis Ulusman**, *York U., Canada*
Author: **Ayesha Tabassum**, *York U., Canada*
Author: **Duygu Biricik Gulseren**, *York U., Canada*
Author: **Zhanna Lyubykh**, *Beedie School of Business Simon Fraser U.*

While diversity training has become a popular tool for organizations with goals of increasing performance through diversity and inclusion, these training programs are often criticized for not always working as anticipated. Scholars argue that research on unintended outcomes (non-significant or negative outcomes) is fragmented, and they do not adequately identify when and how diversity training works as intended. This article clarifies the confusion regarding the effectiveness of diversity training by utilizing a systematic literature review to identify the unintended outcomes of diversity training and explore the boundary conditions for these unintended outcomes. By doing so, the article advances our understanding of diversity training outcomes beyond the intended outcomes. This systematic review synthesizes 23 articles and reveals the unintended outcomes due to no change in participants' attitudes, knowledge and behaviors or negative effects on individuals or organizations. The review also uncovers two broad categories of the potential moderators that explain when diversity training produces these unintended outcomes: (a) training design and (b) the organizational context. We suggest that future research can examine the long-term outcomes of diversity training research.

DEI: **Micro-Affiliation Theory**

Author: **Xian Zhao**, *Northwestern Kellogg School of Management*
Author: **Soo Min Toh**, *U. of Toronto*
Author: **Geoffrey Leonardelli**, *U. of Toronto*

The existing research on building workplace inclusion has been mostly focused on eliminating biases and micro-aggressions that reduce it. This approach is important, but far from enough. We propose a micro-affiliation theory, where small gestures can promote inclusion. The theory further identifies two dimensions – group-directed/individual-directed, appreciating difference/recognizing similarity and four kinds of micro-affiliation – micro-celebration, micro-normalization, micro-socializing, and micro-affirmation. We explain why intervention that is designed based on micro-affiliation is a more effective approach than others and propose some conditions under which each kind of micro-affiliation can best exert its positive influence. The remainder of the paper focuses on the implications of micro-affiliation, including its potential of changing workplace acculturation, and impressions of actors and recipients. Micro-affiliation also has the capacity to increase employee retention, maintain and strengthen diversity among emerging leaders, promote organizational citizenship behaviours in the workplace, and create better work-family balance. Our approach complements those focused on eliminating biases and micro-aggressions – behaviors arguably that reduce inclusion – by focusing on those that increase it. This model points to new directions on where the literature on inclusiveness – arguably one of the most defining topics of the social sciences – can go for improving organizational and societal diversity and effectiveness.

KEY TO SYMBOLS

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Leadership, Behavior, and Diversity

Session Moderator: **Lale Guler**, *Imperial College London*

DEI: **Gender-Based Experiential Risk Aversion Driving Women Appointed CEO Strategic Risk-Taking**

Author: **Lale Guler**, *Imperial College London*
Author: **Miranda Welbourne Eleazar**, *U. of Iowa*

Women, including women CEOs, are often considered to be uniformly more risk averse than men. The upper echelon research has found support for this ubiquitous assumption, although recent literature has begun to find that women, compared to men, may take more risk in leading firms. We argue that these findings may be affected by the fact that women are not all the same; they have historically faced glass-ceiling challenges in reaching the upper echelon, and once they do, they may be confronted with different types of challenges than men. We take a nuanced approach and consider how individual and situational factors affect women CEOs' strategic risk-taking. In doing so, we aim to develop the concept of gender-based experiential risk aversion. We test our hypotheses using a sample of 802 CEO appointments to the S&P 1500 and a proprietary dataset that includes the pre-appointment career trajectories of CEOs. Our results challenge universal assumptions of women CEOs' risk aversion by indicating that female CEOs are more likely to choose risky strategies when they are younger, have less years of executive experience, and are appointed to less stable firms. Our findings contribute to the literature on upper echelons, strategic risk-taking and experiential learning.

DEI: **Silence is Not Always Golden: Impact of Leader Intervention Against COVID-19 Microaggressions**

Author: **Jennifer Kim**, *Tufts School of Medicine, Center for the Study of Drug Development*
Author: **Regina Kim**, *Fairfield U.*
Author: **Caryn J. Block**, *Teachers College, Columbia U.*

The racialization of COVID-19 as an Asian virus has been linked to growing reports of racial harassment and violence targeting Asian Americans. We examine one such manifestation of racial harassment against Asians in the form of COVID-19 related microaggressions, such as having a coworker refer to the virus as the "Chinese virus." Bringing together the microaggression and inclusive leadership literature, we examine the negative impact of such racial microaggressions on the employee experience and highlight the positive impact of leaders who condemn these microaggressions and the negative impact of leaders who stay silent. We found that Asian Americans are more likely to ruminate and report more negative perceptions of the aggressor compared to Whites. We also found that leader intervention improved perceptions of leader effectiveness, especially among Asian Americans. Additionally, we found that leader intervention decreased turnover intentions.

DEI: **Discrimination in Fortune 500 Companies: How Women of Color in Leadership Positions Cope**

Author: **Ayesha Sengupta**, *Postdoctoral Research Associate at U. of Illinois, Urbana-Champaign*
Author: **Debra Louis**, *Maharishi International U.*

This paper investigates the meaning and understanding of spirituality and empowerment from the perspective of women of color in Fortune 500 companies and the impact on their leadership. By taking a hermeneutic approach, detailed data was collected documenting their experience as lived in the context of their daily work environments. Eight women of color in leadership positions were interviewed and transcripts were analyzed using thematic analysis. Their narratives provide insight into their experiences of discrimination and bias and the stress and disenfranchisement that results. Analysis shows how these women draw on spirituality to cope and suggest a strong connection between spirituality and empowerment that is carried forward to their leadership styles. Their commentary is interpreted in the light of current research and adds insight to that literature by providing a rich context. Implications for organizations and recommendations for creating more compassionate and inclusive environments that draw on principles of empowerment and spiritual leadership are provided.

DEI: **Stereotype Threat Explicitness, Ethnic Minority Status, and Women's Leadership Outcomes**

Author: **Stacy Boyer**, *Moravian U.*

Stereotype threat describes the concern that one might be judged or treated in accordance with a negative ingroup stereotype or confirm such a stereotype in a valued domain. Contending with threat is an effortful process that can have debilitating effects on cognition and behavior, resulting in withdrawal from the domain. This process of disidentification reduces diversity in important domains such as leadership, further perpetuating these stereotypes. However, there is some indication that stereotype threat can also have a performance-enhancing effect. I integrate stereotype threat theory (Steele, 1997; Steele & Aronson, 1995) with reactance theory (Brehm, 1966; Brehm & Brehm, 1981) and develop a theoretical framework for understanding how stereotype threat explicitness influences women's directive leadership behavior through the arousal of reactance responses, which has an indirect effect on team potency. I conducted a between-group experiment (n = 78 female-led teams) utilizing a team simulation in an undergraduate business course. Consistent with my framework, stereotype threat explicitness was associated with affective changes that align with reactance. My findings provide support for the indirect effect of stereotype threat explicitness on team potency via directive leadership, although this effect was conditional on leader ethnicity. This study underscores the importance of examining stereotype threat explicitness in contexts where reactance can arise and calls for further research on the intersection of identities in the leadership domain.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2077** | Submission: **19271** | Sponsor(s): **(DEI, MED)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Women's Leadership Development: What's Next?

Organizer: **Donna Chrobot-Mason**, *U. of Cincinnati*
Participant: **Marian Ruderman**, *Center for Creative Leadership*
Participant: **Natasha Velikoselskiy**, *Leading while human*
Participant: **Audrey Murrell**, *U. of Pittsburgh*
Participant: **Jane Sojka**, *U. of Cincinnati*

This symposium features five experts in women's leadership development discussing research and theory on the topic, emerging trends, and lessons learned from research and practice to enhance women's leadership development.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2078** | Submission: **18346** | Sponsor(s): **(DEI, OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Work-Family Research: Managing Work and Family Identities in Different Stages of Life

Coordinator: **Yingge Li**, *Florida State U.*
Coordinator: **Shanna R. Daniels**, *Florida State U.*
Discussant: **Elena Maria Wong**, *U. of Arizona*
Presenter: **Kaylee Jo Hackney**, *Baylor U.*
Presenter: **Mahira Ganster**, *U. of Arizona*
Presenter: **Sabrina L. Speights**, *Wheaton College*
Participant: **Merideth Thompson**, *Utah State U.*
Participant: **Gary R. Thurgood**, *Utah State U.*
Participant: **Dawn S Carlson**, *Baylor U.*
Participant: **Samantha Jordan**, *U. of North Texas*
Participant: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Participant: **Marcus Butts**, *Southern Methodist U.*
Participant: **Yufan Deng**, *Florida State U.*
Participant: **Andrew Loignon**, *Center for Creative Leadership*
Participant: **Cynthia S. Halliday**, *U. of Texas at El Paso*
Participant: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Participant: **Rebecca MacGowan**, *U. of Arkansas*
Participant: **Mark C Bolino**, *U. of Oklahoma*
Participant: **Thomas Keleman**, *U. of Oklahoma*
Participant: **Michael Matthews**, *U. of Oklahoma*

Research presented in this symposium focuses on the experiences of employees at the intersection of their work and non-work identities. Every employee has a different experience in life, and it is inevitable that their personal life will impact their work and subsequent performance. Employees who are new parents, who are parents to school age children, or who have experienced divorce have life events that vary uniquely from one person to another but has an equally significant impact on who they are as employees.

Working Mom Guilt after Childbirth & Social Support: Who helps the most?

Author: **Kaylee Jo Hackney**, *Baylor U.*
Author: **Merideth Thompson**, *Utah State U.*
Author: **Dawn S Carlson**, *Baylor U.*
Author: **Gary R. Thurgood**, *Utah State U.*

Uncontrollable and Important Boundary Violation of the Workday: Examining Daily Experiences of Famil

Author: **Shanna R. Daniels**, *Florida State U.*
Author: **Samantha Jordan**, *U. of North Texas*
Author: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Author: **Marcus Butts**, *Southern Methodist U.*
Author: **Yingge Li**, *Florida State U.*
Author: **Yufan Deng**, *Florida State U.*

Partner Pay and the Work-Family Interface

Author: **Sabrina L. Speights**, *Wheaton College*
Author: **Andrew Loignon**, *Center for Creative Leadership*
Author: **Cynthia S. Halliday**, *U. of Texas at El Paso*

Understanding Experiences of Eldercare: A Mixed-Method Approach

Author: **Elena Maria Wong**, *U. of Arizona*
Author: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Author: **Mahira Ganster**, *U. of Arizona*
Author: **Rebecca MacGowan**, *U. of Arkansas*

Heartache, Hardship, and Hope: A Review and Research Agenda on Divorce and Work

Author: **Mark C Bolino**, *U. of Oklahoma*
Author: **Thomas Keleman**, *U. of Oklahoma*
Author: **Michael Matthews**, *U. of Oklahoma*
Author: **Allison S. Gabriel**, *Purdue U., West Lafayette*
Author: **Mahira Ganster**, *U. of Arizona*

Session Type: **Symposium**
Program Session: **2079** | Submission: **19534** | Sponsor(s): **(DEI, OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Overcoming Defensiveness in Response to DEI-Related Challenging Feedback

Organizer: **Anusuya Banerjee**, *U. of Washington*
Panelist: **Ethan Burris**, *U. of Texas at Austin*
Panelist: **Anyi Ma**, *U. of Wisconsin-Madison*
Panelist: **Ting Zhang**, *Harvard Business School*
Panelist: **Taylor Philips**, *nyu*
Panelist: **Sora Jun**, *Rice U.*

Management research often emphasizes the importance of how people speak up (e.g., in terms of content and delivery) to help ensure that information or perspectives being offered are received well by others. However, less attention has been paid to the importance of recipient preparedness for receiving challenging feedback, and how organizations can equip leadersmanagers to better receive such input. This may be especially important to consider within the context of diversity, equity and inclusion (DEI). Members of non-dominant social groups (whether along the lines of race, ethnicity, gender, sexuality, class or otherwise) may have better insight into ways that existing organizational practices, structures and systems detract from equity and inclusion goals because of their own experiences and the experiences of their communities. However, they are often put in the position where sharing this insight requires speaking to dominant group members in higher positions who may see such feedback as a threat on multiple levels (e.g., moral identity, managerial competence, expert identity). This may be true even if the feedback recipient holds positive diversity beliefs and egalitarian ideals. Defensiveness of gatekeepers in response to such feedback can impede organizational efforts to achieve equity and inclusion. And, putting the onus on employees from non-dominant groups to manage how their feedback is received,when they may be suffering or exhausted from going unheard in the past, is problematic. In this panel symposia, scholars who investigate responses to voice/feedback and the psychology of dominant groups, will come together to discuss: a) why research on recipient-driven psychological barriers to benefiting from challenging feedback is important for achieving organizational equity & inclusion goals, b) how we can build upon existing work across management sub-fields to investigate the factors that influence how dominant group members respond to challenging DEI-related feedback, and c) how these insights can inform evidenced-based approaches for organizations to prepare leaders from dominant groups to better receive such feedback.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2080** | Submission: **20646** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Well-being and Entrepreneurship

Session Moderator: **Bach Nguyen**, *U. of Exeter Business School*

ENT: **Eudaimonic Well-being and Entrepreneurs' Pivots During a Resource Shock**

Author: **Bach Nguyen**, *U. of Exeter Business School*
Author: **Hai-Anh Tran**, *Alliance Manchester Business School, U. of Manchester*

This study examines the effect of entrepreneurs' eudaimonic well-being (EWB) on their pivot decisions during a resource shock (i.e., Covid-19). Drawing on the conservation of resource theory and using a multi-method approach (i.e., a panel dataset and a retrospective survey with textual analysis) this research demonstrates that EWB during a resource shock exerts an inverted U-shaped effect on the likelihood of entrepreneurs conducting pivots. Moreover, external resources obtained from family support and bank loans reduce the negative effect of an exceedingly high level of EWB on pivot. This research highlights the importance of understanding the role of EWB in driving entrepreneurs' pivot decisions during a resource shock and how external resources could influence the effect of EWB on pivots.

ENT: **A Value Perspective on Entrepreneurs' Well-Being.**

Author: **Pierre-Jean Hanard**, *King's College London*
Author: **Ute Stephan**, *King's College London*
Author: **Uta K. Bindl**, *King's College London*

Drawing on Shalom Schwartz' theories of personal and cultural values, we introduce a value perspective on entrepreneurs' wellbeing that considers personal-cultural value congruence. We ask whether the personal values typically associated with entrepreneurship (openness-to-change, self-enhancement) may benefit entrepreneurs' wellbeing (life satisfaction), and whether the strength of these value-wellbeing relationships is contingent on the prevailing cultural values in the region where entrepreneurs are located. In multilevel analyses of a sample of 2,364 entrepreneurs based in 139 European regions, we find that entrepreneurs' openness-to-change values are positively, and their self-enhancement values negatively, related to their life satisfaction. The strength of these associations is moderated by regional cultural values.

ENT: **(Don't) Light My Fire—A Dual-Pathway Model of Entrepreneurs' Stress Mindset, Passion, and Well-Being**

Author: **Anika Thurow**, *U. of Bremen*
Author: **Julia Kensbock**, *U. of Bremen, Germany*

In light of the stressful working conditions that entrepreneurs face, their beliefs about the nature of stress (i.e., their stress mindset) can have considerable influence on their well-being. In contrast to employees, who benefit from a positive stress mindset (i.e., believing in the positive outcomes of stress), we propose that the relationship between stress mindset and well-being is more complex in entrepreneurs. In this research, we address whether and how a positive stress mindset can help or harm entrepreneurs' well-being. Theoretically grounded in self-determination theory and the dualistic model of passion, we examine a dual-pathway model in which the relationship between stress mindset and well-being (vigor and emotional exhaustion) in entrepreneurs is mediated by two forms of passion: an adaptive form (harmonious passion) and a maladaptive form (obsessive passion). We conducted a time-lagged and an experimental study with more than 300 entrepreneurs in total. The combined results support the dual-pathway model and indicate that the effects of a positive stress mindset on well-being in entrepreneurs can be positive (via harmonious passion) or negative (via obsessive passion). The beliefs that entrepreneurs hold about stress carry important implications for how they deal with their passion and well-being.

ENT: **Well-Being and Entrepreneurship: Empirical Evidence of the Relationship and Its Mechanisms**

Author: **Vu Chu Tuan**, *PhD candidate*
Author: **Hien Tran**, *Telfer School of Management, U. of Ottawa*

Research on the antecedents of entrepreneurial activity is largely dominated by economic and institutional factors. This paper offers new insights into the psychological determinants of entrepreneurship and their interaction with the embedded institutional and societal context. Building on a high-quality, harmonised cross-country micro-aggregated panel database from different sources, our multilevel model shows that individual mental health and wellbeing significantly affect his or her decision to enter an entrepreneurial career path. While a high level of subjective (hedonic) well-being is associated with lower prospect of being an entrepreneur, a comparable level of psychological (eudaimonic) wellbeing stimulates the choice for an entrepreneurship career. This relationship is moderated by the quality of the types of institutional settings: the positive effect of eudaimonic wellbeing on entrepreneurial engagement is strengthened by both high-quality formal and informal institutions, whereas the negative impact of subjective wellbeing is mitigated by formal institutions but exacerbated by informal institutions. Finally, societal wellbeing mediates the relationship between eudaimonic wellbeing and entrepreneurship but has no association with hedonic wellbeing.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2081** | Submission: **21023** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **108**

Theoretical Perspectives: Opportunity Recognition and Evaluation

Session Moderator: **Jue Wang**, *Penn State U.*

ENT: **Policy Learning in Nascent Industries' Venue Shifting: A Study of the U.S. Small Unmanned Aircraft S**

Author: **Jue Wang**, *Penn State U.*
Author: **Lori Qingyuan Yue**, *Columbia Business School*

Industry groups can engage in a venue shifting strategy through targeting one political venue to veto or change restrictive regulations enacted by another. A critical step in adopting this strategy is how industry groups resolve uncertainties surrounding the preference of the targeted venue and the nature of the policy issues. While existent studies emphasize a long-term trial-and-error process of "policy learning", we focus on nascent industries and argue that other information sources can help resolve these uncertainties without invoking a lengthy process. Nascent industry groups are likely to perceive that the targeted venue will support their policy proposal if it is ideologically distant from the venue that has enacted restrictive regulations, if it has recently supported other nascent industries' similar policy proposals, and if they are more exposed to industry peers' success in adopting the same venue shifting strategy in other jurisdictions. Under these conditions, they invest more to influence the targeted venue in response to restrictive regulations. We find support for our theory by examining how the Small Unmanned Aircraft Systems (UAS) Industry trade associations lobby state governments to nullify local regulations in the United States from 2013 to 2019.

ENT: **Unleashing B2B Data Sharing: How Types of Opportunism Relate to Managers' Willingness to Share Data**

Author: **Nicolas Oliver Gilgen**, *U. of St.Gallen Institute of Management in Asia*
Author: **Matthias Alfred Tietz**, *U. of St.Gallen - Singapore/Switzerland*

Business-to-business (B2B) data sharing promises to add significant value by unleashing innovation potential in organizations. But companies are reluctant to share data. They have security and privacy concerns, fearing opportunistic behavior against them, thus limiting the innovation that could ensue with data sharing. This paper addresses this challenge and investigates how different types of opportunism influence senior managers' willingness to engage in B2B data sharing. Analyzing 484 data-sharing decisions from 121 Thai managers across varied scenarios reveals that endogenous opportunism promotes data sharing, whereas active opportunistic behavior deters it. Furthermore, the impact of active opportunistic behavior is stronger than that of endogenous opportunism. Interestingly, endogenous opportunism mitigates the negative effects of active opportunistic behavior, demonstrating their intricate interplay. We derive implications from these results.

ENT: **Location Choice of Academic Entrepreneurs: The Case of Spinoffs from Public Research Organizations**

Author: **Nina Bachmann**, *Fraunhofer Institute for Industrial Engineering IAO*
Author: **Katharina Hoelzle**, *U. of Stuttgart*

Public research organizations (PROs) have the potential to significantly influence innovation and entrepreneurship in a region through technology transfer, fostering a culture of innovation, and supporting local entrepreneurs. One way that PROs can do this is by encouraging their researchers to start their own ventures, known as academic spin-offs. Keeping these academic entrepreneurs in the location where they have conducted their research before can have positive impacts, i.e., increasing knowledge and innovativeness in a region. In this study, we use the knowledge spillover theory of entrepreneurship to better understand the location choices of academic entrepreneurs and put a special emphasis on understanding how the digital transformation and its impact on knowledge creation, sharing, and utilization may have an impact on location. We conduct an ordered logistic regression using variables from the individual, organizational, and regional level to examine those factors that may influence the firm location choice for 567 spin-offs started by 1157 academic entrepreneurs from 142 public research institutes. In our empirical analysis, we find that some typical measures for the entrepreneurial attractiveness of a region do not apply to academic entrepreneurs from PROs, such as physical proximity to venture capitalists. Much rather, the breadth of professional networks and the geographical reach of the parent research institute play a significant role in location choices of academic entrepreneurs. In an increasingly digitalized world, academic entrepreneurs' location choices are fundamentally changing. Our results have implications for research policy and future academic entrepreneurs.

ENT: **Insiders, Outsider, Evaluators: Differing Relationships Between Perspective Taking and Opportunities**

Author: **Shelby Meek**, *Kennesaw State U.*
Author: **Matthias Alfred Tietz**, *U. of St.Gallen - Singapore/Switzerland*

This paper examines the differing effects of perspective taking on entrepreneurial opportunity identification and evaluation. Proposing creative opportunities requires both novelty and usefulness and we find that individuals differ in contributing as well as appreciating one or the other. Data from three different experiments suggest that perspective taking among organizational insiders is beneficial for identifying useful opportunities, while organizational outsiders use their perspective taking abilities to identify novel opportunities. Opportunity evaluators high in perspective taking, similar to insiders, are better at understanding the usefulness of opportunities.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2082** | Submission: **20900** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **109**

Scaling Entrepreneurial Ventures

Session Moderator: **Nora Zybura**, *U. of Mannheim*

ENT: **The Scaling Process: How Do High-tech Start-ups Transform during Scaling?**

Author: **Claire Mula**, *Made for Scale*
Author: **Nora Zybura**, *U. of Mannheim*
Author: **Thomas Hipp**, *U. of Mannheim*

While many firms are started each year, those that scale-up are exceptionally rare. Scale-ups are different from start-ups and other firms, not only by virtue of how rapidly they grow, but how efficiently. Increasing attention has been given in entrepreneurship literature to scale-ups but a comprehensive framework of the scaling process is lacking. Empirical research on firm growth generally has been criticized for failing to consistently explain differences in growth between firms and overly focusing on determinants, rather than 'how' firms grow. This research aims to further our understanding of scale-ups and their growth process by examining how high-tech start-ups transform during scaling. We examine the internal workings of the firm and the transformation taking place therein distinct from the firms' start-up phase. Through qualitative in-depth interviews and inductive analysis, we gain rare insights from founders regarding their scaling process. We find scaling in high-tech firms is a complex mix of related internal activities, priorities, and trade-offs summarized in a scaling process framework. Three firm-level priorities and goals and four related trade-offs relevant to the scaling process emerge from our analysis. While a fourth priority relevant to the founders' transformation to CEO also emerges. We conclude that although their growth patterns may be heterogeneous, high-tech scale-ups have commonality in their scaling process. The study furthers understanding of the firm growth process and nascent literature specific to scaling, contributing a scaling process framework. It delivers practical value to founders who must successfully navigate new priorities during early scaling, despite being faced with seemingly insurmountable odds.

ENT: **Organizing in Entrepreneuring: Developing Interpretive Capacity in Entrepreneurial Scaling**

Author: **Silvia Sanasi**, *Free U. of Bozen-Bolzano*

Once new ventures reach product-market fit and consolidate their business model, they proceed to "scale up". Yet, a new venture's failure to scale often translates into failure to survive altogether. New venture scaling entails increasing complexity in the venture's organization, as it implies a process of organization creation. However, previous studies focused exclusively on the organizational challenges faced by early-stage ventures. This study bridges this gap with the objective of investigating how scaling—i.e., the process of organization-creation from new venture to full-rounded organization—occurs, considering the increasing complexity it entails. The study employs a comparative multiple-case study research design to examine how three fintech ventures engaged in the organization-creation process as they underwent scaling. The findings disclose that the organization-creation process in new ventures is centered upon the development of the venture's interpretive capacity, represented by the process of detecting and gathering information from outside the venture, and translating it by capitalizing on the venture's existing knowledge base. This study holds multiple contributions for the ongoing theoretical debate, responding to recent calls for developing surrounding organization creation in entrepreneurial scaling and extending extant scholarship in organizational learning. The study also offers actionable insights for practitioners on how to govern the process of organization creation within a scaling entrepreneurial venture.

ENT: **Entrepreneurial Ecosystems for Scaling Businesses: Understanding Scaling Ecosystems**

Author: **Vanessa Bretas**, *Dublin City U.*
Author: **Esther Tippmann**, *U. of Galway*
Author: **Jonathan Levie**, *U. of Galway*

Entrepreneurial ecosystems (EE) are an important enabler for venture success. However, focused mainly on the productive entrepreneurship of start-ups, it has been under-explored how ecosystems support scaling organizations. Our goal is to understand ecosystems for scaling organizations and how they operate to help them in accessing required scaling expertise and support. A single-case study of an ecosystem was conducted with key stakeholders involved in supporting scaling activities of indigenous and foreign-owned organizations in Ireland. We identify the scaling ecosystem (SE) as distinct from EEs for start-ups and reveal the specific components, mechanisms and role of stakeholder agency in the dynamics of a SE. Further, our findings show that scale-ups can access specific supports by being part of an internationalized, loosely coupled SE that is distinctly different to EEs. This study contributes by elaborating the concept of SE as a unique ecosystem and by advancing insights on the impact of digitization on ecosystems supporting entrepreneurship.

ENT: **Scaling Microfinance: Local Resources as a Pathway to Growth**

Author: **Andrew Spicer**, *U. of South Carolina*
Author: **Joshua Ault**, *Thunderbird School of Global Management at ASU*
Author: **Chanyong Yoo**, *U. of South Carolina*
Author: **Asif Dowla**, *St. Mary's College of Maryland*

While previous studies have demonstrated that entrepreneurial firms that mobilize locally oriented resources improve their ability to scale deeply by adding a greater range of services for low-income customers in a single community, they also propose that a local resource mobilization strategy is likely to limit a firms' long-term ability to scale broadly across multiple locales. In contrast, we propose that pathways to growth at Grameen Bank represent a case where an entrepreneurial firm scaled both deeply and broadly to serve the poor, funded primarily through local resources. Through an in-depth, longitudinal analysis, we examine how Grameen's unexpected success in scaling its microsavings business as an independent marketplace in its own right acted over time as a source of local capital to scale its branch network and microcredit activities across Bangladesh. Based on the Grameen case experience, we propose that scaling deeply through offering new types of services may create entrepreneurial opportunities that create new value for the poor and allow the firm to capture local resources capable of expanding growth and expansion over time.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2083** | Submission: **20565** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **110**

International Entrepreneurial Ventures

Session Moderator: **William Chongyang Zhou**, *UMass Lowell*

ENT: **Scaling Up Business Models Across Foreign Markets**

Author: **William Chongyang Zhou**, *UMass Lowell*

What is the role of business models in new ventures' international expansion? Drawing upon up the international entrepreneurship literature and the activity-system perspective of business model, we theorize that business model scalability is a key driver of foreign market entry. It is easier for new ventures with more scalable business models to be replicated and reconfigured across national borders, because the core activities of more scalable business models do not need changes; only the peripheral activities need to be adjusted. In comparison, both the core and peripheral activities of less scalable business models need to be modified. Using disruptive business model as a representative business model of high scalability, we further explore the boundary conditions and find that information infrastructure of the host country and venture capital support strengthen the relationship between business model scalability and foreign market entry likelihood, while venture age weakens it.

ENT: **Risk Evolvability and International Entrepreneurship: A Generalized Darwinian Evolutionary Approach**

Author: **Iman Rakhshani**, *Semnan U.*
Author: **Salman Kimiagari**, *Thompson Rivers U.*

We provide a conceptual model to understand what key abilities bear on the risk system and how to develop a diagrammatic risk evolvability model to theoretically explore how key abilities and risk dynamics can be seen within the Darwinian evolutionary mechanism on a population scale. We link the key abilities (Adaptability, Credibility, Predictability, and Interactive) to the nature of risk. We found the analysis level of prior studies concerning risk and IE literature bound to individual/firm. A population-level analysis (population ecology) is a gap. So, we take the risk notion into the generalized Darwinian evolutionary approach of variation, selection, and retention (VSR). Collective adaptability, trustworthiness, legitimacy trade-offs, the pace of trends, rate of repeatable patterns, and competence mutation are highlighted as the main findings explained in detail in the paper. Finally, we discuss the implications of models and outline the future research agenda on using the generalized Darwinian evolutionary approach in risk and international entrepreneurship studies.

ENT: **International Entrepreneurship and Performance: A Meta-Analytic Investigation**

Author: **Dibyendu Sharma**, *Indian Institute of Management, Ahmedabad*
Author: **Saneesh Edacherian**, *Birmingham Business School, U. of Birmingham*
Author: **Amit Karna**, *Indian Institute of Management, Ahmedabad*

We conduct a meta-analysis using 292 independent samples having 598525 firm year observations to explore the moderating effect of foreign market knowledge (FMK) and home country institutions (HCI) on the equivocal empirical evidence on the relationship between entrepreneurial internationalization and firm performance. The results of our study reveal that FMK positively moderates the relationships between the degree, scope, and speed of internationalization and performance. We find that the level of development of HCI positively moderates the relationship between the scope of internationalization and performance. Based on the results, we systematically identify future research opportunities and discuss implications for IE scholars.

ENT: **An Open Innovation Perspective on International Entrepreneurship**

Author: **Amon Simba**, *Nottingham Business School, Nottingham Trent U.*
Author: **Mahdi Tajeddin**, *Sobey School of Business, Saint Mary's U.*
Author: **Mehdi Farashahi**, *Concordia U.*
Author: **Leo Dana**, *Rowe School of Business, Dalhousie U.*
Author: **Amir Hossein Maleki**, *Northeastern Illinois U.*

It is crucial for overseas businesses to select a proper entry mode. However, international business research remains underdeveloped when it comes to understanding open innovation's (OI) role, purpose, and value for high-tech SMEs involved in overseas business. Our bibliometric mapping of 2501 articles related to international business, international entrepreneurship, and international management reveals that existing research does not readily connect OI and SME internationalization. Hence, this study provides novel propositions and introduces a mid–range OI theory to advance OI as a conduit for high–tech SMEs' internationalization and thus setting an agenda for internationalization research. Novel OI perspectives on high–tech SMEs' internationalization hold theoretical and practical implications for academics, international business managers, and practitioners.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2084** | Submission: **20543** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **111**

Family Firm and Social Responsibility

Session Moderator: **Aeson Luiz Dela Cruz**, *Macquarie U.*

ENT: **Socioemotional Wealth and Unethical Pro-Organizational Behavior: Test of a Trickle-Down Model**

Author: **Aeson Luiz Dela Cruz**, *Macquarie U.*
Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*
Author: **Laramie Tolentino**, *Macquarie U.*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*
Author: **Robert Lu Tang**, *De La Salle-College of Saint Benilde*

The study extends the family business and ethics literatures by deconstructing socioemotional wealth (SEW) into its restricted (SEWr) and extended (SEWe) forms while unpacking the mechanisms through which these forms trickle-down to influence group-level unethical pro-organizational behavior (UPB) in family firms. Specifically, we hypothesize that compared to SEWe, SEWr promotes a sense of psychological entitlement among family business leaders, driving them to commit to unethical pro-organizational behavior (UPB). Drawing on social learning theory, we further predict that family firm leaders' engagement in UPB increases the likelihood that their subordinates will also engage in UPB via vicarious learning. The proposed model was tested using multi-source data from 146 family leaders and 435 subordinates. Our results show that SEWr indirectly enhances group-level UPB via increasing psychological entitlement and leader UPB. No trickle-down effects were found for SEWe. Theoretical and practice implications are discussed in the concluding section.

ENT: **We Need to Talk. How Family Firms Develop Sustainability Strategies.**

Author: **Andrea Gerlitz**, *U. Witten/Herdecke*
Author: **Maike Gerken**, *U. of Witten/Herdecke*
Author: **Marcel Huelsbeck**, *Hochschule München*

Family firms are the predominant organizational form in the world. A growing body of research has explored how family firms integrate family and business logics in their strategic decision-making. However, literature has yet not understood how and why family businesses develop environmental sustainability strategies. Specifically, we ask in our paper what roles family and management play in this strategy formation process. To address this question, we conducted original research, employing a qualitative multi-case study of eight large family firms. We conducted 29 in-depth interviews with members of the owning family and their C-level management. Additional focus groups ensured trustworthiness of our results. Our findings indicate that business logic dominates the environmental sustainability strategy process, while family logic adds the unique flavor of each company at various stages of the strategic development process. We synthesize our findings in a comprehensive model. Our research inspires practitioners to better manage the strategic process and provides insights and implications for research. Our paper contributes to the literature on family business, socio-emotional wealth, environmental strategy, dominant logic, and strategy formation process.

ENT: **Seeing Eye to Eye? Socioemotional Wealth Congruence and Prosocial Behavior in Family Firms**

Author: **James Vardaman**, *U. of Memphis*
Author: **Benjamin David McLarty**, *Mississippi State U.*
Author: **Min Z. Carter**, *Southern Illinois U. Carbondale*

Family firms differ from other types of business structures due to a focus on the noneconomic benefits derived from the business, also known as socioemotional wealth (SEW). The focus on these benefits makes extra-role behaviors such as proactivity and organizational citizenship vital for family firms. This study explores the counterintuitive notion that incongruence in the importance family owner-supervisors and their employees place on SEW drives extra-role behavior. Results from our complacency theory-based model support this hypothesis and suggest that congruence between family owner-supervisors and their employees in the importance they place on SEW stifles extra role behavior, while incongruence counterintuitively supports them. Results further show that leader-member exchange (LMX) moderates the relationship, such that the negative effects of congruence on prosocial behaviors are alleviated by higher levels of LMX, demonstrating that high-quality LMX offsets the negative effects of congruence.

ENT: **Imprinted Socioemotional Wealth and Community Commitment**

Author: **Joaquin Cestino**, *Jonkoping International Business School*
Author: **Rachel Matthews**, *Coventry U.*
Author: **Luis R. Gomez-Mejia**, *Arizona State U.*

We qualitatively study how socioemotional wealth shapes decisions about socially oriented behavior in firms. We inductively compare how four local newspapers in the United Kingdom made decisions about serving the good of their communities. We show how family newspapers are less likely to engage in symbolic announcements decoupled from substantive actions, even if that requires bearing greater financial performance hazard. Moreover, we introduce the concept of imprinted socioemotional wealth by showing that socioemotional wealth in family firms is not restricted to family owners, but that it becomes pervasive throughout the organization, and can be experienced and preserved by non-family employees.

ENT: **Competitive Dynamics in Family Firms: Transactional Versus Communal**

Author: **Isabelle Le Breton-Miller**, *HEC Montreal*
Author: **Danny Miller**, *HEC Montreal*

Scholars of competitive dynamics have emphasized economic and psychological drivers of rivalry. But in overlooking owner objectives, most have neglected important socioemotional priorities that can shape competitive conduct. Using the example of family firms, a dominant form of enterprise globally, we explore these influences. Drawing on the socioemotional wealth perspective we argue that family firms whose owners prioritize long term generational involvement as a source of socioemotional wealth will favor stakeholder-friendly, socially inclusive communal competition. By contrast, owners favoring current economic benefits for today's family members will favor more short-term, family oriented transactional competition. We develop propositions differentiating these competitive models in core characteristics, competitive interactions, and repertoires, and draw implications for the classic AMC (awareness, motivation, capability) model of competitive behavior. We conclude that socioemotional priorities manifested by many family firms, require both recontextualization and rethinking of current understandings in competitive dynamics.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2085** | Submission: **20539** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **201**

Family Dynamics in Family Firms

Session Moderator: **Marco Mismetti**, *Free U. of Bozen-Bolzano*

ENT: **Managing the Ability-Willingness Paradox Through Family Firms' Discretion in Digital Transformation**

Author: **Samuel Wayne Appleton**, *U. of Bergamo*
Author: **Marco Mismetti**, *Free U. of Bozen-Bolzano*
Author: **Emanuela Rondi**, *U. degli Studi di Bergamo*

The ability-willingness innovation paradox derives from the sometimes-contrasting family's ability, which enables innovation, and willingness, which may constrain innovation. Using an explorative qualitative approach, we found that discretion of the family members, meaning their ability to exercise control and influence the firm's innovations, influenced this paradox. In the context of Industry 4.0 (I4.0), we elaborate the ability-willingness innovation paradox claiming that the individual level discretion decreases (increases) the paradox. We present two polarizing situations, firstly, high discretion which decreases the paradox and enables more I4.0 adoption. Secondly, low discretion which increases the paradox constraining I4.0 adoption. Informed by empirical evidence, we contribute to theory by elaborating on the family's influence on the firm by introducing an additional factor to consider when thinking about the ability-willingness innovation paradox. Thereby furthering knowledge by underlining the importance of discretion for individual family members in managing the paradox. This expands the innovation literature identifying the underlying mechanisms of the family that influences innovation.

ENT: **Dealing with Paradoxical Tensions in Family Firms - Insights From a Game-Based Approach**

Author: **Clemens Christian Krueger**, *FIF@Zeppelin U.*
Author: **Laura Aline Bechthold**, *Technische Hochschule Ingolstadt*
Author: **Reinhard Prugl**, *FIF@Zeppelin U.*

Entrepreneurs in general often have to deal with seemingly conflicting goals in a rapidly changing and complex world. Family entrepreneurs are particularly prone to paradoxical tensions due to the interconnectedness of the family and the firm. Despite their relevance in entrepreneurial practice, current research lacks methods to examine both microfoundations of and individual behavior in the management of paradoxes. In this paper, we introduce the application of serious games as a method capable of simulating context-rich paradoxes in an immersive environment to analyze entrepreneurial decision-making. Therefore, we developed a text-based game that simulates decision-making behavior in family firms regarding the innovation-tradition-paradox. We quantitatively analyze the behavior of 199 players and explore the relationship between player behavior and variables reflecting microfoundations of entrepreneurial decision-making which are highly relevant in the family firm context like for example socioemotional wealth reference points. Our results indicate a positive relationship between a paradoxical mindset and socioemotional wealth and the choice for an ambidextrous firm strategy. With this study, we demonstrate the potential of serious games as a method for advancing (family) entrepreneurship research and behavioral management theories.

ENT: **The Quest for Two Tales - The Dual Balance of Financial and SEW Reference Points in Family Firms**

Author: **Clemens Christian Krueger**, *FIF@Zeppelin U.*

Decision-making in a family business can be complex and multifaceted, especially for family entrepreneurs who most likely have a personal stake in both the financial success of the business and the preservation of Socioemotional Wealth endowments. Thus far a trade-off perspective regarding those two reference points prevails in research. Contrary to this dominant perspective we examine how individuals balance both financial and socioemotional reference points. Theorizing from paradox theory, we develop a choice experiment to foster the understanding of the behavior in a dilemma situation in the context of a family business by manipulating the entire sociomaterial context, i.e., the financial and socioemotional performance. The resulting data show that individuals develop strategies to pursue financial and socioemotional goals simultaneously. We show that not only financial resource scarcity but also SEW scarcity are sources of perceived paradoxical tension.

ENT: **Bringing Back Family into Family Business Research: A Sociological Perspective**

Author: **Moksh Garg**, *Indian School of Business*
Author: **Sougata Ray**, *Indian School of Business*

Over the past few decades, family business scholarship has witnessed an exponential increase in research, making the field ripe for a multidisciplinary mode of investigation. However, a closer look at the extant literature reveals the selective application of concepts and paradigms to theorize these hybrid entities. Acknowledging the importance of even-handed borrowing, we emphasize the need for a balanced theoretical integration to safeguard family business research against inexcusable reductionism. Correspondingly, we resuscitate scholarly focus on the family subsystem and recommend using a sociological standpoint to identify, envision, and analyze family businesses. Employing targeted search and text analysis, we identify major theoretical gaps in the extant literature and develop an integrative framework to systematically address these gaps. We then conclude our paper by proposing avenues for future research and by highlighting the importance of theorizing business families to develop a fine-grained understanding of family businesses.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2086** | Submission: **20606** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **202**

Entrepreneurial Ambidexterity

Session Moderator: **Vivek Kumar Jha**, *Doctoral Student at Indian Institute of Management Lucknow*

ENT: **The Role of Founders' Ambidextrous Orientation in Unicorn Valuation: A Study of Indian Start-Ups** ☯ 💻

Author: **Vivek Kumar Jha**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Ravi Roshan**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Sabyasachi Sinha**, *Indian Institute of Management, Lucknow*

While many entrepreneurship studies have explored factors that influence the birth and growth of start-up firms, there appears to be a dearth of studies examining the influence of founders' ambidextrous orientation, on start-ups' success and speed to success. This study aims to fill this void by proposing that as a part of investment due diligence, investors assess the founders' characteristics, particularly their ambidextrous orientation, before making an investment decision, which influences the start-up firms' speed to success. This study empirically analyses 196 interviews by the founders of 72 Indian unicorns and examines the influence of the founders' ability to explore or exploit on their firms' speed to achieve the 'unicorn' status. Cox Hazard Model and linear regression were used to test the hypothesized relationships. Authors find a strong positive relationship between founders' positioning in the ambidexterity continuum and the speed of becoming a unicorn. Furthermore, the results demonstrate that investors may value the exploratory skills of the founders rather than their exploitation skills. This study offers meaningful insights into the decision thesis of the investors. In so doing, this paper builds on the theories of entrepreneurship and ambidexterity, bringing out implications for research on characteristics of entrepreneurs and founding teams.

ENT: **Origins of Ambidexterity: Entrepreneurial Orientation and Continuous Improvement**

Author: **David Foord**, *U. of New Brunswick*
Author: **Maha Mohamed Tantawy**, *Odette School of Business, U. of Windsor*
Author: **Jeffrey John McNally**, *U. of New Brunswick*

Power utilities around the world face decarbonization challenges which require them to innovate and improve their operations to transform their operations while at the same time ensure high performance levels. In this context, we examine electric power utility employees' perceptions about individual entrepreneurial orientation (EO) and continuous improvement (CI) of a Canadian power utility firm as key antecedents to ambidexterity, which in turn impacts teams' performance. Drawing on a dynamic resource-based view, we collect responses from 337 employees via a company-wide survey. The results show that CI and EO foster both exploitation and exploration capabilities. While exploitation and exploration capabilities on their own directly impact teams' performance, employees do not perceive EO to directly impact teams' performances. The insignificant interaction impact of exploitation and exploration orientations on teams' performance warrants a closer look at finding the optimal balance between the two.

ENT: **Ambidexterity in Small Organizations: A Review and Research Agenda**

Author: **Latasri Hazarika**, *Indian Institute of Management, Kozhikode*

Pursuing simultaneous exploration and exploitation, that is, ambidexterity is vital for growth-oriented small organizations for their survival and growth. However, the defragmented knowledge of small organizations' ambidexterity makes it difficult to exercise and manage it in the resource-constrained environment faced by small organizations. Therefore, our paper systematically reviews and synthesizes the extant knowledge on small organizations' ambidexterity and identifies the gaps. Our review of 165 articles reveals a lack of knowledge on the cognitive underpinnings of ambidexterity in small organizations. We propose nine clearly stated future research questions to investigate ambidexterity in the context of small organizations.

KEY TO SYMBOLS

📖 Teaching-oriented ☯ Practice-oriented ✈ International-oriented 💬 Theme-oriented 💻 Research-oriented ✋ Diversity-oriented
🏳 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2087** | Submission: **20979** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **204**

New Theoretical and Conceptual Approaches to Entrepreneurship

Session Moderator: **Jing Zhang**, *Old Dominion U.*

ENT: **A Typology of Student Managed Venture Fund (SMVFs)**

Author: **Joanne Jin Zhang**, *Queen Mary U. of London*

A new breed of venture funds is emerging. Student-managed venture funds (SMVFs) have been established in and around universities channelling funds into early-stage start-ups founded by university students, alumni and faculties. In this paper, we examine the functions and types of these newly emerging funds. We propose the multi-dimensional roles of this new type of fund and highlight it as an innovative pedagogy of entrepreneurship education. We contribute to the literature on entrepreneurship education as well as entrepreneurial ecosystems.

ENT: **A Design Science Methodology for the Entrepreneurship Field**

Author: **Christoph Seckler**, *ESCP Business School*
Author: **Rene Mauer**, *ESCP Business School*
Author: **Jan Vom Brocke**, *U. of Liechtenstein*

Entrepreneurship scholars increasingly embrace the design science approach. While established design science methodologies from other fields have distinct strengths, they provide little guidance for a particularly relevant type of design science project for entrepreneurship scholars, namely exploration projects. In this article, we propose a methodology for exploration projects which we refer to as the infinity methodology. The infinity methodology builds on scientific knowledge of the entrepreneurial process, design science activities, and principles. More specifically, the infinity methodology guides scholars through two interrelated entrepreneurial cycles (i.e., opportunity exploration and exploitation), each of which involves three key design science activities (i.e., analysis, design, and evaluation). The infinity methodology makes a unique contribution to the methodological repertoire of design science scholars and provides a common framework for publishing design science in entrepreneurship.

ENT: **Limitations of Limitations: A Review of Self-Acknowledged Limitations in Entrepreneurship Research**

Author: **Taiyuan Wang**, *China Europe International Business School (CEIBS)*
Author: **Hao Zhao**, *China Europe International Business School (CEIBS)*

How much and how do entrepreneurship researchers disclose limitations of their studies? We content analyzed self-acknowledged limitations in 651 empirical articles published between 2011 and 2021 in the Entrepreneurship Theory and Practice, the Journal of Business Venturing, and the Strategic Entrepreneurship Journal. There is a significant increase in the number of self-acknowledged limitations over time, and the exact type of limitations varies across articles using different research methods and theories. Although some authors dodge, euphemize, or self-promote when acknowledging their limitations, other authors make it more meaningful by discussing the impacts on the interpretation of results and how to overcome such limitations. We offer several guidelines to help researchers make the best of the limitation section.

ENT: **A Dynamic Theory of Firms' Embeddedness in Entrepreneurs' Lives**

Author: **Mateja Andric**, *U. of St. Gallen, Switzerland*

Entrepreneurs experience a variety of events in their lives, such as marriage, the birth of a child, divorce, but also health shocks and deaths of relatives. Such events do not only change the lives of entrepreneurs, but likely also affect their firms. Integrating theories from literatures on the work-life interface, human life-span development, and on power and dependence, a dynamic multi-level theoretical framework is introduced that outlines the processes linking entrepreneurs' life events and changes in firm goals and firm performance. The proposed theory also explicates the boundary conditions that influence the magnitude of firm-level changes in response to life events and explains why and how temporal patterns of change in firm-level outcomes differ across life events. The introduced theory advances a perspective of firms' temporal embeddedness in entrepreneurs' lives, suggesting that changes in firm goals and performance over time can mirror changes in entrepreneurs' lives emanating from life events that entrepreneurs experience.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2088** | Submission: **11687** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **205**

Exploring Entrepreneurial Ecosystem (EE) Heterogeneity

Organizer: **Lei Xu**, *U. of Wisconsin, Whitewater*
Organizer: **Shu Yang**, *Hofstra U.*
Organizer: **Yu Liu**, *Erasmus U. Rotterdam*
Discussant: **Scott L. Newbert**, *City U. of New York, Baruch College*
Discussant: **Christina Theodoraki**, *Toulouse Business School*

An entrepreneurial ecosystem (EE) is “a set of interdependent actors and factors coordinated in such a way that they enable productive entrepreneurship within a particular territory” (Stam, 2015: 5). By incorporating both “entrepreneurial” and “ecosystem” elements, EEs are argued to constitute “organized attempts to establish environments that are conducive to increasing the success for newly established ventures” (Audretsch, Belitski, & Desai, 2019: 313). Interest in EEs by scholars, policymakers, and practitioners has grown rapidly in recent years given the impact that their complex interdependencies between inter- and intra-EE factors have on the entry, growth, and exit of new ventures (Xu, Yang, Liu, Newbert, & Boal, Conditionally accepted), which, in turn, fuels regional economic development and growth. Such an progress contributes to the scholarly conversation regarding “EE heterogeneity” (Theodoraki, Dana, & Caputo, 2022), that is, why some EEs can foster entrepreneurial activity while others cannot. As Storper (2013: 7) observe, “regional business ecosystems or clusters generate or attract their own factor supplies, and create their institutional and interactive environments. These conditions can not be readily imitated, nor can their costs or prices be bid down through interregional competition and sorting of firms and people.” Along with scholars in related social science disciplines, such as economic geography (Storper, 2013), we seek to explore the drivers of change in EE development and their resultant social and political implications. In light of the challenges facing scholars interested in making a contribution to the EE literature, this symposium is intended to achieve two objectives by engaging a group of leading voices in the EE field. First, by highlighting interesting and important questions some of the leading scholars in the field are asking about EE heterogeneity, this symposium seeks to provide insight into the current conversations in the EE area and, in turn, help identify fruitful areas of inquiry going forward. Second, by soliciting expert feedback on these research projects by editors at top-tier journals in the field, it seeks to provide a viable roadmap toward publishing EE research in the very best management and entrepreneurship journals.

Entrepreneurship Ecosystem and Natural Ecosystem

Author: **Yuxi Zhao**, *Concordia U.*

Greening Pastures, Entrepreneurial Ecosystems for Sustainable Entrepreneurship

Author: **Jip Leendertse**, *Utrecht U.*
Author: **Frank Van Rijnsoever**, *Utrecht U.*

Innovation Radicalness of Entrepreneurial Ecosystems: An Analysis of Regional Knowledge Flows

Author: **Martina Buratti**, *Friedrich Schiller U. Jena*
Author: **Matthias Menter**, *Friedrich Schiller U. Jena*

A Dynamic Configurational Analysis of Metropolitan Entrepreneurial Ecosystems

Author: **Daniel L. Bennett**, *U. of Louisville*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2089** | Submission: **20629** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

Entrepreneurial Finance: Angel Investment

Session Moderator: **Yohan Choi**, *Southern Illinois U., Edwardsville*

ENT: **Homophily and Status Difference in the Angel Investor Market**

Author: **Yohan Choi**, *Southern Illinois U., Edwardsville*

This study examines whether and when personal characteristics influence angel investors' desires to co-invest in a startup. It highlights potential benefits of co-investment with similar investors, such as smoother coordination, effective information exchange and enhanced trust, as antecedents of the co-investment. This study hypothesizes that angel investors sharing the same gender or ethnicity are more likely to co-invest in a startup, i.e., ascribed homophily, and angel investors sharing the same education or career background are also more likely to co-invest in a startup, i.e., achieved homophily. Further, it suggests that investors' personal characteristics and status difference jointly directs the formation of such a homophilous tie. It argues that similarity in ascribed characteristics including gender and ethnicity mitigates concern about dysfunctional tensions that often arise from status difference, whereas similarity in achieved characteristics including education and career background amplifies it. Findings from a study of U.S. angel investors support the hypotheses. A supplementary analysis uses local angel investors' ascribed and achieved characteristics similarity as instrumental variables to establish causality and finds that both ascribed and achieved homophily enhances investment performance.

ENT: **The Relationship Between Business Angels' Psychological Attributes and Investment Success**

Author: **Angela Altmeier**, *U. of Luxembourg*
Author: **Christian Fisch**, *U. of Luxembourg*

The psychological attributes of individuals determine their behaviour and decisions. While initial studies investigate the effect of psychological attributes on the investment behaviour of different investors, there is limited evidence on how business angels' psychological attributes relate to their investment success. Against this backdrop, we argue that psychological attributes affect the selection of portfolio ventures and consequently the success of business angel investments. We perform a language-based text analysis using Twitter data to gain insights into the psychological attributes of 1,839 US business angels who made 9,775 investments. Our results show that the psychological attributes of religion and clout, which describe the level of certainty and confidence exhibited in peoples' speech, negatively relate to successful investments for business angels. Our findings mainly contribute to the entrepreneurial finance literature that explores the investment success factors of business angels.

ENT: **It's a Match: How Heterogeneity in the Angel Investor-Entrepreneur Dyad Drives Venture Performance**

Author: **Patrick Sven Gaßmann**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

With an investment in early-stage ventures of more than $29 billion in the United States in 2021, business angel investors play a pivotal role in fostering entrepreneurship. Next to providing the equity for new ventures to scale, business angels are hands-on investors who leverage their own human and social capital to mentor, coach and advise the entrepreneurial founding teams of their portfolio firms. Nevertheless, the angel investor-entrepreneur dyad remains substantially understudied. We draw on human capital theory, enriched with relational perspectives from social capital as well as team conflict literature, to investigate the fit and interplay between both parties. Specifically, we study the effect of human capital heterogeneity between business angels and entrepreneurial founding teams on venture performance using a unique, large-scale secondary data set of 861 angel-backed ventures headquartered in the United States and their more than 2,500 angel investors and founding entrepreneurs. We find an inverted U-shaped relationship for specific, and a positive association for general human capital heterogeneity and new venture performance, while establishing the presence of venture capitalists as a clear boundary condition. We contribute to the entrepreneurship domain by expanding research on the dyadic angel investor-entrepreneur relationship and add to human capital theory.

ENT: **Institutional Logics of Investment Decision: Analysis of Angel Investment Strategy Based on ML**

Author: **Song Wang**, *Zhejiang U.*
Author: **Hanru Zhang**, *Zhejiang U., China*

In recent years, angel investment intention has become an important topic in entrepreneurship research. However, most of the existing studies explore the differences between investor groups based on the nature of identity, and the analysis of individual investment style differences is not sufficient. In addition, previous studies focused on the impact of entrepreneurs' initiative on financing access, ignoring the objective characteristics of entrepreneurial projects. To address this gap, we adopt the perspective of institutional logic to investigate angel investor classification. Specifically speaking, we probe into the mechanism of the entrepreneurial projects' objective characteristics on angel investment intention under different decision logics, in virtue of machine learning clustering and predicting algorithm for data mining. Based on the above efforts, we expand the research on the micro-process of institutional logic and the conclusions have certain guiding significance for entrepreneurs, investors, and angel investment platforms.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2090** | Submission: **20657** | Sponsor(s): **(ENT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **302**

Entrepreneurial Platforms 2

Session Moderator: **Lucas Willcke**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

ENT: **Unleashing the Digital Power: Digital Technologies as a Signal to Investors of Sustainable Ventures**

Author: **Lucas Willcke**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Creating a more sustainable way of living is the greatest challenge of our time – and entrepreneurship has the potential to take on a pivotal role. Nonetheless, sustainable entrepreneurs continue to face structural disadvantages, diluting their potential impact on sustainable change. With the importance of digital technologies striving, new opportunities for sustainable entrepreneurs to overcome these disadvantages arise. We draw on signaling theory to investigate the impact of digital technology signals on venture performance for sustainable new ventures in different environmental and human capital contexts. Based on a sample of 486 sustainable new ventures founded between 2014 and 2019, we find that digital technology usage is a credible signal accelerating new venture performance. Also, we expand the understanding of technology signaling in sustainable entrepreneurship for different contextual settings.

ENT: **Digital Affordance Actualization and Douyin (TikTok) Participants' Entrepreneurial Endeavors** 💻

Author: **Qingqing Bi**, *U. of Canterbury*
Author: **Biao'an Shan**, *Jilin U.*
Author: **Xiaoyun Ren**, *Jilin U.*

With the popularity of digital platforms, more and more people engage in business activities and explore entrepreneurial opportunities in these multi-sided markets. Due to the unique nature empowered by digital technologies, such as openness and generativity, online platforms have attracted a large user base which bring heterogenic user groups. In this study, we adopt the technology affordance lens and explores the digital affordance actualization by platform participants. Based on an exploratory case study, we reveal the complexity of modern digital platforms and the variety of digital affordances provided by the integrated technologies. The results also show that due to the differences in platform users' motivations, skills, and resources, digital affordances actualization result in varied entrepreneurial endeavors. The preliminary research findings contribute to our understanding of platform-based entrepreneurship from platform users' perspective and have practical implications for both platform-dependent entrepreneurs and platform owners.

ENT: **Digital Identity Creation: Entrepreneurs Navigating Current Events on Social Media** ☯

Author: **Agnieszka Kwapisz**, *Montana State U.*
Author: **Monika Blue Kwapisz**, *U. of Washington, Seattle*

Entrepreneurs increasingly use social media in their marketing strategy. They post news about their company, share industry insights, and engage with potential clients. Recent research showed that strong relationships developed with external constituencies on social platforms contribute to venture funding and survival. However, building online social capital is challenging due to the complex dynamics of social platforms and the research on the subject is limited. In particular, we still don't know if addressing current events on social media benefits organizations' social capital. Our discovery takes place in the context of the two major events of 2020: COVID-19 and the U.S. presidential election. Using a language text processing tool (Linguistic Inquiry and Word Count), we discovered that tweets discussing these difficult events produced a greater number of retweets and favorites. This effect was enhanced by using first-person singular references and diminished by using language centered around achievement. Using positive sentiment in tweets about the election was also an effective strategy.

ENT: **The Home of the Unicorn: Digital Entrepreneurial Ecosystem Necessity Levels and Venture Growth** 💻

Author: **Simon Hensellek**, *TU Dortmund U.*
Author: **Julius Maximilian De Groot**, *TU Dortmund U.*
Author: **Tim Haarhaus**, *TU Dortmund U.*

Research has shown that (digital) entrepreneurial ecosystems are an important lens to analyze the factors that enable successful entrepreneurship at a respective location. Moreover, scholars found that local ecosystems differ significantly in their entrepreneurial output and that entrepreneurs even choose the location to start or grow their venture depending on the support they can access within the (digital) entrepreneurial ecosystem at the respective location. However, current research about digital entrepreneurial ecosystems (DEE) is largely still of theoretical nature or ignores the complex interdependencies among the different elements of DEEs. Therefore, we used data from the European Digital City index (EDCi), CB-Insights, and Eurostat to analyze the effect of ten salient DEE elements on the emergence of unicorns, digitally-enabled unicorns, and the general new business density across 60 European cities. Using fuzzy-set qualitative comparative analyses complemented by necessary condition analyses, we identified necessary conditions as well as minimum levels of DEE elements (i.e., bottlenecks) for various levels of entrepreneurial outputs. Our study contributes to literature and practice by informing entrepreneurs and policymakers about the importance of certain DEE elements for enhancing the entrepreneurial output of cities, especially when it comes to high-quality output in the form of unicorns.

KEY TO SYMBOLS
📖 Teaching-oriented ☯ Practice-oriented ✈ International-oriented 💬 Theme-oriented 💻 Research-oriented ✋ Diversity-oriented
🏳 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2091** | Submission: **17002** | Sponsor(s): **(ENT, SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **208**

Entrepreneurship and Social Change: Putting People at the Center of Social Transformation in Africa

Organizer: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Organizer: **Helen Haugh**, *U. of Cambridge*
Discussant: **Addisu A Lashitew**, *McMaster U.*
Presenter: **Christian Busch**, *USC Marshall School of Business*
Participant: **David Littlewood**, *U. of Sheffield Management School*
Presenter: **Margot Leger**, *Utrecht U. School of Economics*
Participant: **Philip James O'Donnell**, *Dublin City U.*
Participant: **Diane L. Holt**, *Leeds U. Business School*
Participant: **Ralph Hamann**, *U. of Cape Town*
Presenter: **Annika Surmeier**, *U. of Cape Town*
Presenter: **Constance Dumalanède**, *Tecnologico de Monterrey*

Entrepreneurship is frequently considered by academics and practitioners as valuable mean to achieve social transformation (for instance in tackling poverty, inequality, homelessness, and environmental issues, such as ecological degradation, and climate change), and how these social changes are created continues to generate interest among researchers (e.g., Saebi, Foss, & Linder, 2019; George, Howard-Grenville, Joshi & Tihanyi, 2016). Considering the growing literature on entrepreneurship and social entrepreneurship, and the size and scale of the African continent, surprisingly few studies have engaged with and explored how different types of entrepreneurship can lead to social change in African countries (Rivera-Santos, Holt, Littlewood, & Kolk, 2015; Zoogah, Peng, & Woldu, 2015). Moreover, while many in Africa seek profound societal change, research on social change is limited and fragmented, and ultimately fails to put the people (entrepreneurs, customers, communities and the civil society) at the centre of such societal transformation. This presenter symposium seeks to address two fundamental shortcomings in current organization, management, and entrepreneurship scholarship. First, the symposium seeks to provide deeper knowledge on the practices and processes that lead to social change in African contexts. Particularly, African countries seek societal transformation, but people tend to be at the margins of such processes and practices of social change. On one hand, entrepreneurs seek to exploit market opportunities for social change, but face several constraints, such as lack of resources, weak institutions, marginalization etc. (Littlewood, Ciambotti, Holt, & Steinfield, 2022; Busch & Barkema, 2020). On the other hand, people and communities in such contexts face severe challenges such as poverty and resource-scarcity, making change difficult to happen. This evidence calls for peculiar and localized processes and practices to social change which take effectively in consideration such challenges. Second, the symposium responds to the critique that prior research has silenced theory development in non-Western contexts (Hamann et al., 2020; Banerjee, 2022). Most recently scholars have highlighted the need to explicate how the learnings derived from a better understanding of how African communities organize local responses to local needs creates opportunities for indigenous people-centric theory development (Bruton, Zahra, Van de Ven, & Hitt, 2022). Such broader knowledge contextualizes social change by revealing 'decolonized' approaches to social change in Africa, as well as 'unconventional' approaches (Slade-Shantz, Kistruck, & Zietsma, 2018; Weber, Fasse, Haugh, & Grote, 2022; Bakker & McMullen, 2023). The paper presentations included in this symposium shed light on four practices and processes that lead to social change in Africa, while putting people at the center of this important transformation.

Unexpected Events as Sources of Opportunity: Enabling Serendipity in Context of Extreme Uncertainty

Author: **Christian Busch**, *USC Marshall School of Business*

Prosocial Growth in the Informal Economy: A study of Microentrepreneurs in South Africa

Author: **David Littlewood**, *U. of Sheffield Management School*
Author: **Margot Leger**, *Utrecht U. School of Economics*
Author: **Philip James O'Donnell**, *Dublin City U.*
Author: **Diane L. Holt**, *Leeds U. Business School*

Solidarity as Response to Crises: Organizing across Divided Spaces in South Africa

Author: **Ralph Hamann**, *U. of Cape Town*
Author: **Jenny Soderbergh**, *U. of Cape Town*
Author: **Annika Surmeier**, *U. of Cape Town*

Transforming healthcare through social franchising: Evidence from a health clinic network in Africa

Author: **Constance Dumalanède**, *Tecnologico de Monterrey*
Author: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Author: **Addisu A Lashitew**, *McMaster U.*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2092** | Submission: **21056** | Sponsor(s): **(HCM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Riverway**

A Day In The Life: The Patient Experience

Session Moderator: **Daan Westra**, *Maastricht U.*

HCM: **Multiplex Hospital Networks: The Relation Between Shared Physicians and Shared Patients**

Author: **Daan Westra**, *Maastricht U.*
Author: **Peter Makai**, *Erasmus School of Health & Policy Management, Rotterdam*
Author: **Ron Kemp**, *The Netherlands Authority for Consumers and Markets*

Healthcare is increasingly delivered through networks of providers. Well organized networks of shared (i.e. transferred) patients have the potential to improve the quality of health services delivery. However, these networks are typically studied in isolation, without considering their multiplex nature (i.e. the other network ties organizations are embedded in simultaneously). We therefore test the relation between networks of shared patients and shared specialists amongst providers of dermatological care using Bayesian zero-dispersed Poisson regression models of all-payer claims data from 2017 in the Netherlands. Our results indicate that 2.2% of all dermatological patients are shared between one or more providers. Specialized organizations (i.e. academic hospitals and hospitals treating a greater volume of skin cancer patients) receive significantly more patients, albeit with a limited effect size. Multiplex network ties had the strongest association with shared patients. That is, organizations that share medical specialists, share more than double the average amount of patients between them. Similarly, organizations that have an emergency contract with one another also share significantly more patients. These results highlight the magnitude of the social and relational component in healthcare delivery in general, and patient networks in particular. However, they also raise questions about the potential anti-competitive nature of this specific type of cooperative behavior between competing organizations. Conceptualizing patient sharing as a relation influenced by various other relations can help future research to unpack this paradox in more detail.

HCM: **Understanding Patient Engagement in Remote Consultation: A Comprehensive Review**

Author: **Zhening Liu**, *U. of Bath*
Author: **Alistair Brandon-Jones**, *School of Management, U. of Bath*
Author: **Christos Vasilakis**, *U. of Bath*

The purpose of this paper is to explore the concept of patient engagement in healthcare remote consultation services. The authors investigated the contextual factors that positively or negatively affect patient engagement, and discussed possible metrics to measure the different dimensions of engagement in various healthcare service stages, designed interventions, and potential improvement options for engagement. We undertook a comprehensive review of the extant literature using a systematic review approach. Sixty-three articles published in peer-reviewed scientific journals from 2003 to 2022 were identified and analysed. We conceptualised engagement with patients in remote consultation across three key aspects: dimensions, process, as well as antecedents and consequences of engagement. We identified contextual factors that influence patient engagement in nine categories. We put forward several possible metrics for measuring patient engagement during three stages (before service, at service, and after service), as well as interventions and possible improvement options for increasing patient engagement. We contribute by putting forward a comprehensive framework for further investigating engagement in remote consultation. Our conceptual framework brings together different strengths of literature from different domains. We also extended service operations extant literature in deepening our understanding of the concept of engagement more broadly and applying it to the remote consultation service.

HCM: **Caring and Organizing with Compassion Love and Dignity**

Author: **Henri Slob**, *Erasmus U. Rotterdam*
Author: **J. Arie Biemond**, *Erasmus U. Rotterdam*

Human flourishing in organizations receives increasing scholarly attention. However, key ethical underpinnings of human flourishing, like human dignity and compassionate love, are still hiding in the background. In this paper we reflect on the strong relationship between human dignity and compassionate love, and its implications for the organization. After we present our framework, we provide the preliminary findings of a Q study in Dutch healthcare organizations. With this mixed methodology we are able to identify three clusters of viewpoints on the role of human dignity and compassionate love in healthcare practice. Two viewpoints mainly focus on the flourishing of the employee while the third viewpoint combines a patient-centred approach with the limitations a hierarchical and bureaucratic organizational context. The theoretical and analytical insights combined contribute to the field of healthcare management and governance.

HCM: **A Novel Method of Patient Narrative Feedback Reporting and Learning: Results from a Field Experiment**

Author: **Dale Shaller**, *Shaller Consulting*
Author: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Author: **Sasmira Matta**, *The Wharton School, U. of Pennsylvania*
Author: **Rachel Grob**, *U. of Wisconsin, Madison*
Author: **Yuna Lee**, *Columbia U.*
Author: **Mark Schlesinger**, *Yale U.*

Many healthcare organizations are exploring the use of patient narratives—feedback from patients in their own words— to inform their efforts to improve patient care experiences. They have observed that leveraging narratives requires an effective method of reporting them to administrators, staff, and clinicians, which is often missing. We applied research on performance feedback design, organizational behavior, and innovation implementation to create an intervention composed of an online reporting interface with active user support. We then conducted an experiment in which we used patient surveys, staff surveys, and staff interviews from 12 intervention and 10 comparison ambulatory care sites in one system to assess intervention effects and lessons for organizational theory. We found positive and significant differences in intervention sites' patient survey scores for three out of four measures targeted for improvement. Staff surveys indicated two mechanisms underlying effects: increasing useful information and motivating behavior changes. Interviewees indicated that the intervention reduced the complexity of accessing, interpreting, and using narrative feedback. We discuss implications of our results for healthcare management and organizational learning theory, particularly about learning from successes and failures and from customers. Our study is an example of using theory to evolve practice and practice to inform theory.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2093** | Submission: **18102** | Sponsor(s): **(HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Baltic**

No Pain, No Gain: Novel Insights into a Spectrum of Wellbeing Across Vulnerable Work Experiences

Coordinator: **Ekonkar Kaur**, *U. of Washington, Seattle*
Coordinator: **Erica M. Johnson**, *Organizational Behavior Case Western Reserve U.*
Discussant: **Karen Landay**, *U. of Missouri, Kansas City*
Presenter: **Liza Yasemin Barnes**, *Drexel U.*
Presenter: **Devin Rapp**, *U. of Utah, David Eccles School of Business*
Presenter: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*
Presenter: **Mariana Toniolo-Barrios**, *Simon Fraser U.*
Presenter: **Catherine Connelly**, *McMaster U.*
Presenter: **Alexandra Lefcoe**, *DeGroote School of Business, McMaster U.*
Presenter: **Jessica Mariah Rivin**, *San Diego State U., Fowler College of Business*
Participant: **Robert Monnot**, *U. of Utah, David Eccles School of Business*
Participant: **Laura Venz**, *Leuphana U. Lüneburg*
Participant: **George Elchuk**, *McMaster U.*
Participant: **Andrew Scott**, *Humber College*
Participant: **Russell Cropanzano**, *U. of Colorado, Boulder*
Participant: **Phoenix Van Wagoner**, *California State U., Fullerton*
Participant: **Rick Reed**, *PhD Student at U. of Colorado, Boulder*

This symposium presents a series of novel insights into a spectrum of employee wellbeing experiences across a variety of understudied contexts. Using both qualitative and quantitative methods, these presentations highlight the unique challenges of farming occupations, music performance professions, the employee medical leave process, and the experience of working with colleagues who are recipients of partner violence. Our papers highlight a range of health outcomes, from the positive effects of stress habituation to the negative impacts of nonwork spillover from coworkers. Our papers also highlight how both positive and negative wellbeing experiences (such as passion and burnout) are often intertwined and embedded within certain professions. Together, these presentations offer both a glimpse into unique populations as well as a high-level perspective of the range of mental health & wellbeing experiences for modern workers.

Stress Habituation & Status in Male Professionals: A Testosterone and Cortisol Study

Author: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*
Author: **Mariana Toniolo-Barrios**, *Simon Fraser U.*

Work that Drives and Drains: The Fluidity of Mental Health & Engagement with Strong Occupational Identity

Author: **Devin Rapp**, *U. of Utah, David Eccles School of Business*
Author: **Robert Monnot**, *U. of Utah, David Eccles School of Business*

When Passion Meets Unfulfilled Expectations: Predicting Burnout Among Professional Musicians

Author: **Alexandra Lefcoe**, *DeGroote School of Business, McMaster U.*
Author: **Catherine Connelly**, *McMaster U.*
Author: **Laura Venz**, *Leuphana U. Lüneburg*
Author: **George Elchuk**, *McMaster U.*
Author: **Andrew Scott**, *Humber College*

Medical Leaves of Absence: How Individuals and Organizations Respond to Leave-Related Suffering

Author: **Liza Yasemin Barnes**, *Drexel U.*

Potential Drawbacks of Connection at Work: An Evaluation on Coworker's Mental Health

Author: **Jessica Mariah Rivin**, *San Diego State U., Fowler College of Business*
Author: **Russell Cropanzano**, *U. of Colorado, Boulder*
Author: **Rick Reed**, *PhD Student at U. of Colorado, Boulder*
Author: **Phoenix Van Wagoner**, *California State U., Fullerton*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2094** | Submission: **20209** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Coaching & Mentoring for Better Outcomes

Session Moderator: **Emmanuel Monod**, *Shanghai SUIBE U.*

MED: **Putting Executive Doctoral Students Front and Center: Driving Transformative Practices in China**

Author: **Emmanuel Monod**, *Shanghai SUIBE U.*
Author: **Yuewei Jiang**, *UCMT*
Author: **Emilee Lauran Simmons**, *Leeds Trinity U.*
Author: **Hector Viveros Tapia**, *Macquarie Business School, Macquarie U.*
Author: **Ann L. Saurbier**, *West Liberty U.*
Author: **Douglas J. Gilbert**, *Walden U.*
Author: **Elisabeth Joyce**, *Pennsylvania Western U.*
Author: **Luis Antonio Perez-Batres**, *Missouri State U.*
Author: **Fahd Jamil**, *U. of Warwick*
Author: **Alan B. Eisner**, *Clark U.*
Author: **Arun Kumar**, *King's College London*

Executive doctorates in management disciplines have witnessed strong and sustained growth in the number of graduates in the recent past, as opposed to traditional PhD programs, which have stagnated or decreased. As a result, there is a need to develop new curricula and learning models to teach these management executives and cultivate a practitioner-scholar mindset. To that end, we examine the application of several co-creative strategies to diagnose and reconfigure executive doctoral education. First, the study analyses current business models and educational practices of selected Euro-Chinese programs and shows how 12 constructs promote mentoring and coaching techniques appropriate for executive doctoral learners. The constructs direct a participative, learner-centered process. A second lesson includes developing an innovative delivery method by the local Chinese partner of international doctoral programs. The approach incorporates five components: a supervisor from an outside institution, Chinese academic mentors, a workshop on publishing for the Euro-China Research Network (ECR), a workshop on supervision, and student-led conferences. The final contribution uses case study research to show how the students lead and operate a knowledge-sharing project. The results show that the mentoring system's three novel components perform better than traditional approaches. The practice-oriented contribution emphasizes the change in responsibilities that management educators and researchers should consider while creating and promoting transformative educational experiences. This finding might alter how business schools conduct research and instruct about organizational phenomena – i.e., the knowledge creation and dissemination process. The theoretical contributions of this study include learning models for executive doctoral programs, appropriate curricula and pedagogy, and research-based insights on student engagement and learning.

MED: **Pathways to Female Leadership through Game of Thrones (WITHDRAWN)**

Author: **Fiona Moore**, *U. of London*

This paper addresses both the management studies literature on gender in leadership, and the media-studies literature on gender and leadership in telefantasy, through an exploration of portrayals of female leadership in the television series Game of Thrones. Building on Martin et al's (2018) proposal for using literature by and about women as a tool by which management educators can address the lack of material relating specifically to women's issues in leadership, I propose to examine three cases of female leadership in Game of Thrones (Daenerys Targaryen, Catelyn Stark and Sansa Stark), with a view to, first, analysing its construction of different forms of female leadership, and, second, developing its potential as a tool for management paedagogy and theory-building.

MED: **College Student Mental Well-Being: The Role of School-Life Conflict and Recovery**

Author: **Sarah E. DeArmond**, *U. of Wisconsin, Oshkosh*

Stress and mental health are significant issues for society as a whole and younger adults particularly. Many colleges and universities are increasingly focused on what they can do to enhance the mental well-being of their students. Work and its interface with life has been a major topic studied in conjunction with the health and well-being of working adults; however, there has been less emphasis placed on the study of the school-life interface among college students. The current study addresses this by exploring the connection between school-life conflict and mental well-being among college students across a two-week timeframe. I propose that this relationship is at least partially mediated by recovery experiences. A parallel mediation model was tested using PROCESS in SPSS. The sample consisted of 336 students recruited from business courses at a Midwest university. The results demonstrate that school-life conflict has a significant positive relationship with mental health symptoms. I found support for relaxation and control partially mediating this relationship. I also observed significant relationships between school-life conflict and all of the recovery experiences and between nearly all of the types of recovery experiences and mental health symptoms. Implications for research, employers, and business education practice are discussed.

MED: **Online Learning During COVID-19: Role Conflict and Working Executives**

Author: **Rashmi Shukla**, *Indian Institute of Management Raipur*
Author: **Sourya Joyee De**, *Indian Institute of Management Raipur*

This study aims to (a) explore adult-working students' experiences with the new online learning environment, (b) determine how they have managed work-family-study responsibilities during the pandemic, and (c) identify the role of educational institution in facilitating this new learning environment. A qualitative exploration using semi-structured interviews of 25 adult-working students of higher education program was conducted. Interview transcripts were analyzed using the thematic analysis approach, resulting in a thematic framework. Findings suggest (a) adult-working students' work and family roles potentially facilitate their studies and vice versa, (b) institutional facilitation such as guidance programs for adult-working students, plays an important role in their satisfaction, (c) instructors, with proper training from the institutes, need to continuously adjust their teaching strategies, and (d) educational institutes must focus on designing effective courses, moving beyond generic teaching standards. This study furthers research on adult-working student education by understanding how they managed work and family roles through the lens of role conflict and role facilitation, and institution facilitation in the context of the pandemic. This study also proposes a framework of how adult-working students' satisfaction is shaped in the new normal, seen through the lens of Expectancy Violations Theory.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2095** | Submission: **20217** | Sponsor(s): **(MED)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

Reflexivity & Better Thinking

Session Moderator: **Peter Smith**, *U. of Auckland*

MED: **Developing Interdisciplinary Understanding to Span Disciplinary and Organizational Boundaries**

Author: **Peter Smith**, *U. of Auckland*
Author: **Lisa Jane Callagher**, *U. of Auckland*
Author: **Paul Hibbert**, *U. of St Andrews*
Author: **Elisabeth Krull**, *Alliance Manchester Business School, U. of Manchester*

Based on a study of postgraduate students, we show how—through the processes associated with applying a strategic tool—students developed the understandings that allowed them to span disciplinary and organizational boundaries. We show how the students, working in teams and acting as consultants to industry clients, developed specific boundary-spanning skills that were learned through a combination of mimesis and reflection. In developing a course design that included four iterations of learning-by-observing, learning-by-doing, and learning-by-reflecting, we show how these insights add to pedagogic debates spanning interdisciplinary and inter-organizational learning challenges.

MED: **Addressing the Challenges of Theory Building in Doctoral Education: Reflections from a PhD Workshop**

Author: **Sascha Albers**, *U. of Antwerp/ Antwerp Management School*
Author: **Jenny Gibb**, *U. of Waikato*
Author: **Volker M. Rundshagen**, *U. of Applied Sciences Stralsund*

This paper addresses the issue of theory development training in PhD programs at business schools. More specifically, we critically reflect on how doctoral students benefited from a PhD workshop on theory development that we offer. Using the reflection assignments of three cohorts of PhD students that completed our course, we uncover two skill development dimensions: guiding enquiry and building confidence. Furthermore, we identify empowering intent as a third motivational pillar that supports skill development in these two dimensions. This paper underscores how the motivation and arguably the success of the PhD experience is influenced by the availability of adequate structures and processes that encourage students to develop their own skill sets. We contribute to current debates on improving meaningfulness and effectiveness of doctoral education, specifically in encouraging the design of PhD workshops to emphasize theory building and conceptual paper development.

MED: **Exploring the Aesthetics of Organizational Life in Management Education**

Author: **Kathy Mack**, *U. of South Carolina-Aiken*

In recent years, art and aesthetics have contributed to shifts in management education practices. Aesthetic forms of knowing prioritize sensory perceptions that evoke aesthetic tastes, preferences, judgments, meanings, affects, feelings, and emotions associated with organizations and work-based practices. Likewise, the arts-based movement challenges traditional logical-analytical approaches to learning and student engagement. Drawing on both the field of organizational aesthetics and artistic pedagogies, this paper explores artistic-aesthetic interventions with online MBA students. In connection with the conference theme, it is suggested that students' sensible knowledge affords unique insights on the aesthetic dimension of work and organizational life. Implications and directions for future research are also considered.

MED: **Identity Work as Response to Epistemic Intervention in Business School Education**

Author: **Marianne Storgaard**, *Associate Professor*
Author: **Jesper Piihl**, *U. of Southern Denmark*

Twenty-first century businesses need professionals excelling in higher-order-thinking skills. Classic positivistic epistemic systems of business schools are, however, impeding the fostering of such skills, because these are better advanced in more constructivist epistemic systems. Requirements of higher-order-thinking skills in business school education tend to frustrate students because they become torn between worldviews from two different epistemic systems. This empirical study unpacks such frustrations and inquire into how students cope with epistemic gaps. By introducing an epistemic intervention in a business school course, we find that students perceive being placed in an identity gap. Torn by conflicting identity expectations from two different epistemic systems students engage in identity work. Results from our inductive analysis show that students engage in three phases of identity work relating to the identity of 'being a positivist', the identity as 'successful student' and the identity as 'academic learner'. We provide an in-depth insight into these aspects of identity work and, based on that, we suggest possible approaches for business schools and individual teachers to support students' identity work in order for that to elicit epistemic progression and ultimately fostering of higher-order-thinking skills.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2096** | Submission: **13186** | Sponsor(s): **(MED, HR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

Creating a Culture of Employee Development

Organizer: **Ellen B. Van Oosten**, *Case Western Reserve U.*
Organizer: **Scott N. Taylor**, *Babson College*
Presenter: **Richard E. Boyatzis**, *Case Western Reserve U.*
Presenter: **Darren Jason Good**, *Pepperdine U.*
Presenter: **Christopher James Lyddy**, *Providence College*
Presenter: **Udayan Dhar**, *Bucknell U.*
Presenter: **Jodi Berg**, *Case Western Reserve U.*

Perhaps at the heart of employee engagement concerns and work overload are employees wanting to be in workplaces where they have meaningful connections and where their "whole self" can be valued and developed. The presenters in this symposium call for a rethinking of how we conceptualize employee development, including further research that, views employees as active agents. Our presenters expand on prior work by asking what an employee-centric approach to employee development might look like and how such inquiry can open new frontiers in research and practice. Presenters address what creating a culture of employee development might entail when an intentional approach of viewing employees as agents unto themselves is assumed.

Creating Engagement, Excitement, and Motivation at Work balancing Stress with Renewal

Author: **Richard E. Boyatzis**, *Case Western Reserve U.*

Mindfulness Meditation in Service of Receiving Feedback

Author: **Darren Jason Good**, *Pepperdine U.*
Author: **Christopher James Lyddy**, *Providence College*

Changes in Purpose and Meaning throughout Life and Career Cycles: An Ideal Self Perspective

Author: **Udayan Dhar**, *Bucknell U.*

The Impact of Company and Individual Purpose

Author: **Jodi Berg**, *Case Western Reserve U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2097** | Submission: **20133** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Adams**

CEO Characteristics and Decisions

Session Moderator: **Alaric Bourgoin**, *HEC Montreal*

MOC: **Theorizing CEO Loneliness: A Behavioral Strategy Perspective**

Author: **Alaric Bourgoin**, *HEC Montreal*
Author: **Saouré Kouamé**, *HEC Montreal & U. of Ottawa*

Claiming that "it is lonely at the top" has become somewhat of a cliché in the popular press; yet there are very few scientific studies that investigate this topic, and none of them, to our knowledge, has specifically tackled CEO loneliness. This article provides empirical evidence from in-depth interviews with 46 CEOs of leading Canadian organizations. We found that CEOs do experience feelings of loneliness in their job, but in a way that differs from dominant psychological and sociological accounts—e.g. as a subjective negative emotions deriving from a lack of meaningful relationships. Building on the behavioral strategy literature, we show that CEO loneliness stems from an assessment of organizational vulnerability coupled with a sense of uselessness in proximal task-network, which translates into increased task-challenges. We also argue that CEOs thwart their feeling of loneliness through two dominant strategies that aim at increasing their self-agency and reinforcing their (proximal and distal) task-networks. We propose a task-related model of CEO loneliness that unpacks its organizing effects, thereby offering a perspective that nuances former psychological and sociological accounts, as well as contributes to the behavioral strategy literature.

MOC: **Performance Feedback and Impression Management: The Moderating Role of CEO Overconfidence**

Author: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*
Author: **Hazel Husne Dadanlar**, *Coastal Carolina U.*
Author: **Soumendra Banerjee**, *Misericordia U.*

We propose that while positive performance feedback is positively related to firm sentiment, negative performance feedback is negatively related to firm sentiment. Additionally, overconfident CEOs will improve the positive relationship between positive performance feedback and firm sentiment and reduce the negative relationship between negative performance feedback and firm sentiment. Using 7,186 firm-year observations for 2004-2017 period, we show that positive performance feedback positively affects firm sentiment and negative performance feedback negatively influence how firm sentiment is communicated to firm stakeholders. We also found that higher levels of CEO overconfidence will minimize the negative impact of negative performance feedback on firm sentiment. Our research extends the current discourse on firm organizational impression management and CEO overconfidence research as we provide a nuanced context to the intriguing relationship between firm performance feedback and impression management (proxied by firm sentiment). Our findings have several implications for corporate governance leaders and shareholders.

MOC: **Performance Shortfalls and Strategic Risk Taking: The Moderating Role of CEO Personality Traits**

Author: **Xiwen Kang**, *School of Business, Sun Yat-sen U.*
Author: **Weiwen Li**, *Sun Yat-Sen U.*
Author: **Ziye Chen**, *School of Business, Sun Yat-sen U.*

Firms regulate their adaptive risk taking based on performance evaluations. Problemistic search model embedded in the behavioral theory of firm predicts that performance below aspirations induce subsequent risk-taking actions. However, there exists empirical inconsistency as to whether underperformance drives increased risk taking. We reconciled the conflicting empirical findings by relaxing the assumption that firms automatically respond to performance feedback, which is prevalent in extant problemistic search studies. We incorporate managerial agency into problemistic search studies, and examine the moderating role of CEO Big-Five personality traits. Our empirical results demonstrated that the relationship between performance shortfalls and risk taking was more positive for CEOs with high levels of openness, but low levels of conscientiousness and neuroticism. Implications for theory and practice are discussed.

MOC: **The More, The Better: How Overconfident CEOs Shape Their Firms' Digital Orientation**

Author: **Julie Saesen**, *Chair of Innovation Management, TU Dortmund U.*

The ability to innovate proves to be especially crucial in times of global crisis, amplifying the urge for digital transformation. A key instrument to help firms organize for innovation is to adopt a digital orientation (DO). DO is a strategic orientation helping firms to prepare for a successful digital transformation by defining how to nurture digitalization strategies. Although extant literature reveals that CEOs shape firms' strategic orientations by allocating digital resources towards innovative investments, we lack a comprehensive understanding of the influence of CEOs on their firms' DO. We address this gap and propose that CEO overconfidence positively relates to DO. Our results indicate that the relationship between CEO overconfidence and DO is stronger in industries with low market turbulence and low competitive intensity. Our study offers two main contributions. Firstly, we add to the literature on information systems (IS) by providing evidence on potential antecedents of DO and how firms leverage their organizational and technological capabilities to support the ongoing quest for digital transformation. Secondly, we advance the upper echelons perspective by showing how the interplay of managerial characteristics and external dynamic environments, specifically market turbulence and competitive intensity, influence the relation between CEO overconfidence and a firm's DO.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2098** | Submission: **12828** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America Center**

A Conversation on Cognitive Aids in Strategy

Organizer: **Kristian Johan Sund**, *Roskilde U.*
Organizer: **Robert Galavan**, *National U. of Ireland, Maynooth*
Panelist: **Robin Gustafsson**, *Aalto U.*
Panelist: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*
Panelist: **Cole Evan Short**, *Pepperdine Graziadio Business School*
Panelist: **Timothy David Hubbard**, *U. of Notre Dame*
Panelist: **Matthew Spaniol**, *Roskilde U.*

This is a proposal for our fifth annual panel symposium exploring new horizons in managerial and organizational cognition research. In previous years we respectively covered perceived uncertainty, advances in methods, innovation, and business models. This year we propose a conversation to explore the theoretical foundations of cognitive aids in strategy. Strategy work has witnessed a proliferation of frameworks and tools over the past few decades, now including a plethora of 2x2 matrices, canvases, scenario and war games, Lego, doodling and drawing, music… all supposed to aid processes of organizational cognition and planning in the context of strategy work. We aim to take stock of some of the theoretical foundations of why and how such tools impact cognition. This conversation precedes an anthology that will be published later in 2023 under the title Cognitive Aids in Strategy (the latest volume in the Emerald series New Horizons in Managerial and Organizational Cognition).

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2099** | Submission: **20144** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **America North**

Organizational Change and Transformation

Session Moderator: **Sandor Talas**, *U. of Queensland*

MOC: **Merger Failure as Self-Regulation Failure: An Organizational Change Phenomenon in Merger Integration**

Author: **Sandor Talas**, *U. of Queensland*
Author: **Andre Pekerti**, *U. of Queensland*
Author: **Neal M. Ashkanasy**, *U. of Queensland*

The success of corporate mergers and acquisitions is largely determined by the outcome of the post-merger integration (PMI) process. There is a growing consensus however that the human aspects of organizational change and various elements of sociocultural integration, like cultural differences, trust, identity, and organizational justice, are key to PMI success. Despite decades of studies, there is no established mechanism for the formation of the near-ubiquitous merger syndrome and the way different aspects of sociocultural integration influence PMI outcomes. We posit that the common underlying micro-level mechanism is the depletion of an employee's self-regulatory resources caused by the increased affective-cognitive load and heightened demand for self-control during organizational change and sociocultural integration. The consequences of the resulting self-regulation failure of employees are well-known PMI phenomena, like performance deterioration, ego depletion, and expression of unregulated emotions and behavior. Our proposed approach to explaining PMI-related issues based on self-regulatory resource depletion is grounded in established psychology theory. It provides a common framework for the impact of different PMI phenomena, including various aspects of sociocultural integration, like cultural differences, identity, justice, and trust. Thus, it provides a possible explanation that the compound impact of these sociocultural aspects of organizational change can have a detrimental effect on employees even when they appear to be managed with no major issues separately.

MOC: **Managerial Myopia and Digital Transformation: The Role of Executive Incentive and Market Pressure**

Author: **Ximing Yin**, *School of Management and Economics, Beijing Institute of Technology*
Author: **Su Yaxin**, *School of Management and Economics, Beijing Institute of Technology*
Author: **Zhaohui Wang**, *The U. of Hongkong*

Digital transformation has become a crucial engine for countries and enterprises to master new competitive edge and achieve sustainable development. However, not all executives in the strategic apex take a long-term vision. Drawing on the management cognition theory, upper echelons theory, and modern agency theory, this paper employs text-based machine learning method and empirically investigates the impact of managerial myopia on firm digital transformation as well as the contingent role of executive incentive and market pressure by employing a multi-sourced panel dataset consisted of 2,795 publicly listed firms in China from 2011 to 2019. Among them, indicators of managerial myopia and firm digital transformation are constructed via text analysis and machine learning. Empirical results show that 1) managerial myopia significantly inhibits digital transformation; 2) market pressure and equity incentive aggravate this negative impact while it is on the contrary for salary incentive. The additional analysis finds that the impact of managerial myopia on digitalization is mainly reflected in digital product and digital marketing rather than digital finance. Series robustness checks reaffirm the above findings. By exploring the negative role of managerial myopia and the contingent factors on digital transformation, this study opens new doors and therefore contributes to the theory development and managerial practice on digitalization in a more volatile and dynamic market.

MOC: **The Legitimation Game – Leveraging Organisational Stigma to Legitimate Institutional Change**

Author: **Louis Lines**, *AAU*

This paper investigates micro level processes that underpin macro level change. It proposes the rhetorical leveraging of organisational stigma as a mechanism for building, achieving and consolidating audiential support for drastic multilateral institutional change in the case of Brexit. It makes the case that the micro level foundational processes associated with organisational stigma can support, justify and validate macro level institutional change by cultivating a micro-level perceptions from which change framing and discursive rhetoric derives its legitimacy. Whilst extant theoretical and empirical work has established the importance of micro-level (individual) perceptions in establishing taken-for-granted legitimacy (Bitektine & Haack, 2015), less works has been undertaken to establish how micro-level perceptions translate into institutional change. The objective of this study was to understand how individual perceptions inform change processes. It contributes by demonstrating that the discursive leveraging of organisational stigma provides a mechanism through which micro level observations of normative deviance (Devers et al., 2009) are translated into vilifying rhetoric that is capable of supporting change framing efforts. It demonstrates a process model though which organisational stigma can function as an important tool for building a support base, serving to intensify audiential responses, whilst also generating the relative stakeholder group homogeneity and critical mass necessary for initiating institutional change. As an empirical base this study examines statements by members of the Eurosceptic European Research Group made in the House of Commons between 2010-16. It utilises tools from grounded theory, employing the Gioia method (Gioia et al., 2013).

MOC: **Executing Change: Behavioral Implications of CEO Cognitive Complexity and Flexibility Across Tenure**

Author: **Philipp Benedikt Becker**, *WU Vienna U. of Economics and Business*
Author: **Patricia Klarner**, *WU Vienna U. of Economics and Business*

Prior research established that CEO mental models explain heterogeneity in strategic decision-making but neglected their dynamic nature. Our novel methodological approach enables us to study two fundamental thinking styles that become explicit as mental model characteristics: cognitive complexity and cognitive flexibility. Our panel data analysis of 7,536 firm-year observations of S&P 500 companies reveals an intriguing paradox: while cognitive complexity and cognitive flexibility might enable CEOs to understand the firm´s multifaceted and dynamic situation, both cognitive complexity and cognitive flexibility decrease the CEO´s capacity to execute far-reaching strategic change. As the CEO´s tenure progresses the negative effect of cognitive complexity on strategic change strengthens, while cognitive flexible CEOs retain their capacity to initiate strategic change. Our results highlight the dynamic behavioral implications of CEO cognition.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2100** | Submission: **20135** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Empire**

Allocating Time and Effort

Session Moderator: **Frida Pemer**, *Stockholm School of Economics*

MOC: **Time Flies: How Becoming a Professional Changes the Memories of Time**

Author: **Frida Pemer**, *Stockholm School of Economics*
Author: **Ruilin Huang**, *Stockholm School of Economics*

Why does time "fly," and why do we feel there is not enough time? Drawing on the cross-fertilization of literature on Organizational Memory Studies (OMS) and Occupations and Professions in Organizations (OPO), we conduct an empirical longitudinal study to capture how the memories of temporal speed change as individuals become socialized into occupations. Based on an inductive analysis, we identify five mechanisms that accelerate the individuals' memories of temporal speed as they transition from being students to becoming knowledge workers: interdependent work, work-life boundaries, the economization of time, the disciplining of and by time, and a moderating sense of enjoyment. We further summarize our contribution to the literature on social memory in OMS and the becoming lens in OPO research into a conceptual model of mnemonic time.

MOC: **Regain Control of Time in Remote Work: Incorporating the "Self" and the "Home"**

Author: **Ruilin Huang**, *Stockholm School of Economics*

Do you manage time, or does time manage you? Drawing on the literature on time management and temporal structuring, we empirically explore the temporal relationships between individual knowledge workers and their environment in remote work. The data include interviews, reflection diaries, and email explanations. Based on an inductive data analysis, we found that knowledge workers are commonly managed by "time" (the dominant yet problematic organizational time norm) in remote work, unless they take actions to regain control over it. We identify three prime factors behind being managed by "time": frequent calendar bookings, ad hoc tasks, and blurred work-life boundaries. Whereas the actions to regain control of time include: time blocking, strategic "gap-filling", self-scheduling and forming routines, and synchronizing with the home dimension. We further summarize our contribution to the time management and temporal structuring literature into a conceptual model of the temporal relationships between individual knowledge workers and their environment in remote work.

MOC: **The Motivational Effects of Hope on Effort: Hope for Success With or Without Effort**

Author: **Sarah Klein**, *Brandenburg U. of Technology Cottbus-Senftenberg*
Author: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg / Indiana U. Bloomington*

Existing research focuses on hope as a motivational driver for personal effort. We argue that hope can facilitate individuals' decisions for and against effort, depending on specific conditions. Based on a vignette study with 350 subjects, we test this suggestion with a scenario where a person decides for or against an effortful training that experts consider appropriate for that person, presuming that one could hope for success based on training but also for success without training. We find that hope can leverage individuals' decisions to engage in and avoid effortful behavior. Moreover, ambiguity in a behavioral outcome strengthens the effect of hope on the likelihood of choosing the corresponding behavior. Separating internal from a more general kind of hope, we find that hope for success by training is mainly driven by internal hope but hope without training relates less to internal hope. Carefully separating the effects of hope from the effects of optimism, our study highlights the relevance of hope beyond optimism.

MOC: **The Micro-Foundations of Overwhelm: Components of a Stress State Conquering the Workplace**

Author: **Nele Dael**, *IMD Business School*
Author: **Alyson Meister**, *IMD Business School*
Author: **Franciska Krings**, *U. of Lausanne*

Chronic stress is increasingly pervasive in contemporary workplaces, which are characterized by ongoing uncertainty and complex demands stemming from both work and personal life. The phenomenon of 'overwhelm' is colloquially well known and used by individuals who experience stress. However, beyond its brief definition as a 'threat state', scholarly work has not addressed this phenomenon nor offered an in-depth understanding of the subjective experience of overwhelm and its effects. Drawing together a wealth of fragmented literature with our study of 94 first-person narratives, we define overwhelm as a predominantly negative stress state specified by the perception of having reached a tipping point where the individual has no longer sufficient resources to meet the excessive demands of the situation. In unpacking overwhelm in terms of its associated feelings, appraisals, action readiness, physiological and bodily expressions, we find that it has critically important implications for workers' ability to cope, their performance, and their well-being. Our research not only integrates and contributes to the stress, emotions, and management literatures by empirically exploring and building theory surrounding overwhelm, but it equips practitioners with the tools to better understand and address stress before it leads to negative downstream consequences for individuals and organizations.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2101** | Submission: **20136** | Sponsor(s): **(MOC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Parliament**

Emotions Among Leaders and Employees

Session Moderator: **Suvi-Tuuli Helin**, *Aalto U.*

MOC: **From Grieving to Career Change: How Personal Grief-inducing Events Affect Work Identity**

Author: **Lidiia Pletneva**, *ESSEC Business School*

Building on an inductive, qualitative study of employees, who experienced grief-inducing events such as termination of significant relationship as the result of bereavement or separation of strong committed partnership, this paper explores how such events affect professional life, in particular work identity. Using the results of 51 in-depth interviews, I develop a process model of the impact of personal grief-inducing events on work identity. I find that these events prompt a new emphasis on work identity meaningfulness as well as work identity humanizing that can take three paths: rebalancing work and non-work identity, humanizing work identity as a coworker or a manager, and humanizing work identity as an employee. Such processes were induced by affective, cognitive, and relational triggers generated by grief-inducing events. In turn, work identity humanizing and meaningfulness lead to career path change or job crafting. This paper advances theorizing on identity, the meaning of work, and the work-life interface.

MOC: **Using Researcher's Emotions for Doing Qualitative Emotion Research**

Author: **Suvi-Tuuli Helin**, *Aalto U.*

Qualitative researchers studying emotion-related phenomena in organizations engage closely with their research contexts. When researchers spend a long time in the field, their reactions toward issues in the environment can become more and more similar to the organizational members' reactions. This process also enables the researcher to investigate his or her reactions, emotions, and thoughts as relevant data. We present a processual description of how the researcher can utilize his or her own emotions for data collection by following a three-stage process: (1) attaching to the research site: recognizing own emotions to understand the research participants' experiences; (2) becoming insider: using emotional sensations to follow-up questions and additional data gathering; and (3) building boundaries: detaching own emotions from research participant's emotions to improve the reliability of the study. We will use our experience and anecdotes from a five-year qualitative emotion study conducted in a management consulting agency to illustrate how the researcher's emotions enabled us to understand more deeply the emotional phenomenon in the field. With this embodied research process, we add new information sources to emotion-related research that has so far remained underutilized.

MOC: **Are You Envious of Me? Employees' Envy Attribution and Behavioral Responses to Coworkers' Incivility**

Author: **Fangzhou Lin**, *U. of Macau*
Author: **Long Wai Lam**, *U. of Macau*
Author: **Ou Yang**, *Crystone Tech Co., Ltd. Zhuhai*

Focusing on the perspective of the envied person, this paper extends the envy literature by answering two fundamental questions raised by Duffy et al. (2021) in their review study: How does the envied person detect the envy toward them? and how they cope with others' envy? Guiding by the envy attribution model, we posit that (1) envy may be perceived by individuals who are targets of others' uncivil behavior; and (2) the envied person will engage in either advantage protection or relationship promotion behavior afterwards. In Study 1, a two-wave survey of full-time employees, we found that experienced incivility was positively associated with the perception of being envied. In Study 2, a three-wave survey involving employees and their supervisors, we found that, experienced incivility was again associated with the perception of being envied, which in turn was related to self-rated political behavior and supervisor-rated interpersonal helping. Perceived leader's empowerment accentuated such indirect relationships. We explained theoretical and practical implications of our study's findings.

MOC: **It Is OK to Express Guilt: The Prosocial Interpersonal Effects of Leaders' Guilt Display**

Author: **Beier Hong**, *Renmin U. of China*
Author: **Jianghua Mao**, *Zhongnan U. of Economics and Law*

Despite the important role of moral emotions in leadership, we still know little about whether leaders' expression of self-directed moral emotions can have interpersonal effects. By highlighting a typical self-conscious moral emotion—guilt—in this research, we explore the prosocial interpersonal effects of leader guilt expression. Drawing from emotion as social information theory, we propose that leader guilt expression promotes followers' forgiveness and organizational citizen behaviors by invoking followers' moved emotions and increasing their benevolence inference of the leader. Additionally, we anticipate that the quality of leader–member exchange influences the interpersonal effects of leader guilt expression. Utilizing a two-wave field survey (Study 1) and an experiment of critical incident technique (Study 2), most of our hypotheses are supported. Theoretical and practical contributions are discussed.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: Showcase Symposium
Program Session: **2102** | Submission: **13030** | Sponsor(s): **(MOC, CM, OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George D**

Centering the Relational Context of Moral Transgressions in Morality Research

Organizer: **Zachariah Berry**, *Cornell U.*
Organizer: **Brian J. Lucas**, *Cornell U.*
Discussant: **Jessica Alynn Kennedy**, *Vanderbilt U.*
Presenter: **Daniel Alexander Yudkin**, *The Wharton School, U. of Pennsylvania*
Presenter: **Logan Joseph Balfantz**, *U. of Notre Dame, Mendoza College of Business*
Presenter: **Jillian Jordan**, *Northwestern U.*
Presenter: **Samuel Skowronek**, *UCLA Anderson School of Management*
Participant: **Geoff Goodwin**, *U. of Pennsylvania*
Participant: **Sudeep Bhatia**, *U. of Pennsylvania*
Participant: **Michelle Cho**, *Doctoral Student at Kenan-Flagler Business School, UNC at Chapel Hill*
Participant: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Participant: **Nour Kteily**, *Northwestern Kellogg School of Management*

Engaging in wrongdoing at work is extremely costly to organizations and employees. Past work suggests that wrongdoing must be condemned in order to mitigate the costs and deter future transgressors. However, much of this past work has ignored the relational context, stripping away established relationships between people involved in the transgression (e.g., between witness and transgressor), and specific attributes of those involved (e.g., demographics). This presents a problem for our understanding of morality, as wrongdoing at work occurs within relational contexts embedded in organizations. The present symposium seeks to broaden our understanding of morality at work by focusing on the relational contexts in which moral transgressions occur. Specifically, we demonstrate how the relationships to a wrongdoer shapes observers' moral judgments and decisions to report, how the status and behavior of people who condemn transgressions impacts third-party judgments, and how potential transgressors navigate a decision to transgress based on the context.

Witnesses of Wrongdoing Overestimate Transgressors' Silence Expectations at Work

Author: **Zachariah Berry**, *Cornell U.*
Author: **Brian J. Lucas**, *Cornell U.*

Morality as Relational Toolkit: How Social Closeness Shapes Moral Thinking

Author: **Daniel Alexander Yudkin**, *The Wharton School, U. of Pennsylvania*
Author: **Geoff Goodwin**, *U. of Pennsylvania*
Author: **Sudeep Bhatia**, *U. of Pennsylvania*

Minority Employees Face Retaliation for Protecting Peers from Abusive Behaviors

Author: **Logan Joseph Balfantz**, *U. of Notre Dame, Mendoza College of Business*
Author: **Michelle Cho**, *Doctoral Student at Kenan-Flagler Business School, UNC at Chapel Hill*
Author: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*

Punishing Without Looking for Reputational Gain

Author: **Jillian Jordan**, *Northwestern U.*
Author: **Nour Kteily**, *Northwestern Kellogg School of Management*

Look at Me Now! Identifying the Role that Evidence Plays in Dishonest Reporting

Author: **Samuel Skowronek**, *UCLA Anderson School of Management*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2103** | Submission: **10718** | Sponsor(s): **(MOC, HR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Staffordshire**

Grief, Stress, and Well-being

Organizer: **Lidiia Pletneva**, *ESSEC Business School*
Presenter: **Lidiia Pletneva**, *ESSEC Business School*
Organizer: **Nilotpal Jha**, *Lee Kong Chian School of Business, Singapore Management U.*
Presenter: **Nilotpal Jha**, *Lee Kong Chian School of Business, Singapore Management U.*
Discussant: **Michelle K. Duffy**, *U. of Minnesota*
Presenter: **Nicolina Leeann Taylor**, *U. of Kentucky*
Participant: **Ozias Moore**, *Lehigh U.*
Participant: **Kelly Pledger Weeks**, *Rhodes College*
Participant: **Jochen Matthias Reb**, *Singapore Management U.*
Presenter: **Sukanya Sangar**, *Research Associate Indian Institute of Management Ahmedabad*
Participant: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*
Presenter: **Cheryl K. McIntosh**, *Missouri Western State U.*

The COVID-19 pandemic saw employees deal with loss of closed ones, social isolation, increased family obligations, health issues, all at once. This has brought a renewed spotlight on how employees deal with their mental health, well-being as well as grief of losing loved ones. While employees continue to adjust and explore what work means to them, organizations acknowledge the need to address the concerns of their employees. Against this phenomenological backdrop, our symposium aims to explore to the conference's theme of putting the worker front and center from a mental health perspective. We present qualitative, quantitative, and theoretical work aimed at advancing our understanding of grief, well-being, and mental health at work. The symposium includes five papers showcasing the perception of mental health, the impact of grief and mortality salience on employees and organizations, and the impact of workplace relationships with colleagues on well-being. Together with discussion, led by Prof. Michelle Duffy, the papers aim to provide insight into the context of grief, stress, and well-being and build, support, and sustain a community of scholars interested in grief, wellbeing and employee mental health.

Coping with Personal Grief at Work: The Role of Job Crafting and Work-Related Relationships

Author: **Lidiia Pletneva**, *ESSEC Business School*

Mortality Salience in the Workplace: The New Challenge for Managers

Author: **Nicolina Leeann Taylor**, *U. of Kentucky*
Author: **Ozias Moore**, *Lehigh U.*
Author: **Kelly Pledger Weeks**, *Rhodes College*

The Impact of Workplace Relationships on Wellbeing via Mindfulness

Author: **Nilotpal Jha**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Jochen Matthias Reb**, *Singapore Management U.*

Mental-Health Models of HR Managers: A Qualitative Study

Author: **Sukanya Sangar**, *Research Associate Indian Institute of Management Ahmedabad*
Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*

Grief, workplace support, and work outcomes: A literature review and future directions

Author: **Cheryl K. McIntosh**, *Missouri Western State U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2104** | Submission: **20448** | Sponsor(s): **(MSR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Exploring Spiritual Entrepreneurship, Yoga Practices, and Financial Well-being in Career Transitions

Session Moderator: **Juha Kansikas**, *U. of Jyväskylä School of Business*

This session will include papers that examine spirituality, well-being, and career transitions. The session will cover topics such as the paradox of spiritual entrepreneurship and the interpretative assumptions on entrepreneur archetypes, the ability of yoga-based practices to cope with goal difficulties, the transition of military veterans into civilian work environments, and an integrated framework of financial well-being from an evolutionary perspective. Attendees will gain insights into how spirituality and yoga-based practices can enhance coping skills and improve overall well-being during career transitions, as well as how to better support military veterans in their career transitions. Additionally, the session will explore an integrated framework of financial well-being and how it evolves over time. Overall, this session aims to provide a thought-provoking discussion on how spirituality, well-being, and career transitions intersect and can be effectively managed.

MSR: **Paradox of Spiritual Entrepreneurship: Interpretative Assumptions on Entrepreneur Archetypes**

Author: **Juha Kansikas**, *U. of Jyväskylä School of Business*

Spirituality, and ideologies of both leaders and organizations, have gathered attention in management science. Studying entrepreneurs from the perspective of spiritual and ideological thinking needs more attention because of conceptual challenges. Ideologies of entrepreneurs are seen at the current research typically as political thinking. Therefore, this chapter aims to increase conceptual understanding on indicative typology of spiritual entrepreneurs and contesting ideologies entrepreneurs have. Mindset and values of entrepreneurs, stemming from spiritual knowledge, are discussed at the context of entrepreneurial reasoning. Contribution on how entrepreneur spirituality, and values related to it, will be discussed. By using typological analysis on the selected current research literature, and the classification theme of cognitive-conative-affective approach, the study shows that the typology of the spiritual entrepreneurs consists of societal entrepreneurs, family-centric entrepreneurs, environmental entrepreneurs, religion-centric entrepreneurs, anti-social entrepreneurs, and opportunistic entrepreneurs.

MSR: **Towards An Integrated Framework Of Financial Well-Being: An Evolutionary Prespective**

Author: **Nishant Garg**, *Indian Institute of Management, Lucknow*
Author: **Pushpendra Priyadarshi**, *Indian Institute of Management, Lucknow*
Author: **Ashish Malik**, *Newcastle U. Business School*

Financial well-being (FWB) is a trending area of research as it stands perennially at the crossroads of money and human well-being, a relationship that has been extensively examined over the two decades. Nevertheless, the literature fails to capture the interrelationships between various themes of FWB due to the multidimensional nature of the construct. Motivated by this diverse yet unresolved viewpoint on FWB, this research develops a framework to integrate the growing literature, and highlight its major themes and their interrelatedness, thus bringing clarity to the intellectual narrative of FWB. A comprehensive bibliometric analysis of the FWB domain covering 682 research articles and 24,000 citations from 2002–2022 period are analysed. This review contributes theoretically by offering definitional clarity, highlighting major themes, and delineating the intellectual structure through our integrated conceptual framework by interpreting the results through the evolution, valence, and actor perspective. Implications for theory and practice are also discussed.

MSR: **How do Yoga-based Practices Build the Ability to Cope with Goal Difficulties?**

Author: **Soumya Dutta**, *Doctoral Student at Indian Institute of Technology Bombay (IIT Bombay), India*
Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

Goal-setting theory is widely used in public and private organisations. Although, according to existing research, difficult goals can encourage people to take unnecessary risks, cheat and engage in socially irresponsible behaviour. In this regard, effective self-management education would play a vital role in building the capacity to cope with goal difficulty. However, little research has investigated how to increase the ability to overcome goal difficulty. To address this need, we propose that Yoga based practices(YBP) can develop the ability to cope with goal difficulty by enhancing equanimity and reducing mind wandering. We report two studies respectively to examine this hypothesis. In Study 1, a survey-based study, we examine the impact of equanimity(EQM) on goal difficulty (GD) mediated by mind wandering. The results supported the hypothesised model. In study 2, we examine the impact of YBP on equanimity, mind wandering and goal difficulty using pre-post experiment design. The findings of study 2 suggest that YBP enhanced equanimity and that YBP are effective, efficient, and sustainable training tools for building coping ability with goal difficulty among management students.We discuss the importance and implications of this finding for the field of Management, Spirituality and religion research, organisations and management education. We consider the study's limitations and propose future research directions.

MSR: **From the Military to Civilian Work Environment: A Study of Veterans' Career Transition**

Author: **Kevin Sanford**, *Los Angeles Community College District*
Author: **Adam Wood**, *Woodbury U.*
Author: **Svetlana S. Holt**, *Woodbury U.*

Military service is a transformative experience that leaves an indelible mark on all who serve. Once separated from the military way of life, many veterans find that they yearn for the structure, camaraderie, and discipline they experienced while in the military. These feelings of attachment to the military can make the transition back to civilian life difficult and pose a barrier to success in a civilian workplace. As military service members separate from their military service obligation and transition to the civilian workforce, they experience numerous challenges leaving behind the culture of the military and adapting to the civilian way of life. The purpose of this study is to explore the experiences of junior enlisted Marine Corps veterans as they address their feelings of attachment and transition out of the military and into the civilian workforce. Using Transition Theory and Attachment Theory, as they impact veterans transitioning out of the military and into the civilian workforce, this study explains the intersection of veterans' struggles with both transition and feelings of attachment to the military lifestyle so that the military, veterans, and civilian employers can develop strategies to ease the transitions of the current generation of warriors back to civilian life and foster success in the workplace. Qualitative interviews with former military service members were conducted to collect data and information on their individual personal experiences.

Session Type: **Paper Session**
Program Session: **2105** | Submission: **20724** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

Understanding Trust in Organizations

Session Moderator: **Mingshuang Ji**, *U. of Illinois at Urbana-Champaign*

OB: **A Dyadic Understanding of Trust in Negotiations: The Role of Trust Congruence**

Author: **Mingshuang Ji**, *U. of Illinois at Urbana-Champaign*
Author: **Alex Fogel**, *U. of Illinois at Urbana-Champaign*

This paper examines the role of trust in negotiation from a dyadic perspective. Based on the theories of trust congruence and social exchange, this paper hypothesizes that negotiation dyads will get better subjective outcomes when their trust in each other is more aligned rather than diverged, and this relationship will be mediated by integrative and distributive negotiation behaviors. Polynomial regression is applied to analyze data from a sample of 120 students (60 dyads) enrolled in an MBA program. Results suggest that negotiators get most favorable subjective outcomes when their trust in each other converges at a high level of trust, and this relationship is mediated by negotiators' integrative behaviors. The discussion of dyadic states of trust in this study will help to understand the dilemma of trust in negotiation and fill the literature gap by empirically testing the trust congruence theory using a bilateral perspective. Practically, the findings of this paper will help negotiators make wiser decisions of trust by showing them that successful negotiations not only need 'trust, but verify', but also need both actors to be 'on the same page'.

OB: **Trusted Voices: How Employees Generalize Trust to Other Departments and Transfer Group Trust**

Author: **James Coutinho**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Author: **Seong Won Yang**, *U. of Kentucky*
Author: **Dean Lusher**, *Swinburne U. of Technology*
Author: **Peng Wang**, *Swinburne U. of Technology*

Trust in other departments is important for cross-unit collaboration as it helps employees to quickly form effective working relationships with others whom they do not know well or with whom they have not worked previously. Our field social network study of individuals' trust in other departments in a project-based global design and advanced manufacturing firm has three main findings. First, we find that trust is generalized from employees' direct trust relationships with known members of another department to the department as a whole. Second, that trust generalization is moderated by formal workflow dependence, such that an employee's trust in another department is determined most strongly by department members whom they depend on highly for work inputs, but in whom they lack trust. Third, that trust in other departments is transferred indirectly via relationships with trusted colleagues who themselves trust the judged department. Our paper advances understanding of trust as an organizing principle by elucidating the roles of trust generalization and group trust transfer, as well as the interplay between formal and informal organization in determining trust in other organizational groups.

OB: **A Dynamic Perspective on Coworker Trust Change Over Time**

Author: **Jiping Li**, *Frankfurt School of Finance & Management*
Author: **Prithviraj Chattopadhyay**, *U. of Auckland*
Author: **Elizabeth George**, *Cambridge Judge Business School*

We examined the trajectory of coworker trust change among newcomers across six years. Integrating research on the dynamics of personality and temperament with the literature on newcomer socialization, we argue that changes in newcomers' approach and avoidance temperaments influence changes in their coworker trust over time after joining the organization. Our results reveal that approach and avoidance temperaments decrease linearly in the first six years after joining; the trajectories of approach and avoidance temperaments predict the coworker trust trajectory. Moreover, the task interdependence characteristics moderate the trends of the approach and avoidance temperament, which subsequently, via coworker trust trend, predict the speed and occurrence of employee turnover over the first six years of employment.

OB: **Time Will Tell or Will it?: Power Inequality Hinders Trust Meta-Accuracy Development Over Time**

Author: **Leander De Schutter**, *Erasmus U. Rotterdam*
Author: **Xue Zheng**, *China Europe International Business School (CEIBS)*
Author: **Marius Van Dijke**, *Erasmus U. Rotterdam*

Feeling trusted is beneficial for employees and organizations. However, we know little about whether employees' felt trust becomes accurate over time. Building on the realistic accuracy model and power literature, we theorize and test a moderated mediation model where trust meta-perceptions become accurate over time from the inception of a relationship. We also propose that power inequality as a defining feature of work relationships moderates the effects of time on trust meta-accuracy development such that dyads with equal power become more accurate in their trust perceptions over time more quickly compared to dyads with unequal power. Furthermore, we propose that trust meta-accuracy positively influences dyadic performance. We found supporting evidence from a 9-day diary field study among 214 newcomer-supervisor dyads and 222 newcomer-coworker dyads (Study 1) as well as from a well-controlled experiment among strangers in which we experimentally manipulated power equality (vs. inequality) and included an objective measure of dyadic performance. Our research presents pioneering work that examines the temporal dynamics of trust meta-accuracy development and its downstream effects on dyadic performance among newcomers and strangers in their initial relationship formation. Our theoretical development and empirical findings have important implications for trust meta-perceptions research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2106** | Submission: **20653** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

Understanding Employee Job Satisfaction

Session Moderator: **Samantha Jordan**, *U. of North Texas*

OB: **How Death Trajectories and Job Satisfaction Impact Responses to a Generationally-defining Event**

Author: **Samantha Jordan**, *U. of North Texas*
Author: **Wayne Hochwarter**, *Florida State U.*
Author: **Gonzalo Molina Sieiro**, *U. of Nevada Las Vegas*

Constant media coverage of high mortality macro-level events (Fishman, 2017) has made death increasingly salient for all workers. Drawing from event system theory (EST; Morgeson, Mitchell, & Liu, 2015) and transactional stress theory (Lazarus & Folkman, 1984), we examine employee reactions to high mortality events, using the current COVID-19 crisis as our context. We posit that death-related inferences impact employees' perceptions of an event's strength characteristics (i.e., novelty, disruptiveness, and criticality), which subsequently determine the event's impact on employee well-being and behavior. Additionally, given that job satisfaction is utilized as a reference point when employees interpret and respond to their environment, we theorize that high job satisfaction amplifies the effects of an event's death trajectory on perceptions of the event's strength. Using a multi-wave investigation of 871 full-time employees, results indicate that perceptions of the event's novelty, disruptiveness, and criticality depend on both death trajectories (i.e., increases in geographical proximal deaths) and generalized employee attitudes (i.e., general job satisfaction). These findings support the proposed event-systems model of large-scale mortality events.

OB: **Sustaining Work Life Balance Toward Job Satisfaction and Employee Intention to Leave Universities**

Author: **Roselina Binti Ahmad Saufi**, *MGSEB, U. Malaysia Kelantan (UMK)*
Author: **P.Yukthamarani Permarupan**, *U. Malaysia Kelantan*
Author: **SAMSIDINE AIDARA**, *U. Malaysia Kelantan*
Author: **Noor Raihani Binti Zainol**, *U. Malaysia Kelantan*
Author: **Noor Ullah Khan**, *MGSEB, U. Malaysia Kelantan (UMK)*

Retaining, maintaining, and sustaining brilliant and competent workers with excellent academic credentials is a major challenge in the industry of higher education, given the fast-changing environment and the increasing trend of global competition. Universities struggle to find, attract, and retain outstanding talent because academic attrition is rising in the higher education industry. With job satisfaction as a mediator and outside employment opportunities as a moderator, this study aims to examine how university organizational policies regarding work-life balance (WLB) practices enhance job satisfaction and reduce employee intent to leave. Social Exchange Theory served as the study's theoretical foundation. Data was collected from 466 participants in an online survey using a cross-sectional research methodology, and partial least square structural equation modelling (PLS-SEM) was used to analyze the results. The outcome confirmed that sustaining WLB practices were positively related to job satisfaction and negatively related to academic employees' intention to leave. Further, the study's results confirmed that job satisfaction significantly mediates the relationship between WLB practices and employee intention to leave. The study analysis demonstrated that job opportunity significantly moderates the relationship between job satisfaction and employee intention to leave. The paper's main contribution is a coherent and comprehensive model of retention strategy that academic HR specialists, legislators, and university administrators would find highly beneficial in implementing WLB principles and policies into practice.

OB: **Personality and Situational Strength Interactions on Job Satisfaction: Trait Activation Perspective**

Author: **Keisuke Mikami**, *Ohio U.*
Author: **Jeffrey B. Vancouver**, *Ohio U.*

Antecedents of job satisfaction focus on the main effects of person and situational characteristics, which likely provides a myopic view of the interplay. The present study aimed to elucidate person-situation interactions on job satisfaction by focusing on personality (conscientiousness and agreeableness) and situational strength. Using the survey data obtained from Amazon's Mechanical Turk workers, we examined both the main effects of situational strength and personality-situational strength interactions on job satisfaction. Hypotheses regarding interactions were proposed based on trait activation theory (TAT). Results showed significant main effects of situational strength facets on job satisfaction. Furthermore, moderated multiple regression showed that positive relationships between conscientiousness and job satisfaction as well as agreeableness and job satisfaction were moderated by situational strength facets as predicted by TAT.

OB: **Hustling or Bustling? Self-Determination Theory to Predict Attitudes and Behaviors of Side-Hustlers**

Author: **Cagla Celik**, *U. of Pittsburgh*
Author: **Liam Patrick Maher**, *Boise State U.*
Author: **Charn Patrick McAllister**, *Northern Arizona U.*

Side hustles, independent and temporary income generating jobs performed in conjunction with full-time work, have drastically increased in popularity over the past decade. Despite the proliferation of side-hustles, scholars know fairly little about the consequences for individuals and organizations, as side-hustles may enrich or conflict with full-time jobs. The purpose of this paper is to address this gap in knowledge by synthesizing self-determination theory with role enrichment and role conflict perspectives to evaluate how psychological need satisfaction and frustration within side-hustle and full-time work environments interact to predict attitudinal and behavioral outcomes. Using polynomial regression and surface response methodology, we analyzed data from 136 side-hustlers who rated their psychological need satisfaction and frustration in both side-hustle and full-time domains and then reported their psychological well-being, full-time job satisfaction, and full-time organizational citizenship behavior. Although results were mixed, the preponderance of the evidence supported a role-conflict paradigm, where low need satisfaction or high need frustration created negative spillover into full-time attitudes and behaviors. Contributions to theory, limitations, directions for future research, and implications for practitioners are discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2107** | Submission: **20799** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon B**

New Research on Social Identity Processes at Work

Session Moderator: **Rebecca Mitchell**, *U. of Colorado, Boulder*

OB: **Better Than Myself: A Translation and Extension of Internal Comparison Theories**

Author: **Rebecca Mitchell**, *U. of Colorado, Boulder*

Social comparison theory (SCT; Festinger, 1954: 22) is ubiquitous and underlies much of modern management research, However, in addition to comparing ourselves externally to similar others, educational psychologists study how internal comparisons affect children (Albert, 1977; Marsh, 1986; Möller & Marsh, 2013). Internal comparison theories (ICTs) fall into two categories that include (a) temporal comparisons, that is, comparisons between our current self-evaluation and a past or future evaluation, and (b) dimensional comparisons, that is, comparisons between our evaluation in one dimension (e.g., teaching skills) to our evaluation on another dimension (e.g., research skills). Comparing ICTs to existing management theories and SCT, we translate ICTs into the adult working context, linking the internal comparison processes to domain-specific task performance. Additionally, we introduce novel theory building about why ICTs influence task performance as well as when, where, and for whom these relationships are stronger or weaker. Thus, we present a comprehensive theoretical model of the outcomes, mechanisms, and boundary conditions of ICTs at work that contributes to research in both management and educational psychology. Finally, we outline applications of this theory to the identity, justice, emotions, and leadership literatures.

OB: **The Hedges Have Eyes: Third-party Evaluation of Social Networking in Organizations**

Author: **Kun Luan**, *China U. of Petroleum*

Research on social networking has focused almost exclusively on the ego-centric perspective of positive pursuit of network ties with alters. The pervasive context, which has received less attention, suggests that the ego-alter connection is surrounded by a series of active third-party observers, who can observe, evaluate and reciprocate to ego's social networking behaviors. Taking a third-party perspective, we conducted three studies using both qualitative and quantitative designs to explore how third-party observers perceive and evaluate egos' social networking behaviors. Based on an inductive analysis, Study 1 initially categorizes two distinct observed networking approaches within organizations: horizontal networking with colleagues and upward networking with leaders, and proposes a new framework revealing how third-party observers evaluate egos' horizontal and upward networking across two dimensions: affective resources and information resources. A whole-network field survey in Study 2 empirically verifies that third-party observers are more likely to perceive egos as having affective resources when the latter are engaging in horizontal networking. Alternatively, third-party observers are more likely to perceive egos as having information resources when the latter are engaging in upward networking. An experiment in Study 3 fully replicates these findings. Multiple mediation analysis further shows that perceived affective resources play a salient mediating role in third parties' tie preferences than perceived information resources in both friendship and task-related networks. In the end, we discuss contributions of our study to the integration of social network and psychological perspectives in organizational studies.

OB: **"Now the Army is who I am": Socializing for Identity Fusion in French Military Cadets**

Author: **Lucas Dufour**, *Toronto Metropolitan U.*
Author: **Meena Andiappan**, *U. of Toronto*

In this paper, we qualitatively investigate how an organization like the Army strategically employs a broad range of intensive socialization tactics to attain newcomer identity fusion (a visceral feeling of oneness with one's group) while limiting the disadvantages normally associated with this approach (attrition and ambivalence). We use data collected from 71 longitudinal interviews conducted over two-years during initial three-month training periods with cadets, instructors, and staff members of an Army training camp, supplemented with observation data and archival data. We find that the Army and its instructors engage with cadets with the objective of altering their values (e.g. from individuality to collectiveness; from understanding to obeying), which commonly resulted in identity denial. To combat this outcome, instructors used a specific set of socialization tactics (e.g. extreme physical training; isolation; process standardization) to help newcomers limit their time spent on self-reflection and to instead encourage them to experience identity revealing (i.e. becoming the best version of themselves). In parallel, another set of tactics was used (e.g. constant group interactions; instructor's unwavering support) to achieve group cohesion and trust in the organization. When successful, this process ultimately resulted in an ideal socialization outcome: identity fusion. We further discuss implications for managers, employees, and organizations.

OB: **Mobilization of Followers by Leaders for Partisanship and Collective Action**

Author: **Henrique Minetto Brabo**, *FGV EAESP Sao Paulo School of Business Administration*

Political identity produces mobility of its followers in laboratory experiment (Khumalo, Dumont & Waldzus, 2022). Taking advantage of the municipal Brazilian party experience with quasi-electoral experiments and a methodology causal (regression discontinuity), we show that this experience is not reproduced when we observe different ideological identities of leaders (basically comparing mayors from right vs center, right vs left, and center vs left) on the collective action captured by party filiation of individuals. Our result only corroborates the political identity of collective action when we compare municipalities elections (almost 1,000 municipalities per each one of four elections distributed across the country: 2004, 2008, 2012, and 2016) with left-wing elected mayors and municipalities with center-wing elected mayors. We observe that elected left-wing mayors produces more individuals affiliated with their identity (left-wing) than those affiliated with the same identity of mayors when the elected are from center-wing (over 14 million individuals over the lifespan studied in this investigation).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2108** | Submission: **15536** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom A**

Looking at the What, How, and Why at Various Stages of the Personnel Selection Process

Coordinator: **Deborah M. Powell**, *U. of Guelph*
Coordinator: **Valerie Sophie Schröder**, *U. of Zurich*
Presenter: **Benedikt Bill**, *Ulm U.*
Presenter: **Simonne Mastrella**, *U. of Guelph*
Presenter: **Johanna Bayón**, *U. of Zurich*
Presenter: **Nathalie Von Rooy**, *U. of Zurich*
Participant: **Rahul Patel**, *U. of Guelph*
Participant: **Pia Ingold**, *U. of Copenhagen*
Participant: **Anna Luca Heimann**, *U. of Zurich*
Participant: **Martin Kleinmann**, *U. of Zurich*
Participant: **Klaus Melchers**, *Ulm U.*
Participant: **Annika Wilhelmy**, *U. of Zurich*
Participant: **Nicolas Roulin**, *Saint Mary's U.*

Personnel selection uses various tools such as interviews, personality tests, and resumes to identify the best applicant for an open position. While there is vast knowledge on the validity of and reactions to these tools, research tends to overlook the what, how, and why of information sharing and reactions. This symposium features five studies examining the processes involved in various stages of the selection. They investigate the cognitive processes that occur during the interview, applicant reactions to different types and formats of questions, and impression management behavior of applicants and recruiters. Thereby, they address influences both by characteristics of the tools and the applicants. Collectively, these papers help advance our understanding of some of the processes underlying commonly used selection tools, which can help refine theories for science and retrieve more specific contributions for the practice of modern personnel selection.

Effect of Stimulus- and Response Format on Applicant Reactions

Author: **Valerie Sophie Schröder**, *U. of Zurich*
Author: **Pia Ingold**, *U. of Copenhagen*
Author: **Anna Luca Heimann**, *U. of Zurich*
Author: **Martin Kleinmann**, *U. of Zurich*

Are Traditional Interviews More Prone to Effects of Impression Management than Structured Interviews

Author: **Benedikt Bill**, *Ulm U.*
Author: **Klaus Melchers**, *Ulm U.*

Gender Differences in Effectiveness of Self-promotion in Cover Letters and Resumes

Author: **Simonne Mastrella**, *U. of Guelph*
Author: **Rahul Patel**, *U. of Guelph*
Author: **Deborah M. Powell**, *U. of Guelph*

Assessing and Predicting Maximum and Typical Performance With Job Interviews

Author: **Johanna Bayón**, *U. of Zurich*
Author: **Anna Luca Heimann**, *U. of Zurich*
Author: **Martin Kleinmann**, *U. of Zurich*

Introducing the Interviewer Impression Management Scale: Development and Validation

Author: **Nathalie Von Rooy**, *U. of Zurich*
Author: **Annika Wilhelmy**, *U. of Zurich*
Author: **Martin Kleinmann**, *U. of Zurich*
Author: **Nicolas Roulin**, *Saint Mary's U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2109** | Submission: **20789** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton A**

New Directions In Teams Research

Session Moderator: **Michela Carraro**, *TUM School of Management, Technische U. München*

OB: **The Emergence Engine: Socially Mediated Individual Change**

Author: **Mark Maltarich**, *U. of South Carolina*
Author: **Andre Havrylyshyn**, *Binghamton U.-State U. of New York*

The emergence of collective-level constructs has important theoretical and practical significance. Compared to a wealth of research into the antecedents and consequences of group-level emergent characteristics, the processes that account for group emergence remain relatively unexplored. We enrich the emergence literature by reviewing and integrating knowledge about socially mediated influence processes, which describe more precisely how members of a group influence or change each other. We first identify individual-level characteristics that may emerge through social influence, then selectively review the broad literature on socially-mediated interpersonal influence. We integrate knowledge about social influence to produce insight into emergence and provide examples of approaches to future research that can leverage the social influence literature to advance our understanding of the processes that account for group emergence

OB: **Getting Employees Back on Track: The Antecedents of Perception Accuracy**

Author: **Michela Carraro**, *TUM School of Management, Technische U. München*
Author: **Andrea Furlan**, *Department of Economics and Management, U. of Padova*

The literature on team cognition emphasizes that shop floor employees need to develop accurate perceptions about their tasks in order to effectively accomplish the team's objectives. However, how can managers help employees to develop accurate perceptions? To address this question, we draw on work design theory and we examine whether and how the accuracy of shop floor employees' perceptions is related to characteristics of their work environment. Analyzing data from 309 shop floor employees and 57 team leaders, we find that job autonomy positively affects the accuracy of individuals' perceptions. However, this relationship is significant only when moderated by supervisor support, such that the higher supervisor support, the stronger the positive effect of job autonomy on perceptions' accuracy. Moreover, we find that coworker support moderates the effect of job autonomy on perception accuracy such that the lower coworker support, the stronger the relationship between job autonomy and perception accuracy.

OB: **Familiar Teams in Unfamiliar Situations: The Influence of Rewards on Team Creative Problem-Solving**

Author: **Matthias Felix Sinnemann**, *Westfälische Wilhelms-U. Münster*
Author: **Matthias Weiss**, *Radboud U. Nijmegen*
Author: **Kyle Brykman**, *Odette School of Business, U. of Windsor*

In most organizations, it is common practice to attempt to boost teams' motivation by prospecting rewards. However, whether and how rewards affect team creative problem-solving is still unclear. Moreover, there is little understanding of what other contextual factors may shape this relationship. Building on recent team creativity literature, we argue that the separate prospect of either individual or team rewards hampers team creative problem-solving, whereas a mixed reward design of individual and team rewards has the potential to facilitate team creative problem-solving. In addition, and drawing on Evaluation Apprehension Theory, we argue that the effects of reward structure interact with the level of team member familiarity. Specifically, we hypothesize that team rewards have a more positive effect in teams with lower levels of team familiarity as compared to teams with higher levels of team member familiarity. In an experimental escape room study with 117 teams, we find support that mixed rewards positively influence creative problem-solving and that the prospect of a team reward has a more positive influence in unfamiliar teams.

OB: **How Multiple Team Members Allocate Engagement and What Leaders can do About It**

Author: **Diana Santistevan**, *EM Normandie*
Author: **Anna Obermöller**, *EM Normandie*

Engaging team members who work on multiple teams is a central challenge for leaders. However, the literature on multiple team membership, work engagement, and leadership does not address how leaders engage multiple team members in complex environments. Using grounded theory, we studied a division of a large multinational enterprise where multiple team membership was highly prevalent. Our results show that multiple team members make decisions about where to engage, a practice we call "engagement allocation." We describe that practice and explain why multiple team members prefer to engage in some teams over others. We contribute to the literature by offering a theoretical framework that models the relationships between engagement allocation, engagement, and leadership functions.

OB: **A Moderated Mediation Model of Shared Team Identification, Newcomer Embeddedness, and Work Outcomes**

Author: **Qingyue Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Ya Liu**, *Eli Broad School of Business, Michigan State U.*
Author: **Jingqiu Chen**, *Shanghai Jiao Tong U.*

Research on the relationship between off-the-job and on-the-job embeddedness has reached inconsistent conclusions, and the relationship is even more ambiguous for newcomers given their unique experience during the onboarding stage. Drawing on conservation of resources (COR) theory, we suggest the motivational ambient context at the team level—shared team identification— as a key contingency factor in the relationship between community embeddedness and team embeddedness. Specifically, we propose a moderated mediation model in which the indirect effect of the community embeddedness of newcomers on work outcomes (i.e., organizational citizenship behavior (OCB), job performance, and turnover) through team embeddedness is contingent on the level of shared team identification. We tested our hypotheses in a longitudinal field study across three time points with a final sample including 265 newcomer-supervisor dyads and 488 veterans in 76 work teams. Our findings demonstrate that with high levels of shared team identification, newcomers' community embeddedness is positively related to their team embeddedness, which in turn is associated with their OCB, job performance, and voluntary turnover. Accordingly, we offer a more nuanced understanding of the relationship between newcomer community embeddedness and team embeddedness and contribute to the job embeddedness and newcomer socialization literature.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2110** | Submission: **20832** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter A**

Doing the Wrong Thing: Exploring the Dark Side Effects of (Un)Ethical Leadership

Session Moderator: **Jing-hao Zhang**, *Faculty of Economics and Business, U. of Groningen*

OB: **A Relational Attribution Model of How Leaders Objectify Followers**

Author: **Jing-hao Zhang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Stefan Berger**, *U. of Groningen*
Author: **Onne Janssen**, *U. of Groningen*
Author: **Liying Bai**, *Fuzhou U.*

Leaders as organizational agents may instrumentalize and dehumanize subordinates to achieve collective goals. However, limited scholarly attention was paid to this destructive phenomenon in leader-follower relationships. Drawing on relational attribution theory, we propose a serial mediation model of how and why followers make sense of leadership behaviors as well as the subsequent influences on perceived objectification and job performance. We conducted a two-wave survey study, a video-based lab experiment, and a scenario-based experiment (total N = 753). Our research findings show that task- and relationship-oriented leadership behaviors interact to influence followers' self-concern attribution to leadership, which in turn increases their feelings of being used as tools rather than human beings. Furthermore, other-concern attribution of leader behaviors buffered the effect of self-concern attribution on followers' perceived objectification. We also found that the perception of being objectified by leaders undermined followers' job performance. Our research points out a novel perspective to approach workplace humanity. Theoretical and practical implications are discussed to improve managerial effectiveness and employee well-being.

OB: **Differential Implications of Promotion-and Prevention-focused Ethical Leadership**

Author: **Chu-Ding Ling**, *Renmin U. of China*
Author: **Meng Zhang**, *Renmin U. of China*
Author: **Jinlong Zhu**, *Renmin U. of China*

Ethical leadership is important for promoting ethical behaviors and prohibiting unethical behaviors enacted by employees in organizations. How and when do ethical leadership with different foci relate to employees' ethical and unethical behaviors? Drawing on the social cognitive theory of self-regulation, we propose that promotion-focused ethical leadership is positively related to ethical voice through moral awareness, while prevention-focused ethical leadership is positively related to workplace deviance through more disengagement. Moreover, we propose that when perception of leader moral decoupling is higher, the indirect relationship between promotion-focused ethical leadership and ethical voice via moral awareness is weaker, while the indirect relationship between prevention-focused ethical leadership and workplace deviance via moral disengagement is stronger. Using three-wave field survey data collected from a large company in China, we found supportive findings for our hypothetical model. In sum, our research unveils the differential implications of ethical leadership by taking its content into account and provides pertinent theoretical and practical insights into how to improve the effectiveness of ethical leaders.

OB: **A Qualitative Investigation of Unethical Leadership: Toward a Model of Antecedents and Consequences**

Author: **Gabriela Rivera**, *Penn State Smeal College of Business*
Author: **Linda K Trevino**, *Pennsylvania State U.*
Author: **Marie S. Mitchell**, *U. of North Carolina, Chapel Hill*

Unethical leadership has been shown to harm organizations and their stakeholders, such as employees and customers. Previous work related to unethical leadership has been fragmented, with studies primarily focusing on interpersonal leader behavior (e.g., abusive supervision), others focusing on unethical acts (e.g., cheating, lying), others discussing leader attributes (e.g., narcissism), and still, others concentrating on leader strategies (e.g., performance pressure). The different approaches have created confusion and potential confounds in understanding unethical leadership and separating it from its causes and consequences. Moreover, the extant literature and existing measures and constructs often presume these constructs embody unethical leadership – without asking employees. Thus, it is essential to understand what employees perceive to be unethical leadership as a starting point for conceptualizing it and then investigating its antecedents and consequences. To understand and focus on employees' perceptions, we take an inductive approach, exploring how employees perceive unethical leadership and identifying what they believe are the perceived causes and consequences of it. We offer an emergent model and discuss implications for theory, practice, and future investigations.

OB: **The Double-Edged Sword of Ethical Leadership for Leader In-Role and Extra-Role Performance**

Author: **Grace Ching Chi Ho**, *Arizona State U.*
Author: **David Welsh**, *Arizona State U.*
Author: **John Bush**, *U. of Central Florida*

Given the positive effects ethical leaders have on their followers' performance, the literature has largely assumed that ethical leadership also facilitates the performance of leaders themselves. We challenge this assumption by adopting a within-person perspective to reveal more nuanced relationships between distinct forms of daily ethical leadership and daily leader performance. Building on the affect theory of social exchange (Lawler, 2001), we develop a dynamic model to suggest that daily promotion- and prevention-focused ethical leadership might have diverging effects on daily leader performance through the reciprocal influence of followers' affective reactions. Specifically, we predict that daily promotion-focused ethical leadership will foster followers' gratitude toward their leader, whereas daily prevention-focused ethical leadership will elicit followers' feelings of anger directed at their leader. Downstream, we predict that receiving follower gratitude and anger will influence leaders' in-role and extra-role performance later that day. We also explore how overall social exchange quality shapes the daily affective and behavioral dynamics between leaders and followers. Results from an experience sampling methodology (ESM) study largely supported our model. Overall, this research offers theoretical insights about the potentially unexpected leader-centric consequences of ethical leadership and practical recommendations for managers seeking to become more effective ethical leaders.

Session Type: **Paper Session**
Program Session: **2111** | Submission: **20875** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter B**

New Directions in Proactivity Research

Session Moderator: **Siqi Wang**, *School of Management, U. of Bath*

OB: **Integrating a Concern for Health with Playful Design: A Daily Diary Study Using the APIM Model**

Author: **Siqi Wang**, *School of Management, U. of Bath*
Author: **Mireya Las Heras**, *IESE Business School*
Author: **Yasin Rofcanin**, *School of Management, U. of Bath*
Author: **Zeynep Yesim Yalabik**, *U. of Bath*

How do proactive behaviors of employees at work affect their health-related behaviors and that of their partners at home? Integrating conservation of resources, spillover theory and crossover theory, we test a couple-dyadic model to examine the impact of playful work design on the focal person's and his/her partner's health-related outcomes. We collected daily survey data from 65 dual-earner couples over a period of 15 working days. Drawing on the multilevel Actor-Partner Interdependence Model (APIM), our results reveal that playful work design is positively related to healthy eating motives and self-care through playful leisure design, for both male and female partners. Moreover, the positive relationship between the playful leisure design and the healthy eating motives is moderated by the individual's motivation for healthiness. Our results also show that there is a gender difference in the crossover effects from playful leisure design to health-related outcomes such that the crossover effects are only significant from the female partner to the male partner. The study contributes to the literature by examining the associations between proactive behaviors at work and health-related outcomes in the couple-dyadic setting. It also extends the couple-dyadic model discussion to the leisure domain.

OB: **Coworkers' Reactions to Proactive Employees: A Contingent Dual-path Model**

Author: **Xin Liu**, *Renmin U. of China*
Author: **Xiaoming Zheng**, *Tsinghua U.*
Author: **Jia Yu**, *U. of Nebraska, Lincoln*
Author: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*
Author: **Yu Yu**, *Southwestern U. of Finance and Economics*

Proactive employees are increasingly important in modern organizations. Although prior research has primarily focused on the impact of proactive personality on the outcomes of such employee, emerging studies have started to highlight the importance of how coworkers respond to employee proactivity. Extending such investigations, we take an associative evaluation framework to develop theory that explains when and why coworkers respond both positively and negatively to the proactive employee. Specifically, we propose a contingent dual-path model where the coworker evaluates the proactive employee with higher work ability as responsible to the organization and responds by increasing help towards such employee. In contrast, when a proactive employee is lower in work ability, the coworker evaluates the proactive employee as distracted from work tasks and responds with less help towards this employee. We utilize social relations analysis to test our model through two-wave and multi-source round-robin survey data and find support for our hypothesized contingent dual-path model. Our findings provide novel insights that show both the positive and negative pathways through which coworkers evaluate proactive employees which in turn influence the help that coworkers extend towards such employees.

OB: **What Impedes Pro-social Motivation Among Hospitality Frontline Workers?**

Author: **Juman Iqbal**, *U. of kashmir*
Author: **Shameem Shagirbasha**, *Great Lakes Institute of Management*
Author: **Kumar Madhan**, *NSB Academy, Bangalore*

Proactive workers have an innate tendency to contribute optimally to the organization. However, very few studies have been conducted on the antecedents of proactive behavior among frontline hotel workers. Therefore, drawing on self-determination and psychological empowerment theories, this study investigates the association between psychological empowerment and proactive behavior in the presence of prosocial motivation as a mediator and horizontal collectivism as a moderator. A structured questionnaire was distributed in three waves (T1, T2, T3) among hotel frontline workers, out of which only 507 were retained and found useful for analysis. The analysis was carried out using PROCESS macro models 4 & 5. The findings revealed that psychological empowerment is linked to proactive behavior through the partial mediation of prosocial motivation. Further, when horizontal collectivism is high, the favorable association between psychological empowerment and proactive behavior is much higher. To the best of our knowledge, there are hardly any studies that have examined the moderating role of horizontal collectivism in between psychological empowerment and proactive behavior. Practical implications related to ways to improve psychological empowerment among frontline hotel workers in order to boost proactive behavior are discussed.

OB: **Careful or Reckless? A Configural Approach to Understanding Proactivity Process and Its Mechanism**

Author: **Liyuan Li**, *School of Economics and Management Tsinghua U.*
Author: **Wei Jee Ong**, *National U. of Singapore*
Author: **Xiangyu Gao**, *School of Economics and Management Tsinghua U.*

Despite considerable evidence of the bright side of employee proactivity, a growing body of evidence highlights that proactivity can be counterproductive. Previous research on the effectiveness of proactivity focused only on the influence of overt behavioural element of proactivity but neglected the influence of covert behavioural elements and the synergistic effect of all elements in a proactive process. In fact, proactivity is a process including not only overt element (i.e., enacting), but also covert elements (i.e., envisioning, planning, reflecting). Different combinations of these four elements could form different types of proactivity process, which could lead to positive or negative outcomes. So, we adopt a person-centered approach to identity what types of proactivity process can produce effective or detrimental outcomes, and further explore how these types of proactivity process influence employees' job performance and co-worker interpersonal conflict. By using fuzzy set qualitative comparative analysis (fsQCA), we identify three important types of proactivity process: (1) deliberate proactivity process (high envisioning, high planning, high enacting and high reflecting) is sufficient for high job performance and low co-worker interpersonal conflict; (2) careless proactivity process (low envisioning, low planning and low reflecting) is sufficient for low job performance and high co-worker interpersonal conflict; (3) idealistic proactivity process (high envisioning, high envisioning, low enacting, and high reflecting) is sufficient for low co-worker interpersonal conflict. Further, by combining fsQCA and mediation analysis, we further find two mediation mechanisms between deliberate/careless proactivity process and outcomes: employees' ambiguity and employees' impression management motive perceived by co-workers. We contribute to proactivity literature by providing a configural perspective to explain the inconsistent effects of employees' proactivity on their performance and interpersonal outcome, and advance our understanding about such proactivity configurations by further exploring different mechanisms by which they affect actors and their environments.

OB: **The Role of Leaders' Social Dominance Orientation in Shaping Proactive Employees' Promotability**

Author: **Ui Young Sun**, *U. of Illinois at Chicago*
Author: **Dong Ik Sun**, *Korea National Defense U.*
Author: **Seung Yeon Son**, *Korea National Defense U.*
Author: **Ran Ahn**, *U. of Illinois at Chicago*

Faced with today's turbulent environment, organizations need proactive employees who initiate and implement constructive changes more than ever before. Thus, it may be in the interest of organizations to ensure proactive employees' promotability, because it gives proactive employees a sense of advancement and the intention to stay in their organizations. Relatedly, the relational perspective of proactivity suggests that proactive employees establish high-quality relationships with their leaders, which is conducive to their promotability. However, the proactivity literature also suggests that leaders may regard employees' proactivity as a threat to their status at work, in which case the quality of leader-proactive employee relationships and, correspondingly, proactive employees' promotability get damaged. In this research, we resolve this controversy by considering the role of leaders' social dominance orientation (SDO). Building upon dominance complementarity theory and the literature on SDO, we suggest that proactive employees are unlikely to build high-quality relationships with high SDO leaders, which in turn negatively impacts proactive employees' promotability. To test our hypotheses, we conducted a field study with three time separations and two data sources (employees and supervisors). Our findings provide support for our contentions. Overall, our research offers an alert to organizations that they need to be concerned with their leaders' dispositional ideological perspectives such as SDO.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2112** | Submission: **20613** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Gardner A**

Moral- and Ethical-Related Emotions

Session Moderator: **Paul Hibbert**, *U. of St Andrews*

OB: **Moral Emotions and Their Functional Conflicts: Effects in Organizational Contexts**

Author: **Paul Hibbert**, *U. of St Andrews*

Often, emotions are seen to be a threat to organizations; they are perceived to require regulation and containment to limit their disruptive effects. However, individuals' moral emotions can have positive effects for organizations, by motivating appraisal of the context in which inappropriate conduct takes place to support adaptation and encouraging action. These are effects that organizations will likely wish to promote. To enable more thoughtful engagement with the positive potential of moral emotions, it is necessary to understand how and why these effects may be constrained in organizational contexts such that negative outcomes arise. Accordingly, this paper builds on current research on moral emotions and mobilises functional conflict theory to theorise how the communication or regulation of moral emotions – and the conflict between these alternatives – may exacerbate issues with authentic communication, effective learning and adaptation. The paper also theorises how limiting outcomes may arise when the organizational context for an experience of moral emotion favours rapid association of the context with earlier concerns, rather than a more adaptive pathway afforded by the alternative response of motivated, thoughtful appraisal. Practical suggestions for addressing these issues, along with suggestions for future research, are also outlined.

OB: **Emotions and Moral Insight**

Author: **Thamer Alanazi**, -
Author: **Z Alsayed**, *Surrey Business School*
Author: **Irina Cojuharenco**, *Surrey Business School*
Author: **Sebastiano Massaro**, *Surrey Business School*

Moral insight (the identification of solutions to right-right moral dilemmas that satisfy competing moral norms) is particularly important in an increasingly fast-paced, complex, and interdependent world. We theorise about the role of emotional valence (positive versus negative) in moral insight, and how levels of divergent and convergent thinking engendered by the emotion, may mediate the effect of emotional valence on moral insight. The predictions are tested by means of a large pre-registered experiment (N=1004), in which valence is manipulated via four positive (joy, surprise, satisfaction, and peace) and four negative emotions (anger, fear, dissatisfaction, and sadness), and participants are tasked with finding solutions to moral dilemmas. Our findings show that positive emotion increases the likelihood of moral insight by fostering convergent thinking, and that both divergent and convergent thinking relate positively to moral insight. We discuss the implications of these findings for ethical decision-making and the role of emotions for individuals and organizations.

OB: **A Reparatory Model of Ethical Silence**

Author: **Mayowa Babalola**, *Royal Melbourne Institute of Technology U.*
Author: **Yuanmei Qu**, *Rowan U.*
Author: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*
Author: **Jennifer A. Harrison**, *EM Normandie Business School, Métis Lab, France*
Author: **Muhammad Usman**, *National U. of Sciences and Technology, Islamabad*

Drawing from the appraisal theory of emotion and self-conscious emotions literature, this study proposes a reparatory model of ethical silence at work. We posit that when employees maintain silence on ethical issues, they experience feelings of guilt. This guilt, in turn, propels them to engage in ethical performance as reparatory behaviors. Results from a multisource, three-wave field study supported these hypotheses. Overall, this research contributes to silence literature and provides insights into how and when ethical silence may, paradoxically, facilitate more ethical performance later on.

OB: **Managers' Emotional Theatre: Necessary Evils, Anticipatory Emotions, and Con-/Destructive Responses (WITHDRAWN)**

Author: **Julia Zwank**, *SRH Mobile U.*
Author: **Francesco Sguera**, *UCP - Católica Lisbon School of Business & Economics*
Author: **Marjo-Rlitta Diehl**, *Aalto U. School of Business*

Necessary evils are tasks in which a person must knowingly and intentionally cause emotional or physical harm to another human being in the service of achieving some perceived greater good or purpose. Although the negative effects of necessary evils on respondents are well-examined, the emotional rides and moral considerations of managers who perform these acts, as well as the ensuing behaviors, remain poorly understood. Our research focuses on the behavioral effects of four discrete anticipatory moral emotions (i.e., anger, disgust, shame, guilt) stemming from managers' knowledge of upcoming necessary evils at work. In Study 1, we use an inductive grounded theory approach to investigate the emotional fallout of conducting layoffs in a sample of managers undergoing substantial change in a financial institution. In Study 2, we use an experimental vignette study to corroborate and extend our findings. We show that other-condemning (anger, disgust) and self-conscious (guilt, shame) anticipatory moral emotions, resulting from the envisioned necessary evils enactment, differentially trigger constructive (i.e., voice and loyalty) and destructive (i.e., exit and neglect) responses.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2113** | Submission: **19823** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton A**

The Behavioral Attention Symposium

Organizer: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Organizer: **Martin Schulz**, *U. of British Columbia*
Participant: **Erik Robert Strauss**, *U. of Witten/Herdecke*
Participant: **Leona Wiegmann**, *Monash Business School*
Presenter: **Hause Lin**, *Massachusetts Institute of Technology*
Participant: **Ziv Epstein**, *Massachusetts Institute of Technology*
Participant: **Gordon Pennycook**, *Hill Levene School of Business*
Participant: **David Rand**, *MIT Sloan School of Management*
Presenter: **Joanna Lahey**, *Texas A&M U.*
Participant: **Gerianne Alexander**, *Texas A&M U.*
Participant: **Tracy Hammond**, *Texas A&M U.*
Participant: **Zoe Kinias**, *INSEAD*
Participant: **Jazmin Argueta-Rivera**, *Rice U.*
Participant: **Dillon Stewart**, *Jones Graduate School of Business, Rice U.*
Presenter: **So-Hyeon Shim**, *U. of Hong Kong*
Participant: **Robert Livingston**, *U. of Sussex*
Participant: **Simon Lam**, *U. of Hong Kong*

Attention plays a central role in many contexts, and its role has become more important in the information age. Due to its powerful role, it becomes important to understand how attention-related processes unfold and how they shape outcomes. This symposium brings together current, behavioral research on attention. The studies examine antecedents and outcomes of attention behavior in organizations, employ diverse methods and data for their analysis, and offer new directions for behavioral models and micro-level theories of attention-related processes.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2114** | Submission: **18264** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Resilience in the Face of Identity Threat: The Intersection of Adversity, Identity, and Resilience

Organizer: **MaQueba Massey**, *Jackson State U.*
Organizer: **Cassandra Phetmisy**, *Rice U.*
Presenter: **Neveen Mohamed**, *Vlerick Business School*
Presenter: **Andrea Alonso**, *U. of Texas At Arlington*
Presenter: **Beth Buchanan**, -
Presenter: **Braydon Shanklin**, *U. of Georgia*
Presenter: **Hyunji Suh**, *College of Business, Clemson U.*

All employees are expected to encounter adversity or challenges while at work (Kossek & Perrigino, 2016), and organizations may expect that their employees will be resilient in the face of these hardships given the negative consequences of adversity (e.g., Aronsson et al., 2017). Broadly defined as one's ability to continually strive towards goals despite adversity (King, DeShon, Phetmisy, & Burrows, 2022), resilience has become an important characteristic that organizations consider for hiring (King, Lyons, & Phetmisy, 2021) and has been linked to positive well-being and performance outcomes for both employees and organizations (e.g., Linnenluecke, 2017). Although employees may need to navigate adversities that affect the general workforce or organization (e.g., economic downturns, supply chain shortages), employees may also experience challenges that directly affect them on an individual and personal level, such as challenges encountered due to one's identity. Identity refers to relatively stable characteristics of oneself that are typically determined by factors outside one's control, whether involving interactions with individuals in a social environment (DeRue & Ashford, 2010), who one wants to become (i.e., desired or wanted selves), or who one wants to avoid becoming, (i.e., feared or unwanted selves; Markus & Nurius, 1986). Thus, leaders may desire to encourage general resilience within their organizations, yet they may miss the opportunity to address the needed resilience that is specifically related to employee identity. Identity threats are linked to crucial job outcomes (e.g., decreased performance, lower work productivity; Greenbaum, Deng, Butts, Wang, & Smith, 2022; Nguyen & Ryan, 2008) that have downstream effects on overall organizational performance. This highlights the crucial need for scholars and organizations to understand how employees may navigate these identity-based adversities and demonstrate resilience. In this symposium, we explore the importance of understanding hardships specifically related to identity factors, discuss the role of organizations in addressing identity-specific adversities, and demonstrate why individual resilience has implications for others (e.g., coworkers and teams).

Friendly Phantoms: How Do Individuals Use Their Feared Selves to Construct a Positive Work Identity?

Author: **Neveen Mohamed**, *Vlerick Business School*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

To Lead Or Not To Lead?: The Role Of Ascribed Status in Endorsing a Leader Identity

Author: **Marla White**, *Virginia Tech*
Author: **Terrance L. Boyd**, *Louisiana State U.*
Author: **Alison V. Hall**, *U. of Texas At Arlington*
Author: **Andrea Alonso**, *U. of Texas At Arlington*

A Process Model of Organization-Level Resources to Foster Resilience to Identity Threat

Author: **Beth Buchanan**, -
Author: **MaQueba Massey**, *Jackson State U.*
Author: **Cassandra Phetmisy**, *Rice U.*
Author: **Danielle D. King**, *Rice U.*
Author: **Laura June Stanley**, *UNC Charlotte*
Author: **Quinetta M. Roberson**, *Michigan State U.*

What Doesn't Kill You, Might Make Me Stronger: The Consequences of Observing Resilience at Work

Author: **Braydon Shanklin**, *U. of Georgia*
Author: **Tyler Sabey**, *Arizona State U.*

Is Strong Resilient Climate Always Better? Effects of Resilient Climate on Team Outcomes

Author: **Hyunji Suh**, *College of Business, Clemson U.*
Author: **J. Craig Wallace**, *College of Business, Clemson U.*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2115** | Submission: **20595** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Jamaica Pond**

The Customer Isn't Always Right: The Effects of Mistreatment by Customers on Employee Outcomes

Session Moderator: **Miaojia Huang**, *U. of Western Australia*

OB: **Mistreatment in the Moment: The Role of Perpetrator Status on Employee Perpetrator-Directed Outcomes**

Author: **Miaojia Huang**, *U. of Western Australia*
Author: **Rajiv Amarnani**, *U. of Western Australia*
Author: **March L. To**, *U. of Western Australia*
Author: **Gillian Yeo**, *U. of Western Australia*

Customer mistreatment—the poor-quality treatment of service workers by customers—is a prevalent and problematic occurrence, which has been linked to lower-quality performance to customers in general and to subsequent customers. However, surprisingly little is known about how employees treat the customers who actually perpetrate customer mistreatment. This study aims to investigate how perpetrator characteristics—specifically perpetrator status—inform perpetrator-directed and perpetrator-instigated outcomes of customer mistreatment that occur during the mistreatment events themselves. Building on principles of social information processing theory, we propose that high-status perpetrators of customer mistreatment receive more perspective-taking and ultimately more help from targets of customer mistreatment on the one hand, but also instigate more job-related stigma and job-related shame in the moment for the focal employee on the other hand. We tested our proposed parallel mediation model using the critical incident technique based on customer mistreatment events reported by 162 service employees. Our theoretical model was supported and was robust to adjustments for alternative explanations. Implications for research in customer mistreatment events, the role of the perpetrator in customer mistreatment, as well as the influence of perceived perpetrator status, are discussed.

OB: **Customer-to-Colleague Incivility, Observers' Self-reflection, and Improved Service Performance**

Author: **Wenyang Gao**, *U. of Science and Technology of China*
Author: **Qingxiong Weng**, *U. of Science and Technology of China*
Author: **Anastasiia Popelnukha**, *school of management, USTC*

Customer incivility has become an increasingly prevalent workplace stressor that negatively impacts service employees' performance. Yet, recent research indicated that customer incivility sometimes could be helpful for the targeted employees, leading to improved service creativity. In this work, we want to extend the previous research and suggest that observed customer-to-colleague incivility also contains an instrumental value for bystander employees. Integrating the instrumentality perspective of workplace incivility with theories related to self-reflection, we propose that observed customer-to-colleague incivility may increase bystander employees' self-reflection, thereby enhancing their service performance. Furthermore, we suggest that bystander employees' importance of performance to self-esteem (IPSE) is a moderator of this relationship. We adopt an experience sampling study to examine these predictions within healthcare settings. Multilevel analyses of daily survey data collected from 100 nurses across two weeks revealed that bystander employees' daily self-reflection mediated the relation between observed daily customer-to-colleague incivility and their daily service performance. In addition, IPSE significantly moderated the link between observed daily customer-to-colleague incivility and bystander employees' daily self-reflection, as well as the indirect relation between observed daily customer-to-colleague incivility and bystander employees' daily service performance via their daily self-reflection. Theoretical and practical implications are discussed.

OB: **Explaining Inter-individual Differences in the Interpretation of Negative Beneficiary Contact**

Author: **Xiaoqun Wang**, *U. of Nottingham Ningbo China*
Author: **Alim J. Beveridge**, *U. of Nottingham, China*
Author: **Xuan Feng**, *Nottingham U. Business School China*

Although in relational job design beneficiary contact has been shown to increase employees' perceived meaning at work, research on the effects of negative beneficiary on employees is so far lacking. We propose that employees, particularly in a relational context, are capable of actively reinterpreting negative experiences with beneficiaries as meaningful and the exact content of such interpretations depend on individual differences in self- and other-orientation and in the tendency to rely on deliberative or intuitive cognitive processing. Using an inductive research approach, we analyzed qualitative data collected from nurses and doctors and found 6 dispositions of prosocial motives, that can be represented by a 2×3 matrix. These dispositions were associated with distinct ways of interpreting negative contact. Hence, prosocial motives are shown to influence employees' interpretations of negative relational contact with beneficiaries.

OB: **Customer Mistreatment and Employees' Coping Strategies: A Meta-SEM Analysis**

Author: **Yu Ma**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Xinru An**, -
Author: **Zhongda Wu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Pei Liu**, *Sun Yat-Sen U.*
Author: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Sciences*

Although the number of empirical studies on customer mistreatment has grown in volume, our understanding of how and why customer mistreatment relates to its outcomes is still limited. This paper aims to provide a meta-analytic structural equation modeling (Meta-SEM) analysis regarding how customer mistreatment leads to employees' distinctive coping strategies and subsequent outcomes. Draw on the regulatory focus theory, we categorize coping strategies into three types: promotion-focused coping, prevention-focused coping and customer-directed sabotage. Further, we propose that employees would adopt different strategy types to coping with customer mistreatment, and consequently experience different well-being, job attitudes, and job performance outcomes. We conducted a Meta-SEM and tested our hypothesized mistreatment–coping–outcomes model based on 110 articles and 126 independent samples ($N = 34756$). The results showed that promotion-focused coping, prevention-focused coping, and customer-directed sabotage significantly mediated the mistreatment–outcomes relationships, and that adopting promotion-focused coping was related to more beneficial outcomes such as better job attitudes and job performance. This is the first meta-analysis examining the mediating mechanisms of how customer mistreatment is associated with its outcomes, which contributes to the literature by revealing three core coping strategies as mediators.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2116** | Submission: **20715** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

Understanding Stigma in Organizations

Session Moderator: **Francisco Moreno**, *Louisiana State U.*

OB: **We Are "Dogs of the Docks": Maintaining Occupational Entitativity in the Face of Diminishing Stigma**

Author: **Lucas Dufour**, *Toronto Metropolitan U.*
Author: **Meena Andiappan**, *U. of Toronto*

This longitudinal study explores how and why a historically stigmatized occupation, longshore workers, choose to maintain the tainted nature of their occupation even as the stigma that once characterized their work largely fades. Relying on data collected from 72 interviews, supplemented with observational and archival data over a 70-year period, we examine how factors both internal (e.g., changes in hiring practices) and external (e.g., technological advances) to the occupation influence longshoremen's response to diminishing stigma. Significantly, we find that longshoremen work to actively disengage from certain forms of stigma (e.g., theft), while simultaneously strategically retaining other forms (e.g., violence). Our data suggests that to retain the stigmas that they consider central to the maintenance of their entitativity, longshoremen employ various strategies, including reviving past stigmas and overemphasizing current taint. Answering why an occupation would actively insist on retaining parts of their stigma, we find that longshoremen's stigma allowed them to enact and justify occupational closure when their jobs – once reviled – become coveted. In contrast to previous work on occupational stigma cooptation, we find stigma being used to repel outsiders, reinforce misconceptions, and maintain negative occupational evaluations. Our findings contribute to the literatures on stigma, entitativity, and occupational closure.

OB: **Coping With Occupational Stigma: Role of Self and Work Affirmations in Identity Processing**

Author: **Prakriti Soral**, *O. P. Jindal Global U., Sonipat, India*
Author: **Surya Prakash Pati**, *Indian Institute of Management, Kozhikode*

Occupational stigma stigmatizes the occupational members' identity and brands them as 'dirty workers.' Attending to these identity threats makes coping strategies critical. The study emphasizes how amid identity threats, occupational members safeguard their identity process with the help of affirmations. The study emphasizes the importance of self and work affirmations as coping mechanisms against occupational stigma. Borrowing from self-affirmation theory and identity process theory, we propose an affirmation-assimilation-accommodation framework of coping that explains how affirmations prevent threatening information from entering the identity processing and aid in achieving a positive coping outcome. Also, the study underscores the role of organizations in the individual coping process by evaluating a moderated mediation effect of organizational culture. We test the research model using a sample of 304 hospital nurses in India. Our analysis showed empirical support for our conceptual framework. This study contributes to the coping literature by suggesting two new coping methods: (a) self and work affirmations; (b) building clarity in self and work.

OB: **Second Chance Hiring at the Intersection of Stigma and Ethics: Implications for Company Hiring**

Author: **Francisco Moreno**, *Louisiana State U.*
Author: **Terrance L. Boyd**, *Louisiana State U.*

Despite widespread support for fair chance hiring initiatives, those with criminal backgrounds face substantial difficulty in finding and maintaining work. Some studies suggest that one-third of those released from prison will find steady employment. Given the widespread population with a criminal record, as much as one-third of those in the United States, these issues have relevance for modern societies. In this manuscript, we explore one perspective on why companies do not fully embrace their nominal support for fair chance hiring. Drawing on stigma theory, we examine applicants' reactions to companies who have a hiring policy that supports the hiring of those with a criminal background, and fair chance hiring policies. We integrate this perspective with deonance theory to consider what types of ethical language may cause applicants to overcome potential stigmatization. By integrating the stigma and behavioral ethics literatures, we use the convict stigmatization context as an opportunity to re-evaluate workplace stigmatization more broadly. Two behavioral experiments show that when companies incorporate ethical justifications for their former convict hiring policies, it causes third-party applicants to overcome convict stigmatization. Implications for practice and the stigma literature more broadly are discussed.

OB: **Recovered Physically but Not Socially: COVID-19 Survivor Identity and Workplace Discrimination**

Author: **Puchu Zhao**, *School of Business,Sun Yat-sen U.*
Author: **Xiaowei Dong**, *Business School, Sun Yat-Sen U.*
Author: **Yuqing Gan**, *School of Business, Sun Yat-sen U.*
Author: **Chen Chen**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Xin Qin**, *Sun Yat-sen Business School, Sun Yat-sen U.*

COVID-19 survivors have become one of the largest minorities in healthy field, accounting for 7.70% of the global population. While most of these survivors are of working age and have returned to work, there is a lack of understanding regarding how they will be perceived and treated by their coworkers. In this research, we focus on COVID-19 survivors and the social stigma they experience in the workplace. Drawing on attribution theory, we propose that because the prevalent social narratives during the pandemic has framed COVID-19 infection as the outcome of violating social norms, employees with COVID-19 are stereotypically perceived as being high in social norm violation trait. Thus, they may encounter coworkers' discrimination including less cooperation intention and more workplace ostracism. We further predict that coworkers' perceptions of focal employees' controllability of COVID-19 infections can mitigate the social stigma surrounding COVID-19 survivor identity. We found support for our hypotheses across two studies in the U.S. and China, respectively. We discuss theoretical and practical contributions behind these findings and aim to offer implications for how to prevent social stigma toward survivors of a wide range of challenging pandemics that global society has faced or might face.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2117** | Submission: **20850** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom C**

Understanding Crisis Leadership

Session Moderator: **Evita Huai-ching Liu**, *Bocconi U.*

OB: **Leader Communication and Stakeholder Responses in the COVID-19 Pandemic**

Author: **Evita Huai-ching Liu**, *Bocconi U.*
Author: **Cassandra Chambers**, *Johns Hopkins Carey Business School*

Crises require leaders to deliver negative messages, which stakeholders typically receive badly. When leaders have negative information to communicate (i.e., the act of "necessary evils" which will do harm to their stakeholders), how can they do so in the best way? Drawing on the process view of crisis leadership and affective adaptation theory, we argue that leaders' delivery of unpleasant information does not have a universally negative effect on their stakeholders because of stakeholders' evolving emotional needs and mental processes in the complex and dynamic process of a crisis. Although people will react strongly and negatively to bad news at first, as time goes by, they will come to understand, adapt to, and eventually approve leaders' negative communication which potentially signals sincerity and honesty. Using COVID-19 speeches and Twitter posts from leaders of English-speaking OECD countries, as well as 107 million coronavirus-related tweets made by stakeholders worldwide, we investigated how stakeholders respond to leaders' negative communication throughout different phases of the global pandemic. Consistent with our predictions, we find in relatively early phase of the crisis, stakeholders react negatively to leaders' bad news, whereas in relatively late phase of the crisis, stakeholders come to appreciate leaders' necessary evils and respond positively to leaders' negative communication. Implications for leadership and crisis research are discussed.

OB: **Leading Through the Crisis: Conceptualization and Scale Development of Crisis Leadership**

Author: **Yijie Zhang**, *School of Economics and Management Tsinghua U.*
Author: **Xiaoming Zheng**, *Tsinghua U.*
Author: **Yirong Guo**, *Xiamen U.*
Author: **Zhengguang Liu**, *Zhejiang U.*
Author: **Xiaoxuan Li**, *School of Economics and Management Tsinghua U.*

"How to lead through a crisis" has become a critical issue of this era. Despite the growing calls for crisis leadership in organizations, there is a lack of an agreed-upon definition and operationalization for crisis leadership. Drawing on contextual leadership theory, we clarify the conceptualization of crisis leadership and advance understanding regarding its behavioral manifestations. Across seven phases with eight independent samples, and using both qualitative and quantitative approaches, our results suggest that crisis leadership could be a reflective and multidimensional construct (including sensitivity to context, responsibility shouldering, empathic consideration, adaptation to change, and reflective learning) and could positively influence employees' work attitude, performance, adaptability, and resilience. Moreover, we find that crisis leadership has configural invariance across Chinese and American contexts. Our definition and operationalization of crisis leadership offer new opportunities for both researchers and practitioners to better understand and investigate crisis leadership.

OB: **Unpacking Crisis Leader Behaviors: Exploring the Boundaries of Leader Effectiveness During Crises**

Author: **Liana Kreamer**, *U. of North Carolina, Charlotte*
Author: **Andrew George McBride**, *U. of North Carolina, Charlotte*
Author: **George Stock**, -
Author: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Author: **Scott Tonidandel**, *UNC-Charlotte*

While there is a large body of research on crisis leadership, this line of work lacks a systematic review of how crisis leader behaviors and crisis leader effectiveness are explored and conceptualized. More specifically, the field has underexplored the target of crisis leader behaviors and the actual beneficiaries of those behaviors. Adopting a multi-disciplinary, narrative technique, we reviewed 50 studies (2010-2020) on leader behaviors and effectiveness during crisis contexts that answer three key questions: 1) What leader behaviors are enacted in a crisis context? 2) Who are the main targets/stakeholders of leader behaviors in a crisis context? 3) Who benefits from leader behaviors in a crisis context (e.g., who are the behaviors effective for)? We report findings from our review, identifying six themes that emerged from the data: leader behaviors are context-specific, leader behaviors are primarily intended to create stability (compared to enhancement), leader behaviors are primarily internally focused, the public is a relevant stakeholder of leader behaviors, there is a target-benefit mismatch, and a general lack of clarity in the literature regarding what effective leader behaviors are and who they serve in a crisis context. We provide avenues for future research in the domains of crisis leadership, leader behaviors, and leader(ship) effectiveness - encouraging scholars and practitioners to consider the boundaries and consequences of leader behaviors.

OB: **The Longitudinal Effectiveness of Directive versus Participative Leadership Amid the COVID-19**

Author: **Limei Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Meilin Liu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xinxin Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Effective leadership is vital for teams to adapt to an exogenous crisis. However, it remains controversial whether participative or directive leadership is more effective in crisis management. We clarify this issue by taking a dynamic approach and considering the stages of crisis management (i.e., the disruption stage and the recovery stage) as a key boundary condition. We examine the effects of participative and directive leadership on team performance changes in the context of the coronavirus disease-2019 (COVID-19) pandemic. We argue that directive leadership prevents team performance loss in the disruption stage after the pandemic via promoting team coordination, whereas participative leadership facilitates the speed of team performance growth in the recovery stage via enhancing team learning. We tested these hypotheses with the discontinuous growth model in two studies. Via a single-survey study (Study 1), we confirmed the presence of the disruption stage and the recovery stage after the pandemic and found the expected different functions of participative and directive leadership in the two stages. We replicated these results and found support for the mechanisms of team coordination and team learning with a longitudinal study of 74 teams (Study 2). We discussed theoretical and practical implications for leadership and crisis management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2118** | Submission: **20809** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic A**

New Directions in Emergent Leadership

Session Moderator: **Lioba Gierke**, *WHU Otto Beisheim School of Management*

OB: **Entrainment in Meetings: Patterns of Manager and Employee Leadership Claiming and Granting Over Time**

Author: **Lioba Gierke**, *WHU Otto Beisheim School of Management*
Author: **Fabiola Heike Gerpott**, *WHU Otto Beisheim School of Management*
Author: **Florian Erik Klonek**, *Centre for Transformative Work Design / Curtin U.*
Author: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Although leadership is constructed over time in interactions between managers and their employees, respective leadership claiming and granting behaviors are empirically only considered as static snapshots measured via surveys. This completely ignores the dynamic nature of the leadership process. Drawing on entrainment theory, we put forth that distinct patterns of leadership claiming and granting are likely to unfold throughout a manager-employee interaction. To this end, we use interaction coding to capture verbal leadership claiming and granting behaviors of both interaction partners (manager and employee) in 103 workplace meetings (37,011 interaction points) and compute a relational influence index that reflects the development of the conversational dynamics. Graphical analysis of our data reveals five clearly distinguishable entrainment types, i.e., distinct entrainment patterns of how leadership between managers and employees evolves over time. We discuss how our research advances theoretical perspectives on patterns of behavioral leadership dynamics as well as the power distribution between managers and employees. We end with future research suggestions such as further validating the five entrainment types.

OB: **Home Is Not a Shelter & Workplace Is a Warm Harbor: Childhood Emotional Abuse and Leader Emergence**

Author: **Minya Xu**, *Guanghua School of Management, Peking U.*
Author: **Beini Liu**, *Beijing Technology and Business U.*
Author: **Jingjing Yao**, *IESEG School of Management*

Despite the fueling interest in uncovering antecedents associated with leader emergence, the passage of family growth environment as a distal contributing factor has received little scientific scrutiny. To explore this uncharted area, we aim to explore why and when childhood emotional abuse diminishes later workplace leader emergence. Drawing on attachment theory and implicit leadership theory, we build and test a model that investigates labile self-esteem as a unique mechanism and identifies organizational familism as a key boundary condition. Data from a multi-source, multi-phase survey design based on 285 employees and their direct supervisors provide empirical support for our hypothesized model. Specifically, childhood emotional abuse was negatively associated with leader emergence through labile self-esteem, and the negative effect being buffered for those who are embedded in organizations with higher organizational familism. This research establishes the theoretical and empirical link between childhood mistreatment and leadership development, opening a new research avenue for scholarly understanding of the relationship between childhood family experiences and adulthood workplace outcomes.

OB: **Conflict and Aspiration at the Same Time: Understanding Emergent Leaders' Turnover**

Author: **Yifei Wang**, *Tongji U.*
Author: **Hongmi Jiang**, *Shanghai Pinghe School*
Author: **Zhiwen Shan**, *School of Business Administration and Customs Affairs, Shanghai Customs College*

Emergent leaders substantially contribute to organizational effectiveness, but it remains unexamined whether they will stay with their organization. Drawing on the approach-inhibition theory of power, we propose that leadership emergence has both positive and negative indirect effects on turnover, which are moderated by contextual factors. Multi-source, time-lagged data from 3021 employees in 108 work teams revealed that leadership emergence was positively related to turnover via leadership aspiration, which was strengthened when the density of advice-seeking network of the team was high, and was also negatively related to turnover via perceived team conflict, which was strengthened when formal leader prestige of the team was low. Our work advances the understanding of emergent leaders' turnover, provides a more balanced and complete view of the effects of leadership emergence, and also contributes to the approach-inhibition theory of power.

OB: **Leadership Emergence through Advice-Seeking Network: A Moderated Mediation Model**

Author: **Yi Yang**, *School of Economics & Management, Tongji U.*
Author: **Limei Chen**, *U. of Hong Kong*
Author: **Feng Wei**, *Tongji U.*
Author: **Yiwen Zhang**, *U. of Hong Kong*

Leadership aspiration is an important predictor of leadership emergence, but current research ignores the key process of how leadership aspiration leads individuals to get leadership positions. On the awareness that leadership is embedded in social interactions within the team, we introduce the individual's network indicator, closeness centrality in the advice-seeking network to explain the process of leadership emergence. Using the large-scale field study with multisource, time-lagged data from 5422 employees across 218 teams, the results show that employees' leadership aspiration drives two processes (i.e., social status and social capital perspective). Empirical results show that leadership aspiration is positively related to actual promotion through the employee's in-closeness centrality in the advice-seeking network and informal leadership, while is negatively related to promotion through the employee's out-closeness centrality in the advice-seeking network and informal leadership. Moreover, the serial indirect effect of an employee's leadership aspiration on actual promotion through the employee's in-closeness centrality in the advice-seeking network and informal leadership is stronger for males. Our research provides a refined framework for understanding how leadership emerges.

Session Type: **Symposium**
Program Session: **2119** | Submission: **18322** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Republic B**

Workers' Experiences, Front and Center: The Experience of Distress and Trauma in the Workplace

Organizer: **Solomiya Draga**, *U. of Toronto*
Organizer: **Marlys K. Christianson**, *U. of Toronto*
Panelist: **Kira Franziska Schabram**, *U. of Washington*
Panelist: **Rachel Lise Ruttan**, *U. of Toronto*
Panelist: **Kevin W. Rockmann**, *George Mason U.*
Panelist: **Katina Sawyer**, *U. of Arizona*
Discussant: **Jason Kanov**, *Western Washington U.*

Emotional distress is a common workplace occurrence, with up to a third of the working population suffering from poor psychological health. Pressures on workers' psychological health have been particularly relevant in recent years, as workers have navigated work during the currently ongoing COVID-19 global pandemic. Existing scholarship on workplace distress has recognized and focused on the causes and consequences of distress, as well as the characteristics of individual employees that impact their ability to cope with distressing events at work. However, less attention has been paid to the direct experience of distress, as well as the organizational and interpersonal factors that can help mitigate employee suffering. To consider these topics, we have assembled a panel of scholars who study distress and well-being within workplaces. Each panelist brings a theoretically unique perspective, contributing valuable insights into this important, timely, topic.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2120** | Submission: **18515** | Sponsor(s): **(OB)**
Scheduled: **Tuesday, Aug 8 2023 12:00PM - 1:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Public Garden**

The Future of Leadership Research: A Conversation with Distinguished Scholars

Discussant: **Daan Alexander Stam**, *Rotterdam School of Management, Erasmus U.*
Panelist: **Bruce Avolio**, *U. of Washington*
Panelist: **Niels Van Quaquebeke**, *Kühne Logistics U.*
Panelist: **Ronit Kark**, *Bar Ilan U.*
Panelist: **Claudia Buengeler**, *Kiel U.*
Panelist: **Nathan J. Hiller**, *Florida International U.*
Discussant: **Lisa Dragoni**, *Wake Forest U.*
Discussant: **Chunyan Peng**, *U. of Missouri*

Leadership researchers have enticing yet formidable challenges to look forward to! We argue that these challenges, first and foremost, require a conversation within the community. In this symposium, panelists will offer their unique perspectives on these challenges and offer advice from their experience and work based on opinion pieces they have written (and which are available in the symposium). These ideas will be discussed by other distinguished scholars and the audience. Our goal in this panel is to engage in a conversation and create a space for collective reflection on the state of leadership as a science and a practice.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2121** | Submission: **17889** | Sponsor(s): **(OB, CM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **MPO 3**

New Takes on Established Leadership Theories: Bridging Academia and Practice in Leadership Research

Coordinator: **Charles Bennion**, *U. of Georgia*
Coordinator: **Fadel Khalil Matta**, *U. of Georgia*
Discussant: **Klodiana Lanaj**, *U. of Florida*
Presenter: **Amy Bartels**, *U. of Nebraska, Lincoln*
Presenter: **Jingfeng Yin**, *U. of Illinois at Chicago*
Presenter: **Stephen Reid**, *U. of Iowa*
Presenter: **Katie Badura**, *Georgia Institute of Technology*
Author: **Edward McClain Wellman**, *Arizona State U.*
Author: **Sandy J. Wayne**, *U. of Illinois Chicago*
Author: **Robert C. Liden**, *U. of Illinois Chicago*
Author: **Ying Wu**, *U. of Illinois at Chicago*
Author: **Emma Laier Frank**, *U. of New Hampshire*
Author: **Cory Eisenhard**, *Michigan State U.*
Author: **Troy Smith**, *U. of Nebraska, Lincoln*
Author: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Author: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*
Author: **Bradley R. Mecham**, *U. of Iowa*
Author: **Eun Soo Son**, *Georgia Institute of Technology*

Although past research has illuminated, to varying degrees, many of the questions surrounding leadership in the workplace, challenges persist in the understanding and developing of high-quality leadership in the modern workplace. Recent work in the leadership literature space has offered some critiques of the ongoing work, encouraging scholars to 'go back to the drawing board' on some of its most fundamental theories This symposium serves to answer this call by establishing new takes on well-established leadership theories to push the boundary of our knowledge in the leadership literature, refine existing leadership constructs, and inform best practices for organization. Taken together, the presentations in this symposium provide valuable insights to organizations, researchers, and leaders on how to effectively develop their current leaders, improve engagement with subordinates, and carefully consider the pros and cons of claiming leadership. It may also inspire future research that helps to bridge the gap between academia and practitioners and push forward the boundaries of relevant, meaningful research.

New Takes on Established Leadership Theories: Bridging Academia and Practice in Leadership Research

Author: **Charles Bennion**, *U. of Georgia*
Author: **Fadel Khalil Matta**, *U. of Georgia*
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Author: **Troy Smith**, *U. of Nebraska, Lincoln*
Author: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
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Author: **Eun Soo Son**, *Georgia Institute of Technology*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2122** | Submission: **13549** | Sponsor(s): **(OB, DEI)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Gender and: The Intersection of Gender and Other Aspects of Social Identity at Work

Organizer: **Jamie Strassman**, *U. of Texas at Austin*
Organizer: **David A. Harrison**, *U. of Texas at Austin*
Presenter: **Anna Yan**, *Fuqua School of Business, Duke U.*
Presenter: **Zoe Kinias**, *INSEAD*
Presenter: **Jamie Strassman**, *U. of Texas at Austin*
Presenter: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Participant: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Participant: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Participant: **Modupe Akinola**, *Columbia U.*
Participant: **Jazmin Argueta-Rivera**, *Rice U.*
Participant: **Dillon Stewart**, *Jones Graduate School of Business, Rice U.*
Participant: **Michelle Hebl**, *Rice U.*
Participant: **Eden King**, *Rice U.*
Participant: **David A. Harrison**, *U. of Texas at Austin*
Participant: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*

Organizational researchers have been studying women's experiences in the workplace for decades. Recently, however, they have more deeply examined how gender interacts with other aspects of identity to shape these experiences. To further this emerging research, we bring together four papers that build theory and provide closely examined evidence about how gender – together with other aspects of identity – drives professional experiences, opportunities, and outcomes. Two papers advance work on gender and race, demonstrating that while women of color might be advantaged in organizational selection processes when hiring managers are told to keep a diversity goal in mind (Yan & Leigh), they are still devalued in team information sharing processes, diminishing team performance (Masters-Waage et al.). The two remaining papers highlight the notion that gender interacts with other less studied forms of identity to dictate the experiences and behaviors of individuals themselves: age (Strassman & Harrison) and social class (Dittmann & Birnbaum). These papers show that women nearing or at middle age (but not others) experience stereotype threat about being perceived as young in a markedly different way than men of the same age, and that upwardly mobile women adopt a "work-harder" ethic more so than all others, potentially leading to increased burnout. Together, these papers point to the notion that gender in the workplace is best studied through an intersectional lens, and that organizational members' genders intersect with other aspects of their identities to significantly impact individual- and team-level outcomes.

Identities as Additive

Author: **Anna Yan**, *Fuqua School of Business, Duke U.*
Author: **Angelica Leigh**, *Fuqua School of Business, Duke U.*

Intersectionality in Virtual Reality

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Author: **Zoe Kinias**, *INSEAD*
Author: **Modupe Akinola**, *Columbia U.*
Author: **Jazmin Argueta-Rivera**, *Rice U.*
Author: **Dillon Stewart**, *Jones Graduate School of Business, Rice U.*
Author: **Michelle Hebl**, *Rice U.*
Author: **Eden King**, *Rice U.*

Does This Make Me Look Too Young?

Author: **Jamie Strassman**, *U. of Texas at Austin*
Author: **David A. Harrison**, *U. of Texas at Austin*

Working Harder, but not Smarter

Author: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Author: **Hannah Birnbaum**, *Washington U. in St. Louis, Olin Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2123** | Submission: **11242** | Sponsor(s): **(OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

A Whole New World: Embracing the Technological Challenges and Opportunities for New Ways of Working

Session Chair: **Afshan Iqbal**, *U. of Leeds*
Presenter: **Gislene Feiten Haubrich**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Presenter: **Amadeja Lamovšek**, *School of Economics and Business, U. of Ljubljana*
Presenter: **Emma Gritt**, *U. of Leeds*
Discussant: **Monideepa Tarafdar**, *U. of Massachusetts Amherst*
Discussant: **Mary Beth Watson-Manheim**, *U. of Illinois at Chicago*
Author: **Ella Hafermalz**, *Vrije U. Amsterdam*
Author: **Maura Soekijad**, *Vrije U. Amsterdam*
Author: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana*
Author: **Shaima' Salem Mohammed**, *U. of Central Lancashire*
Author: **Ivan Radevic**, *U. of Montenegro, Faculty of Economics Podgorica*
Author: **Matthew Christopher Davis**, *U. of Leeds*
Author: **Mark Robinson**, *U. of Leeds*
Author: **Emma Forsgren**, *U. of Leeds*
Presenter: **Afshan Iqbal**, *U. of Leeds*

Rapid advancements in technology and changing social and economic climates have led to new business landscapes and the creation of new working practices. The traditional 9-5 work model has been challenged with growing demands for greater flexibility in the workplace. Growing bodies of research suggests that more non-traditional forms of work including remote and agile work improves employee work-life balance, job satisfaction and productivity, whilst reducing burnout. Further, they are becoming easier to accommodate due to advanced technological capabilities, allowing work to span spatial and temporal boundaries. The outbreak of the COVID-19 pandemic has significantly shifted the conversation towards how and where people work from, the level of choice individuals have in this, and how much time is required in the office. This symposium presents four studies with diverse methodologies, exploring the changing nature of work, facilitated by technology. The symposium presentations consider; 1) a new dimension of uncertainty in a hybrid working era, 2) work design configurations for on-site, remote and hybrid working, 3) implications of technostress on work-family conflict and performance and 4) exploring emerging challenges in creative industries as they adapt to digital work. Finally, a general discussion considers the theoretical and practical implications of the current research and future directions. Thus, furthering our understanding of an increasingly digitalized workplace. Keywords: hybrid work; work design; digital work; flexible work

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A new face of uncertainty, 'work instability' in the hybrid working era

Author: **Gislene Feiten Haubrich**, *KIN Center for Digital Innovation, Vrije U. Amsterdam*
Author: **Ella Hafermalz**, *Vrije U. Amsterdam*
Author: **Maura Soekijad**, *Vrije U. Amsterdam*

Work design configurations in the changing landscape of work: An exploratory qualitative comparat

Author: **Amadeja Lamovšek**, *School of Economics and Business, U. of Ljubljana*
Author: **Matej Cerne**, *School of Economics and Business, U. of Ljubljana*
Author: **Shaima' Salem Mohammed**, *U. of Central Lancashire*
Author: **Ivan Radevic**, *U. of Montenegro, Faculty of Economics Podgorica*

Understanding the role of technostress on performance and work-family conflict among remote workers

Author: **Afshan Iqbal**, *U. of Leeds*
Author: **Matthew Christopher Davis**, *U. of Leeds*
Author: **Mark Robinson**, *U. of Leeds*

Adapting to digital work: emerging challenges in media and broadcasting

Author: **Emma Gritt**, *U. of Leeds*
Author: **Emma Forsgren**, *U. of Leeds*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2124** | Submission: **12164** | Sponsor(s): **(OB, HR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley A**

Pregnancy and Beyond: Nuances of the Work-Family Interface

Organizer: **Alyson Byrne**, *Memorial U. of Newfoundland*
Organizer: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Discussant: **Julie Holliday Wayne**, *Wake Forest U.*
Presenter: **Shani Pupco**, *Smith School of Business, Queen's U.*
Participant: **Julian Barling**, *Queen's U.*
Presenter: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Participant: **Jennifer Dimoff**, *Telfer School of Management, U. of Ottawa*
Participant: **Stephanie Gilbert**, *St. Mary's U.*
Participant: **Jacquelyn Brady**, *San Jose State U.*
Presenter: **Jennifer McNeil**, *Department of Psychology, Carleton U.*
Participant: **Kathryne Dupre**, *Carleton U.*
Participant: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Presenter: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Participant: **Alyson Byrne**, *Memorial U. of Newfoundland*

The past few years has heightened the need to understand how work and family impact each other. While there exists a plethora of research exploring the interface between work and family, particularly for working parents, existing research tends to present the experience through the lens of work-family conflict, neglecting that the work- family interface goes beyond interrole conflict (Allen, 2012) and overlooks important nuances that could deepen our understanding of the work-family interface. For example, in a recent systematic review, Arena and colleagues (2023) point out that, despite decades of research, the literature on maternity in the workplace still assumes that "women underwent a seemingly normal and intentional pregnancy that resulted in a live birth" while paying limited attention to maternity experiences such as pregnancy loss. Additionally, while previous work-family research has examined the crossover effect (the interpersonal process that occurs when experiences, emotions, and attitudes of one individual affect another individual in the same social system; Bolger et al., 1989), the focus has been mainly on spousal dyads (e.g., Carlson et al., 2019; Li et al., 2021) while overlooking other family members such as one's children. The purpose of this symposium is to explore such nuances within the work-family interface overlooked by the existing literature. Our curated collection of four interrelated papers examines the interplay between work and various stages of parenthood (from pregnancy to adult children) while highlighting the impact on both the parents as well as their children. Specifically, research in our symposium looks at the influence of being pregnant at work (Presentation 1), pregnancy loss at work (Presentation 2), parents work characteristics on their children's leadership motivations (Presentation 3), and the relative earnings of mothers on children's gender attitudes (Presentation 4). Our symposium addresses the various stages of working parents and our discussant, Dr. Julie Holliday Wayne, will synthesize the impacts of these stages on workers, their children, and organizations as a whole. Ultimately, this symposium contributes to the AOM 2023 theme of "Putting the Worker Front and Center" by using multiple methodologies and research questions to highlight one of the most important role domains of many workers, that is of being a parent, and examining how this role influences various aspects of their own lives and that of their children.

The Influence of Pregnancy on Leader Role Occupancy

Author: **Shani Pupco**, *Smith School of Business, Queen's U.*
Author: **Julian Barling**, *Queen's U.*

Postpartum Depression following Pregnancy Loss: Role of Supervisor Support on Turnover Intention

Author: **Mikaila Ortynsky**, *Telfer School of Management, U. of Ottawa*
Author: **Jennifer Dimoff**, *Telfer School of Management, U. of Ottawa*
Author: **Stephanie Gilbert**, *St. Mary's U.*
Author: **Jacquelyn Brady**, *San Jose State U.*

Do Parents Influence Children's Affective Motivation to Lead?

Author: **Jennifer McNeil**, *Department of Psychology, Carleton U.*
Author: **Kathryne Dupre**, *Carleton U.*
Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*

Mother's and Father's Relative Earning and Children's Gender Role Attitudes

Author: **Yanhong Li**, *Odette School of Business, U. of Windsor*
Author: **Alyson Byrne**, *Memorial U. of Newfoundland*
Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2125** | Submission: **12973** | Sponsor(s): **(OB, HR, MOC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Dalton B**

Leader and Employee Well-Being: Identifying Strategies and Overcoming Barriers

Organizer: **Grace Cormier**, *Harvard Business School*
Discussant: **Gretchen Marie Spreitzer**, *U. of Michigan*
Discussant: **Laura Maria Giurge**, *London School of Economics and Political Science*
Presenter: **Nele Dael**, *IMD Business School*
Participant: **Alyson Meister**, *IMD Business School*
Participant: **Jia Hu**, *Ohio State U.*
Participant: **Klodiana Lanaj**, *U. of Florida*
Presenter: **Daniel Kim**, *U. of Florida*
Participant: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Participant: **Daniel M Cable**, *London Business School*
Participant: **Francesca Gino**, *Harvard U.*
Presenter: **Constantinos V. Coutifaris**, *McCombs School of Business, U. of Texas at Austin*
Participant: **Danielle Tussing**, *SUNY-Buffalo*
Participant: **Manjari Ganti**, *U. of Michigan, Ross School of Business*

Supporting employee well-being is increasingly critical not only for attracting and retaining employees, but also for encouraging performance. Yet, many leaders and organizations are ill-equipped to effectively foster well-being. This symposium brings together stellar junior and senior academics who will present novel research insights on how to promote and support workplace well-being. Specifically, the set of papers included in the symposium challenge erroneous assumptions about well-being, such as whether and how disclosure of mental health challenges backfires, or whether employees should be solely responsible for maintaining their well-being. Moreover, the papers explore a critical yet often overlooked challenge around workplace well-being, namely, how the well-being of leaders is as, if not more important for supporting the well-being of those they lead. Taken together, this symposium underscores the importance of overcoming barriers to workplace well-being and offers research-driven solutions for protecting the well-being of both leaders and employees.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2126** | Submission: **16116** | Sponsor(s): **(OB, MOC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Motivation Backfire: When Motivation Leads to Unexpected Organizational Outcomes

Organizer: **Eliana Polimeni**, *Northwestern Kellogg School of Management*
Presenter: **Anne Margit Reitsema**, *Harvard Business School*
Presenter: **Ilana Brody**, *UCLA Anderson School of Management*
Presenter: **Jiabi Wang**, *U. of Chicago Booth School of business*
Discussant: **Jon Michael Jachimowicz**, *Harvard Business School*
Participant: **Kai Krautter**, *Harvard U.*
Participant: **Hengchen Dai**, *UCLA Anderson School of Management*
Participant: **Jana Gallus**, *UCLA Anderson School of Management*
Participant: **Loran F. Nordgren**, *Northwestern U.*
Participant: **Ayelet Fishbach**, *professor*

When leveraged correctly, motivation can be a powerful organizational tool. More motivated employees are likely to persist longer on tasks, (Bargh et al., 2001), pay more attention to details (Botvinick & Braver, 2015), and expend more effort (Amabile, Barsade, Mueller, & Staw, 2005; Isen, Daubman, & Nowicki, 1987) than those who are less motivated. Organizations are also instrumental in designing motivational systems. For example, people were less motivated to volunteer when asked to volunteer for 200 hours, compared to when the same 200 hours was broken up over 4 hours per week or 8 hours every 2 weeks (Rai et al., 2022). While much research has examined the positive effects of motivation, there is also research suggesting that motivation can backfire. For example, highly motivated people are more likely to "choke under pressure" (Beilock & Gray, 2007) and offering money for prosocial behaviors can decrease their uptake (Gneezy & Rustichini, 2000). Understanding the contexts in which motivation can lead to negative outcomes is a key organizational concern. In this symposium, we bring together leading and emerging scholars with the aim to answer three questions: (1) when does motivation lead to negative organizational outcomes, (2) are people's expectations for motivation's impact on organizational outcomes calibrated to reality, and (3) once these negative outcomes are anticipated, can interventions be designed to overcome them? Together, the papers in this symposium offer important empirical insights into how conventional wisdom about the effects of motivation can lead us astray. Practically, the collection of papers also provides managers and policymakers with insights as to how to design motivational systems that are consistent with their desired outcomes.

Team Passion Peaks: The Double-Edge Sword of Momentarily High Team Passion

Author: **Anne Margit Reitsema**, *Harvard Business School*
Author: **Kai Krautter**, *Harvard U.*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*

From Warm Glow to Cold Chill: The Effect of Choice Framing on Donation Interest

Author: **Ilana Brody**, *UCLA Anderson School of Management*
Author: **Hengchen Dai**, *UCLA Anderson School of Management*
Author: **Jana Gallus**, *UCLA Anderson School of Management*

Motivation Myopia: The Overestimation of Motivation's Impact on Performance

Author: **Eliana Polimeni**, *Northwestern Kellogg School of Management*
Author: **Loran F. Nordgren**, *Northwestern U.*

Goal Fusion Increases Motivation

Author: **Jiabi Wang**, *U. of Chicago Booth School of business*
Author: **Ayelet Fishbach**, *professor*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2127** | Submission: **17859** | Sponsor(s): **(OB, MOC, HR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Constitution Ballroom B**

Developing and Demonstrating Expertise: Education, Advice-Seeking, and Specialization

Session Chair: **Stav Atir**, *U. of Wisconsin-Madison*
Presenter: **Stav Atir**, *U. of Wisconsin-Madison*
Presenter: **Martha Jeong**, *Hong Kong U. of Science and Technology*
Presenter: **Grace Cormier**, *Harvard Business School*
Presenter: **Derrick P. Bransby**, *Harvard Business School*
Author: **David Dunning**, *U. of Michigan*
Author: **Xiawei DONG**, *Hong Kong U. of Science and Technology*
Author: **Shaaref Shah**, *Harvard Business School*
Author: **Ed O'Brien**, *U. Of Chicago*
Author: **Francesca Gino**, *Harvard U.*
Author: **Christopher G. Myers**, *Johns Hopkins Carey Business School*

The theme of this year's conference, Putting the Worker Front and Center, calls on scholars to shed light on the challenges employees face. In light of "increasingly severe talent shortages," we spotlight research insights into the process of gaining expertise and the subsequent implementation of expertise in moments of crisis. A common theme of a worker's career is the accumulation of expert knowledge. Scholars must therefore understand both how workers strive to achieve expertise through education, emulation, and advice seeking, and how they apply their expertise when it is needed. It is especially critical to understand common psychological misconceptions and unintended consequences on the road to expertise. These are the focus of our symposium. We present new research on expertise from management and applied psychology, with each project providing important insight into the consequences of the way in which expertise is gained. At early stages of developing expertise, formal education lends knowledge but also leads to systematic overconfidence (Paper 1). When cultivating expertise by seeking advice from experienced others, people suffer from costly misconceptions: they overvalue learning from success stories (Paper 2), and overvalue expertise that is based on personal experience (Paper 3), undervaluing alternatives to their detriment. When high levels of expertise are tested in a crisis, as when aircraft pilots are faced with an emergency, specialized and generalized expertise both contribute to outcomes: specialized knowledge gives an edge, but only up to a point. Specialization can be too narrow, leading to poorer outcomes (Paper 4).

The Effect of Education on Overconfidence: Taking a Class Increases Familiarity With Bogus Concepts

Author: **Stav Atir**, *U. of Wisconsin-Madison*
Author: **David Dunning**, *U. of Michigan*

Learning From the Best (and Worst): Comparative Learning Improves Performance but is Undervalued

Author: **Martha Jeong**, *Hong Kong U. of Science and Technology*
Author: **Xiawei DONG**, *Hong Kong U. of Science and Technology*

The Direct Experience Premium: People Overestimate the Value of Advice From Direct Experience

Author: **Grace Cormier**, *Harvard Business School*
Author: **Shaaref Shah**, *Harvard Business School*
Author: **Ed O'Brien**, *U. Of Chicago*
Author: **Francesca Gino**, *Harvard U.*

Who Do You Want at the Helm? The Role of General and Specialized Knowledge in Aircraft Accidents

Author: **Derrick P. Bransby**, *Harvard Business School*
Author: **Christopher G. Myers**, *Johns Hopkins Carey Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2128** | Submission: **16770** | Sponsor(s): **(OB, ODC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Intra-Organizational Network Change and Evolution: Drivers, Effects and Boundary Conditions

Organizer: **Travis Grosser**, *U. of Connecticut*
Organizer: **Rohit Subhash Piplani**, *U. of Connecticut*
Participant: **Theresa M. Floyd**, *U. of Montana*
Participant: **Kristin Cullen-Lester**, *U. of Mississippi*
Presenter: **Semin Park**, *U. of Iowa*
Participant: **Aaron Schecter**, *U. of Georgia*
Presenter: **Andrew Parker**, *Durham U. Business School*
Participant: **Christian Waldstrom**, *Aarhus U.*
Presenter: **Hongzhi Chen**, *School of Management, Fudan U.*
Participant: **Benjamin B. Dunford**, *Purdue U.*
Participant: **Stefano Tasselli**, *U. of Exeter Business School*
Participant: **Wayne Boss**, *U. of Colorado*
Presenter: **Vinod Kumar Kothapalli**, *U. at Buffalo School of Management*
Participant: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Participant: **Julie Bowker**, *U. at Buffalo*

For a long time, social network literature has focused on network structure and its effects, thereby paying little attention to how networks themselves form, change/evolve and disappear over time. This, however, has started changing recently, as more network scholars are examining network dynamics and its implications for a whole array of organizational phenomena. While this progress is positive, there is still much to be learned about the processes by which network change occurs, how and why this change affects certain outcomes, and how network and actor attributes coevolve over time. The papers in this symposium address these questions in an attempt to further the development of intra-organizational network dynamics research. The research in this symposium draws on a number of different data sets, including a longitudinal study with employees working in a boutique consultancy firm, a study of student teams engaged in a complex business simulation, a field study of employees working across eight divisions of a large government agency, and a study involving time-stamped email data obtained from a healthcare company.

Leader identity and advice seeking in organizations.

Author: **Andrew Parker**, *Durham U. Business School*
Author: **Christian Waldstrom**, *Aarhus U.*

Should I Stay or Leave? The Effect of Workflow Network Change on Employee Turnover.

Author: **Rohit Subhash Piplani**, *U. of Connecticut*
Author: **Theresa M. Floyd**, *U. of Montana*
Author: **Travis Grosser**, *U. of Connecticut*
Author: **Kristin Cullen-Lester**, *U. of Mississippi*

The Coevolution of Conflict Ties and Team Perceptions

Author: **Semin Park**, *U. of Iowa*
Author: **Aaron Schecter**, *U. of Georgia*

Performing Well, Connecting Well? Star Performers and Peers Network Evolution.

Author: **Hongzhi Chen**, *School of Management, Fudan U.*
Author: **Benjamin B. Dunford**, *Purdue U.*
Author: **Stefano Tasselli**, *U. of Exeter Business School*
Author: **Wayne Boss**, *U. of Colorado*

Loneliness & Friendship: How Networks Shape Perceptions of Loneliness

Author: **Vinod Kumar Kothapalli**, *U. at Buffalo School of Management*
Author: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Author: **Julie Bowker**, *U. at Buffalo*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2129** | Submission: **18309** | Sponsor(s): **(OB, SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Olmsted**

Why Should We (Study) Care? Shedding New Light on the Concept of Care to Examine Work Relationships

Organizer: **Marjo-Riitta Diehl**, *Aalto U. School of Business*
Organizer: **Marion Fortin**, *U. of Toulouse I, Capitole*
Organizer: **Julia Zwank**, *SRH Mobile U.*
Discussant: **Ramona Bobocel**, *U. of Waterloo*
Presenter: **Anna Czaplewska-Jaffery**, -
Participant: **Jacqueline A-M. Coyle-Shapiro**, *California State U. San Bernardino*
Presenter: **Tessa Neilson**, -
Participant: **Daniel Brady**, *Wilfrid Laurier U.*
Participant: **Laurie Barclay**, *U. of Guelph*
Participant: **Karen Hegtvedt**, *Emory U.*
Participant: **Cathryn Johnson**, *Emory U.*
Presenter: **Ryan Gibson**, *U. of New Hampshire*
Participant: **Kate Hawks**, *Emory U.*
Participant: **Julia Zwank**, *SRH Mobile U.*
Participant: **Marion Fortin**, *U. of Toulouse I, Capitole*
Presenter: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

Although there appears to be a shared understanding of the need for (understanding) care in organizations among both practitioners and scholars, organizational behavior research on care remains fragmented, not least due to a proliferation of, and lack of a clear definition of, different care-related concepts. The purpose of the current symposium is to refocus the debate on the umbrella concept of care by bringing together and showcasing examples of cutting-edge research on how organizations, managers, and employees care and how we can theorize care in relation to other closely related OB concepts, such as organizational justice, psychological contracts, compassion, and benevolence. The papers included in this symposium improve our understanding of care in the aftermath of the COVID-19 pandemic, of the different sources of care in organizations and of the potential counterintuitive effects of care and challenge our thinking of organizational justice and care. By acknowledging both the enriching aspects of care and the challenges that can confront caring managers and organizations, this symposium contributes to the present understanding of enactment and expressions of care within organizations and offers practical insights as to how to put employees front and center and create fairly caring – and caringly fair – work environments.

Post-pandemic Changes to Employee Needs: Perceptions of Organisational Care in Hybrid Working

Author: **Anna Czaplewska-Jaffery**, -
Author: **Jacqueline A-M. Coyle-Shapiro**, *California State U. San Bernardino*

When Caring Goes Awry: Unintentionally Disadvantaging Employees with Mental Illnesses

Author: **Tessa Neilson**, -
Author: **Daniel Brady**, *Wilfrid Laurier U.*
Author: **Laurie Barclay**, *U. of Guelph*

Who Cares? Effects of Manager and Co-worker Care on Motivating Workers

Author: **Karen Hegtvedt**, *Emory U.*
Author: **Cathryn Johnson**, *Emory U.*
Author: **Ryan Gibson**, *U. of New Hampshire*
Author: **Kate Hawks**, *Emory U.*

Organizational Justice and Care – Supplementary, Complementary, Antithetical, or Delimitative?

Author: **Marion Fortin**, *U. of Toulouse I, Capitole*
Author: **Julia Zwank**, *SRH Mobile U.*
Author: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2130** | Submission: **14522** | Sponsor(s): **(OB, SIM, CM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Advances in Ethics: Moral Perceptions and Ethical Actions in the Context of Workplace Relationships

Presenter: **Emma Y. Zhao**, *U. of Virginia*
Participant: **Bruce Barry**, *Vanderbilt U.*
Participant: **Celia Chui**, *HEC Montréal*
Presenter: **Celia Moore**, *Imperial College Business School*
Participant: **Olivia Amanda O'Neill**, *George Mason U.*
Participant: **Minjie Gao**, *Imperial College Business School*
Presenter: **Wei Jee Ong**, *National U. of Singapore*
Presenter: **Edward McClain Wellman**, *Arizona State U.*
Participant: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Participant: **Crystal I Chien Farh**, *U. of Washington*
Presenter: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*
Participant: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Participant: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*

Ethical issues are ubiquitous in workplace interactions, whether among employees or between leaders and their subordinates, and these interactions can influence interpersonal relationships. However, much of what we know about ethics in the business environment overlooks the interpersonal processes and perceptions that influence moral perceptions and ethical actions. In this symposium, we bring together five papers that explore how ethical and moral issues are felt, expressed, managed, and perceived between organizational members in existing relationships. These papers bring new insights into theoretical and methodological approaches to studying ethics and morals in workplace relationships. In addition, we hope these findings provide guidance for leaders and organizations to develop effective approaches to managing and addressing ethical concerns.

The Experience of Moral Distress in Organizational Life

Author: **Celia Moore**, *Imperial College Business School*
Author: **Olivia Amanda O'Neill**, *George Mason U.*
Author: **Minjie Gao**, *Imperial College Business School*

Competing Perspectives on Leaders' Self-Regulation of Leniency in Light of Their Own Past Misconduct

Author: **Wei Jee Ong**, *National U. of Singapore*

The Properties and Effects of Ethical Promotive, Prohibitive, and Inquiry Voice

Author: **Edward McClain Wellman**, *Arizona State U.*
Author: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Crystal I Chien Farh**, *U. of Washington*

Leader Bottom-line Mentality onto Employees' Perceptions of Leader Competence & Citizenship Behav.

Author: **Jerry Liu**, *Rutgers U., School of Management and Labor Relations*
Author: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Author: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*

Why Aren't you Doing Anything? Exploring the Effects of Inaction in Dyadic Moral Conflict

Author: **Emma Y. Zhao**, *U. of Virginia*
Author: **Bruce Barry**, *Vanderbilt U.*
Author: **Celia Chui**, *HEC Montréal*

Session Type: **Paper Session**
Program Session: **2131** | Submission: **21018** | Sponsor(s): **(ODC)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Identity-based Perspectives on Organizational and Individual Change Processes

Session Moderator: **Yasuhiro Karakawa**, *Vrije U. Amsterdam*

ODC: **Identity Playground in Organizations**

Author: **Yasuhiro Karakawa**, *Vrije U. Amsterdam*
Author: **Oli Mihalache**, *Athabasca U.*

The necessity to incorporate play into organizational context in order to encourage employees' individual diversity, creativity and work meaningfulness has been increasing among many contemporary companies. Play is beneficial for some companies, but it can also become a drain on resources for others. Drawing on theories of play and organizations, identity play and identity play spaces, we introduce the concept of "identity playground in organizations", defined as organizational mechanism to leverage employees' identity play from leisure time into organizational identity play in work time. The conceptual mechanism presented in this paper provides key elements of identity playground in organizations to manage the key challenge as "organizational identity paradox", the tension between encouraging intrapersonal heterogeneity and controlling interpersonal heterogeneity simultaneously.

ODC: **An Identity-framed Perspective on Organizational Capability Development**

Author: **Johanna Gruenauer**, *Johannes Kepler U. Linz*

While current theory largely views capability development as the rational combining of given organizational resources to seize optimal opportunities, instances of organizational failure besides the presence of resources have led to consider implications of cognition in this process. It was found that the core process of capability development, the allocation of managerial resources to perceived opportunities, depends on a common purpose. Since purpose is one of the defining core attributes of "who we are" as an organization, we dedicate this article to the relationship of organizational capability development and organizational identity as a form of collective cognition. We summarize evidence on the interlevel connections and introduce organizational identity as boundary condition to capability theory. We contribute to capability development by theorizing identity-framed opportunity spaces that are narrow on identity-defining dimensions. Identity thereby influences the perception of developmental opportunities and the perception of change as incremental or fundamental. Since associated feelings of continuity or threat influence developmental success, theory and practice will benefit from incorporating an identity perspective.

ODC: **The Temporal and Spatial Tensions Driving Strategy-Identity Change**

Author: **Yentl Dudink**, *Vrije U. Amsterdam*
Author: **Yvette Taminiau**, *VU*

Strategy and identity are considered 'loosely coupled' concepts and key processes for explaining organizational change, yet what mechanisms drive change inside strategy and identity change processes requires further exploration. While temporality has been a focus of multiple strategy-identity studies, spatiality has not received the same level of attention even though time is never completely separate from space. Based on a single case study of an incumbent bank in the midst of a strategic change to business sustainability, we make two main contributions. First, our findings demonstrate that through experiencing contingent interactions of tensions, organizational members make interpretations about 'what we do' or 'where we are going' simultaneously with interpretations about 'who we are' or 'who we are becoming'. Members do this through accelerating or delaying identity change (temporal tension), expanding or contracting the strategic direction (spatial tension) and through plural/singular conceptions of who we are resulting in changing or stagnating strategic change developments (temporal-spatial tension). We illustrate this dynamic in a process model. Second, contrary to popular belief, we argue that this dynamic entanglement substantiates that strategy and organizational identity are more tightly coupled than previously assumed. The spiralling model of organizational becoming offers an alternative view to the concept of 'alignment' between strategy and identity.

ODC: **Change Manager Job Crafting: Strategies for Successfully Managing the Process of Change**

Author: **Danielle Tucker**, *U. of Essex*
Author: **Jane Hendy**, *Brunel Business School*

The complexity and political nature of change means that change managers may often experience feelings of inauthenticity, conflict and tension in navigating the job of driving change in their organisation. When this happens, even if a change has been financially and strategically successful, unresolved personal identity tension can leave change managers with negative feelings about their role in the change. Job crafting provides the opportunity for change managers to redesign the characteristics of their role in the change to create alignment between their own needs and those of the organisation. In this paper we examine the job crafting experiences of 17 change managers throughout the process of change at their organisations. Our findings reveal three approaches to job crafting, each aimed at resolving identity tensions and creating meaning in their work. We find that change managers job craft (i) to feel authentic in their role, (ii) to resolve identity ambiguity, and (iii) to feel that they are 'good' at their job. This extends research on change management by highlighting the important role of identity struggle in a more dynamic process of job crafting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2132** | Submission: **20226** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

Current Methodological Approaches to Studying Organizations, Markets, and Products

Session Moderator: **Anne Sophie Barbe**, *Aalto U., Department of Management Studies*

OMT: **Product Evaluations in Emerging Market Categories**

Author: **Anne Sophie Barbe**, *Aalto U., Department of Management Studies*
Author: **Nina Granqvist**, *Aalto U.*

Product evaluations guide the ordering of products categorized together and thereby shape the resources available to their producers– and are thus fundamental for the study of product categories. Studies have explored evaluation criteria used in established product categories but overlook their emergence in novel categories. Valuation studies provides relevant analytical tools to study that question by arguing that valuation processes are characterized by controversies, but there is a void of understanding on how such controversies lead to the emergence of plural evaluative landscapes which are suspected to characterize the early days of emerging product categories. Drawing on a major and partly real-time qualitative dataset on the emergence of the quantum computing market category, the study contributes by showing how the pluralizing of the evaluative landscape occurs during the early emergence of product categories, several tentative product measures proliferating in a setting where producers and audiences are driven by conflicting value-related assumptions. We also uncover categorization-based controversy as a new type of valuation controversy, going beyond the value and measure-based controversies to the more foundational question of whether, or not, a set of things can be evaluated with a single measure.

OMT: **Organizational Limits of Market Design**

Author: **Georg Rilinger**, *MIT Sloan School of Management*

Despite much research on market design, we know little about the conditions under which market design projects fail. Starting with the insight that digital markets are built and maintained inside organizations, the paper finds that modularization can derail market design work for complex problems. The argument emerges from the analysis of an extreme case: the creation and collapse of California's electricity markets between 1993 and 2001. Despite careful planning by the world's foremost experts, the auction systems produced a variety of incentives for manipulative behavior. Drawing on data from four archives and semi-structured interviews, the paper explores why designers may inadvertently adopt problematic design features. It argues that designers often seek to devise market architectures of inter-connected modules that break complex problems into more manageable chunks. This helps to avoid 'Normal Accidents,' which arise if systems become too complex to control. But to work as intended, all modules must be connected to each other in the right way and in de-signer markets , this requires that actors face globally consistent rules and procedures. However, modularized design work tends to produce only locally consistent rules, obscures global inconsistencies, and resists iterative problem-solving. This can produce gaming incentives and reintroduce the complex interdependencies designers tried to avoid .

OMT: **Solving Problem with Generalists and Specialists: An Agent-based Simulation Model**

Author: **Junyi Li**, *National U. of Singapore*
Author: **Junjie Zhou**, *National U. of Singapore*
Author: **Jungpil Hahn**, *National U. of Singapore*

Organizations must often solve problems with insufficient knowledge. A solver can be specialized in a narrow area of expertise or be a generalist with a broader (yet shallow) understanding of the problem. Despite this well-recognized difference in knowledge structure between generalists and specialists, little is known about its implication on problem-solving performance. This is due to a lack of theoretical understanding of the distinction between knowledge depth and breadth that recognizes that deepening knowledge implies accumulating outcomes within a narrow set of domains, as opposed to broadening knowledge which implies being able to make connections between more domains. In this paper, we model generalists and specialists using knowledge depth and breadth, which alters their search behaviors on a multi-level NK fitness landscape. We propose that generalists and specialists have structurally different knowledge sets, which affords them to have different problem-solving capabilities and consequently will contribute solutions differently, especially when collaborating. Specialists can perceive finer granularity and provide local refinement, while generalists can perceive more interdependencies and provide broad repositioning of problems. Generalists and specialists also differ in the way they misunderstand the problem space. These insights advance our understanding of how we might best coordinate generalists and specialists within organizations.

OMT: **A Different Kind of Tradeoff: Partitioning in Markets for Time and Attention**

Author: **James Mellody**, *MIT Sloan School of Management*

Work in resource partitioning and the sociology of markets finds that markets are partitioned into two segments: a mass-market center dominated by generalists and peripheries dominated by specialists. Organizations thus face a tradeoff in how they position themselves. The bulk of existing research examines such tradeoffs in traditional consumer and labor markets. I ask whether tradeoffs exist in a similar form in markets for time and attention, as seen in online communities, voluntary organizations, open-source communities, and the gig-economy. I argue that in such markets, differences in the nature of both organizations and audiences generate a different kind of partitioning. Specifically, these markets are defined less by formal exchange and costly decisions and more by open boundaries and flexible allocation of resources. While audiences in traditional markets match cultural identities of organizations to certain market segments to ensure quality, here audiences use cultural identities as guidance in allocating their time and attention across multiple organizations. I examine tradeoffs in the context of Reddit, an online community comprised of numerous subreddits. Leveraging user participation data and the text of over 2 billion comments, I find a partition within the market center, such that generalists and specialists can coexist, taking advantage of the greater volume of flexible demand available there. This simultaneously means that organizations face a tradeoff in how they position themselves culturally in the market center. In the market peripheries, no such tradeoff exists. In examining these tradeoffs, I propose a more general theory of market partitions.

OMT: **Singulare Tantum: Product Valorization in the Emergence of Oppositional Identities**

Author: **Merve Gül Barut**, *U. of Lugano/U. Della Svizzera Italiana*
Author: **Filippo Carlo Wezel**, *USI Lugano*
Author: **Stefan Arora-Jonsson**, *Dept of Business Studies Uppsala U.*

New oppositional identities are organized around specialty products that inhere a direct opposition to incumbents' industrialized production processes. Earlier research has identified the strength of producers' oppositional identity as key to explaining when and why it becomes successful. The process by which oppositional identities are translated into market value however is not well understood. Through an inductive case of the emergence of the market for handmade Turkish cymbal (1981-1997) that oppose to industrialized production practices and products of incumbent firms, we develop a process model of product valorization that underlies oppositional identities. We take a social constructionist perspective and explore the role of different market actors – producers, intermediaries and consumers – in valorizing singularized products and in sustaining the emergence of oppositional identities. We find that producers enrich their products in multiple ways, intermediaries desingularize the products to improve commensuration within the market, and the consumers resingularize the products for self-expression purposes. The complex relationships between market actors sustain a self-reinforcing process that brings momentum to the growth and success of oppositional identities.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2133** | Submission: **20258** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

The Dynamics of Discourse, Framing, and Strategy Mapping in Organizations

Session Moderator: **Marko Kohtamäki**, *U. of Vaasa*

OMT: **The Affordances of Strategy Mapping**

Author: **Marko Kohtamäki**, *U. of Vaasa*
Author: **Suvi Einola**, *U. of Vaasa*
Author: **Yassine Talaoui**, *U. of Vaasa*

Little research has focused on the role of strategy map and its affordances when developing a joint account of strategy in the context of a multidivisional organization. Building on the Strategy-As-Practice (SAP) research agenda, this paper draws attention to the affordances of the strategy map in creating collective meaning around strategy to advance the achievement of strategic targets. The study utilizes ethnographic action research and longitudinal multilevel data from a case organization, observations from 105 strategy workshops and 42 interviews, and an analysis of strategic documents from a 10-year period (2012-2021). The study contributes to the discussion about the affordances of strategy tools-in-use by identifying four specific affordances of enacting strategy mapping: 1) inclusive, 2) reconstructive, 3) comprehensive, and 4) persuasive, which enable the creation of joint account of strategy in a pluralistic organization by focusing the strategists' attention toward the vision and goals of the city. Thus, the study highlights the specific affordances of the strategy map as a tool-in-use.

OMT: **Frames and Complexity: Evidence from the Federal Reserve**

Author: **Joosef Valli**, *Aalto U. School of Science*

This essay investigates the role of cognitive frames in decision makers' ability to perceive complexity. By focusing decision makers' attention on a few features of the environment, a cognitive frame can push them to perceive interdependencies not visible without that focus. However, interdependencies amongst the screened-out features of the environment are ignored. A single frame therefore helps decision makers to perceive low-levels of complexity but hinders the attainment of higher-levels of complexity. In highly complex environments, therefore, decision makers should attend the problem at hand through multiple frames. This essay describes three decision making processes through which complexity is perceived: agenda-driven and frame-driven decision making to attend low-level complexity, and frame combining to attend high-level complexity. The study applies qualitative research methods on the meeting transcripts of a high-level decision making committee, the Federal Open Market Committee (FOMC). The committee is responsible for the monetary policy of the Federal Reserve.

OMT: **Discursive Dynamics Around the Belt and Road Initiative: An Interactional Approach**

Author: **Chuqiao Zhou**, *Erasmus U. Rotterdam*
Author: **Tal Simons**, *Erasmus U. Rotterdam*
Author: **Mirjam Werner**, *Erasmus U. Rotterdam*

This study explores the discursive interactions around a megaproject between China and the West over time and the discursive strategies underlying these dynamics. Employing discourses from a wide timespan, we explore how interpretations around a developing megaproject from the different sides involved changed through interactions at the macro level. We further uncover the discursive strategies that were used by the different sides. Based on corresponding discursive strategies, through frame extension and counter-frame, we identify emerging discursive interactions around how to interpret and co-construct the meaning of this developing project. Furthermore, we stress the political dimension that shape the development of megaprojects.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2134** | Submission: **20179** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Clarendon Room**

Transparency and Secrecy in Organizations

Session Moderator: **Li Cheng**, *Eli Broad School of Business, Michigan State U.*

OMT: **The Nuanced Role of Stakeholders in Shaping Supply Chain ESG Transparency: A Fashion Industry Case**

Author: **Li Cheng**, *Eli Broad School of Business, Michigan State U.*
Author: **ManMohan Sodhi**, *Cass Business School, City U. London*
Author: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*

As a company's supply chain geographically spans across a wide range of countries upstream or downstream, its operations are exposed to a diverse set of stakeholder demands. To date, scholars have primarily focused on the direct influence of a specific stakeholder group (most of which directly surround the company such as industry peers) on promoting supply chain transparency. They also examined supply chain transparency of specific issues (mostly environmental, such as carbon emissions). Building on their work, we also consider stakeholders of the firm's supply chain—those residing in countries with the firm's supply chain operations—and take a broad view of transparency on issues across environmental, social, and governance (ESG) dimensions. Our research investigates how and in what conditions firms with a supply chain that geographically spans across countries upstream and downstream responds to supply chain stakeholders' diverse demands for supply chain transparency. We gathered data on 122 of the largest fashion brands regarding its ESG supply chain transparency, geographic locations of supplier and customer bases, and supply chain stakeholders from multiple databases. The results show a positive link between the variety in stakeholder demands – captured by the number of supplier countries and sales dispersion across downstream countries – and a firm's supply chain ESG transparency. Moreover, the salience of certain stakeholders' demands – the pressure of groups (e.g., NGOs and regulatory bodies) upstream and downstream – further shapes this link. Particularly, while upstream NGOs' pressure is found to have no further influence on this link, downstream NGOs' pressure buttresses the positive response to supply chain transparency by firms with high sales dispersion across downstream markets. Interestingly, for these firms, if the regulatory pressure downstream is too high, they tend to exhibit less of supply chain transparency across a broad set of issues. Our results contribute to the literature on supply chain transparency by providing a nuanced view of supply chain stakeholders' role in shaping supply chain transparency across the various ESG dimensions.

OMT: **Relational Approach to Secrecy in Inter-organizational Cooperation: Overcoming Boundary Paradox**

Author: **Irina Liubertė**, *ISM U. of Management and Economics*

Secrecy is critical to successful value capture in innovation. However, it is not an easy task to accomplish, especially in case of inter-organizational cooperation. Cooperating companies struggle with so called "boundary paradox" when they need both to share and to protect their knowledge. Based on the previous research studies of inter-organizational relations we know about the circumstances when secrecy is appropriate and what the likely consequences of its use are; however, we have very limited knowledge about the actual ways— practices—that help to enact secrecy in the challenging environment of inter-organizational cooperation. This study therefore takes a novel approach to secrecy as a relational phenomenon and a social practice and presents a qualitative case study conducted in the biotechnology industry. Based on interviews with managers of a large biotech company, interviews with their partners, and secondary data, the study identifies secrecy practices and three basic mechanisms of secrecy—information control, partial disclosure, and "smokescreen", as well as how their use dynamically change across the different stages of cooperation. In doing so, the study contributes to the theories of knowledge protection in inter-organizational relations.

OMT: **How Transparency via Digital Media can Sustain Liminal Business Practices in the Ethical Gray Zone**

Author: **Dennis Schoeneborn**, *Copenhagen Business School*
Author: **Elena Bruni**, *Luiss Guido Carli U.*
Author: **Fabian Homberg**, *Department of Business and Management, LUISS Guido Carli U.*

Within research on ethically problematic business practices, a majority of works rests on the assumption that transparency can work as effective deterrent against such wrongdoings. In this paper we problematize this premise by arguing that for liminal business practices in the ethical gray zone, an increased transparency of ethically problematic practices (e.g., via digital platforms) can actually be conducive and co-constitutive of these practices. To investigate this phenomenon, we conducted a qualitative empirical study of self-reports on a social media platform where users share experiences on how to best apply a liminal practice of 'bribery-tipping' to attain complimentary room upgrades in hotels. Our study identifies five main forms of legitimation of how users rhetorically frame the practice as a normal thing to do: legitimation through (1) strategizing, (2) analogizing, (3) routinizing, (4) calculating, and (5) authorizing. Furthermore, by drawing on methods of sequence analysis, we identify recurrent rhetorical patterns of how the practice is maintained. Our study makes three main contributions: First, we develop theoretical explanations on how the visibility and transparency provided by a digital platform helped sustain a liminal business practice despite its inherent ethical ambiguity. Second, on the empirical level we showcase the usefulness of online self-reports for studying the communicative dimension of ethically questionable business practices. Finally, on the practical level, our study implies rethinking measurements against organizational misconduct as a matter of collective meaning-making.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2135** | Submission: **20262** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Advancing the Study of Organizations and Management: Theories and Methods

Session Moderator: **Christina Hoon**, *Bielefeld U.*

OMT: **From Ambivalence to Stewardship Commitment - Toward a Behavioral Model of Stewardship Governance**

Author: **Constantin Ludwig Zeif**, *Bielefeld U.*
Author: **Christina Hoon**, *Bielefeld U.*
Author: **Hans Van Ees**, *Groningen U. (RuG)*
Author: **Anne Sanders**, *Bielefeld U.*

The goal of this paper is to synthesize the rich body of empirical research on governance practices and structures in the context of stewardship theory. Stewardship research acknowledges that individuals act upon pro-organizational intentions rather than self-serving goals and are committed to common responsibilities, intrinsic satisfaction, and collaboration. To explore how stewardship commitment is stimulated from the ambivalent individuals' motivational intentions through corporate governance practices and structures, we draw on a qualitative meta-analysis to theorize from extant qualitative works in this field. Our findings indicate that stewardship commitment develops from processes of alignment, deliberation, and direction embedded within trust-based and control-based governance structures through practices of (1) directive-, (2) facilitating-, and (3) participation work. We contribute by proposing a behavioral model on stewardship governance demonstrating that pro-organizational intentions are stimulated over self-serving intentions. Trust- and control-based structures allow the behavioral practices of directive, facilitating, and participation work to take place, which in turn determine the structures to further unfold. If members perceive a positive alignment of intentions with the organizational context, a commitment to stewardship is likely to further develop. Thereby, we contribute to opening up the 'black box' of actual stewardship commitment and offer better insights into how and why individuals may serve corporations as stewards.

OMT: **A Dynamic Self-Regulation Perspective on Individual Ambidexterity**

Author: **Hossein Heidarian Ghaleh**, *allameh Tabataba'i U.*
Author: **Huikun Chang**, *Seoul National U.*
Author: **Jongwook Pak**, *U. of Auckland Business School*

The richness of organizational progression and growth in such a turbulent business landscape relies on the individuals' capacity to pursue diverse sets of goals by actively engaging in exploitative and exploratory activities and manifesting ambidextrous behavior upon their substantive rationality. A plethora of management studies, to date, have attributed individual ambidexterity to a large set of personal and environmental factors and listed heaps of desired outcomes being brought forward by individual ambidexterity through linear cause and effect relationship tests, governing the field for decades. This is problematic because previous research portrays individuals as passive respondents to many scattered antecedents, failing to reflect the complexity, persistently, and active nature of individual ambidexterity. In response to this, in this paper, we outline a conceptual model, grounded in self-regulation theory, explaining how and why individuals consciously orient themselves toward exploitative and exploratory behaviors by synchronously juxtaposing extrospection and introspection processes. More specifically, the integration of individual ambidexterity with self-regulation theory allows us to clarify that individual ambidexterity is a cyclical self-improving process, wherein individuals deliberately record and monitor themselves and struggle to adjust and re-regulate their behaviors upon self-observation and active feedback seeking. Finally, we close with a discussion of the implications of our conceptual model and discuss potential avenues that may guide future research.

OMT: **Using Shape-constrained Regression to Evaluate Inverse U-shaped Theories in Data**

Author: **Scott Cohn Ganz**, *Georgetown MSB*

Theories that predict u-shaped and inverse u-shaped relationships are ubiquitous throughout the social sciences. As a result of this widespread interest in identifying non-monotonic relationships in data and the well-known problems with standard parametric approaches based on quadratic regression models, there has been considerable recent interest in finding new ways to evaluate such theories using alternative approaches. In this paper, I propose a new semi-parametric method for evaluating these theories, which I call the ``Goldilocks" algorithm. The algorithm is so named because it involves estimating three models in order to evaluate a u-shaped or inverse u-shaped hypothesis. One model is too flexible (``too hot") because it permits multiple inflection points in the expected relationship between x and y. One is too inflexible (``too cold") because it does not permit any inflection points. The final model (``just right") permits exactly one inflection point. In a simulation study based on 405 monotonic-increasing or inverse u-shaped functional forms and over 200 thousand simulated datasets, I show that my proposed algorithm outperforms the current favored method for testing u-shaped and inverse u-shaped hypotheses, which uses the Robin Hood algorithm in conjunction with a two-lines test, in terms of controlling the false rejection rate and the power of the test. I also show that these advantages of the Goldilocks algorithm can be further leveraged when it is used in an ensemble method that utilizes the output from both algorithms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2136** | Submission: **20177** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Social Movements and Corporate Activism Today

Session Moderator: **Florian Ueberbacher**, *Montpellier Business School*

OMT: **Balancing the Tension Between Growth and Worthiness: The UK Uncut Anti-Austerity Movement**

Author: **Florian Ueberbacher**, *Montpellier Business School*
Author: **Andreas Georg Scherer**, *U. of Zurich*
Author: **Julia Grimm**, *Stockholm Business School*
Author: **Marius Andersson**, *Norwegian U. of Science and Technology*

This paper uses an in-depth single case study to investigate how the social movement organisation UK Uncut succeeded in gaining the public attention and support necessary to challenge the institutional status quo of corporate tax avoidance in the UK. Our longitudinal process analysis highlights the critical role of dramatic enactments and image management tactics in gaining sufficient attention, positive media evaluation and support in the public sphere for institutional disruption to occur. Following the process of how the movement recovered from a legitimacy loss after a disruption event, our exploration highlights the tensions that can occur between the growth of a movement and its perceived worthiness.

OMT: **Tempest in a Teapot? Market Reactions to Social Media Chatter About Social Movements**

Author: **Joel Andrus**, *U. of Missouri*
Author: **Yan Chen**, *U. of Missouri*
Author: **Xinran Joyce Wang**, *Zicklin School of Business, Baruch College, City U. of New York*
Author: **Rhonda K. Reger**, *U. of North Texas*

In the social media era, our understanding of how social movements influence firms is limited, as social media has fundamentally changed how stakeholders access information about firms. We argue that social media conveys to shareholders important information that is distinct from that conveyed by traditional media about the seriousness of a social movement event. Analyzing 124 social movements between 2007–2018 and controlling for the influence of traditional media, we find that social media tenor is positively related to shareholder reactions and that firm reputation can shield firms from these threats. However, the impact social media has on the ability of a social movement to capture shareholder attention is short-lived compared to that of traditional media, often lasting for just a few days. Further, we find that firms can utilize social media to manage shareholder reactions—that is, firms that respond on social media about serious threats—see increased returns. Our study offers robust evidence of the ability of social media to heighten the impact of social movements on firms. We contribute to social movement theory by clarifying how the influence of social movements on firms can be disrupted or enhanced through social media. Our theory suggests that shareholders incorporate social media tenor and prior reputation with the information provided by traditional media in their reaction to a social movement. We also contribute to the social evaluation literature concerning how firms use social media to manage shareholder support.

OMT: **The Role of Self-Regulation in the Spillover of Social Activism**

Author: **Richard Devine**, *DePaul U.*
Author: **Bruce Lamont**, *Florida State U.*

The primary purpose of this study is to examine how activism in one organizational field can affect the responses of organizations in another field. Our focus is on how self-regulation affects when firms notice and how they respond to activism beyond their organizational field. Self-regulation involves the adoption of practices in line with a social movement to forestall activist pressures. Drawing on political economics and old institutional theory, we develop a novel view of self-regulation, where self-regulation is forward looking but anchored in the past and reflected in currently institutionalized values and practices. From this novel view of self-regulation, we develop theory about when and how organizations in one field respond to activism, and the precipitating events underlying the activism, occurring in another organizational field. We test our hypotheses during a foundational period of the Black Lives Matter (BLM) social movement and examine the responses of U.S. colleges and universities to the threat of the emerging movement targeting criminal justice reform during the 2015-2016 academic year and find strong support for the theory.

OMT: **Vote the Assholes Out: How Value Congruence Work Aligns Stakeholders for Corporate Activism**

Author: **Sean Buchanan**, *U. of Manitoba*
Author: **Mojtaba Mohammadnejad Shourkaei**, *PhD student at Asper School of business, U. of Manitoba*
Author: **Bruno Dyck**, *U. of Manitoba*

As more firms take stands on contentious social issues, research has pointed to alignment between the values of a firm and its stakeholders as a key driver of this corporate activism. However, this “stakeholder alignment” model of corporate activism has not offered insights into how the values of a firm and its stakeholders become and remain aligned. Drawing from an inductive study of Patagonia, Inc., we introduce the concept of value congruence work — the purposeful efforts of firms to align the values of stakeholders with their own — as a central activity for firms engaging in corporate activism. Our analysis highlights two forms of value congruence work: attractional value congruence work serves to draw in stakeholders with aligned values to engage with the firm, and co-evolutionary value congruence work serves to grow and enhance value congruence over time through different forms of learning. Our findings offer new insights for research on corporate activism and social-symbolic work.

OMT: **Threading the Needle: How Firms Frame their Stances on Polarizing Social Issues**

Author: **Sung Hun Chung**, *Rice U.*
Author: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*
Author: **Alessandro Piazza**, *Rice U.*

Corporate activism, or the active involvement of business in contested social and political issues, presents strategic challenges for organizations. Companies that speak out on socially contested issues may face backlash from stakeholders who disagree, leading to reduced stakeholder support or even mobilization against the firm. Despite these risks, corporate activism is on the rise. While existing work seeks to explain this quandary by identifying predictors of the decision to speak out, we suggest that part of the answer may lie in how firms speak out on polarizing social issues to minimize these risks. We leverage press releases and Twitter accounts of Fortune 500 companies that expressed a stance on LGBT rights between 1999 and 2019, as same-sex marriage progressively became legal across the United States. Through a difference-in-differences design, we find that prior to same-sex marriage being legalized in their home state, firms default to touting their track record on LGBT rights, without wading into contentious debates. Once marriage equality comes to pass, however, firms tend to shift their stances towards activism, advocating for broader societal change. Further, we find this general trend to be moderated by firm-level and stakeholder characteristics. Our findings thus point to an irony: corporate "activism" in the pursuit of broader social change often takes place only after polarizing social issues have been settled.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2137** | Submission: **20192** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Gendered and Racialized Structures of Work and Opportunity

Session Moderator: **Jirs Meuris**, *U. of Wisconsin-Madison*

OMT: **Devaluation by Association: Gender Diversity and Performance Recognition in Masculine Occupations**

Author: **Jirs Meuris**, *U. of Wisconsin-Madison*
Author: **Jennifer M. Merluzzi**, *George Washington U.*

Responding to persistent gender inequalities, organizations have adopted initiatives to increase women's representation in male-dominated occupations. Although sociological research has identified many challenges for the women entering, we know less about the impact on workers inside these occupations. We propose a devaluation-by-association penalty, where incumbent men and women in male-dominated occupations are less likely to be recognized for their performance when their work unit includes more women peers. We test our thesis using longitudinal data on non-monetary awards recognizing front-line police officers in the line of duty. While women officers were less likely to receive an award relative to men regardless of unit gender composition, this likelihood declined for all officers when a larger proportion of women worked in their unit. This devaluation occurred for awards recognizing routine and exceptional performance and regardless of any gender-typing of work tasks in the unit. Further, both men and women managers contributed to this devaluation in their nomination of officers for performance awards, with men managers devaluing men officers more strongly. Collectively, our findings identify a barrier to diversity initiatives aimed at increasing women's representation in male-dominated occupations as incumbents become penalized for their association with work units that include more women peers

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OMT: **How Structural Disadvantages Affect Job Histories of African America Applicants at a Tech Company**

Author: **Ming De Leung**, *U. of California, Irvine*
Author: **Prasanna Parasurama**, *Emory U., Goizueta Business School*

By combining the literature on the effects of category spanning on hiring with the work on African American job seeking, the authors propose a novel structural mechanism that contributes to the well-established labor market hiring disadvantage Black job seekers face. Black job seekers respond to labor market discrimination by applying to a greater range and less related occupational job categories. Employers generally shun job seekers with more disparate and less related job histories because they are perceived as less skilled or less committed. Broader job-seeking behavior leads Black applicants to have more disparate and less relevant job experiences which also reduces their employment prospects. This theory is tested with over 400,000 job applications for all 3,600 publicly posted jobs over 5 years at a Fortune 500 technology company. Black applicants have greater diversity and less relevant past job experiences than White applicants. Both the disparate categorical experiences and less relevant job backgrounds significantly contribute to their lower likelihood of being called back for an interview. Furthermore, this effect is more pronounced earlier in one's career, because one's identity is being established. Consequences for racial hiring discrimination, category-spanning, and job seeking are discussed.

OMT: **Racialized Expertise: The Consequences of Perceiving the Race of Workers as a Type of Expertise**

Author: **Sandra Portocarrero**, *Columbia Business School*

I use data from a two-year qualitative study of workers at a large, elite public university to examine how the race and ethnicity of workers became a signal for organizational actors when forming perceptions of the expertise of workers. Through an analysis of members of an occupational category in which the ethnoracial background and experiences of workers are considered an intrinsic part of the expertise necessary to fulfill the job tasks—diversity, equity, and inclusion (DEI) workers, I develop the concept of racialized expertise. Organizational actors gave different racial and social meanings to the ethnoracial background of workers in relation to their expertise in DEI issues. The differences in attributions of expertise given to white and non-white DEI workers led to differences in task allocation and, consequently, in the job content of DEI workers. An unexpected but valuable finding is that the racialized differences in perceptions of expertise seem to have influenced how non-white DEI workers presented their ethnoracial background as a type of expertise. This article advances our theoretical knowledge of expertise by introducing a new perspective that centers the race and ethnicity of workers in theorizing expertise.

OMT: **Equity Crowdfunding: Game Changer or Empty Promise for Inclusive Entrepreneurship**

Author: **Melody Chang**, *USC Marshall School of Business*

Does allowing the general public to invest in startups democratize capital access by supporting underrepresented entrepreneurs? Despite growing interest in equity crowdfunding among entrepreneurs and policymakers, it is unclear how crowd investors choose investments and whether their decisions differ from those of professional investors. Extant theories suggest two conflicting views on whether equity crowdfunding can improve capital access for underrepresented entrepreneurs. Sociological research on resource exchanges suggests that broadening the pool of investors would help entrepreneurs overcome structural barriers. However, research on the wisdom of crowds suggests that crowd investors would be attracted to the same types of startups as professional investors, thereby perpetuating funding disparities. To resolve this puzzle, I examine the differences in firm and founding team characteristics of startups funded by crowd and professional investors. Leveraging novel data on startups that participated in Regulation Crowdfunding in the U.S. and data on startups that could have decided to crowdfund, I find that equity crowdfunding helps improve capital access for some groups of underrepresented entrepreneurs, but not all. Equity crowdfunding has reduced structural barriers for entrepreneurs overlooked by professional investors for reasons related to embedded resource exchange dynamics (i.e., shared educational and professional background, region, and industry). Yet gender and racial biases appear to persist among crowd investors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2138** | Submission: **20222** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

Studying Social Impact: The Role of Investors, Producers, and Other Intermediaries

Session Moderator: **Karthik Rapaka**, *Erasmus U. Rotterdam*

OMT: *Burdensome Gifts: Interactional Trials Between Nascent Social Entrepreneurs & Impact Intermediaries*

Author: **Karthik Rapaka**, *Erasmus U. Rotterdam*

How do interactions with social impact intermediaries shape the emotional energy of nascent social entrepreneurs operating in distressed geographies? This is an important question given the growing prevalence of exchanges between impact intermediaries and nascent social entrepreneurs in addressing wicked social problems amidst severe resource scarcities. To answer the above question, we investigate the case of Systemic Leap, a philanthropic intermediary and its portfolio of nascent social entrepreneurs carrying out social missions in remote rural areas or urban slums in India. Drawing on two-year ethnographic observations, interviews, and archival data, we develop a process model of intricate social impact intermediation. Our model shows that intricate impact intermediation work is enacted through five main practices: (a) exacting rhetorical expositions, (b) entangling funding with intensive interactional rituals, (c) evangelizing de-contextualized templates, (d) endearing repeated articulations, and impact measurements, and (e) realizing disconnections and reducing interactional intensity. Through our findings, we show that intricate impact work aids in the continued sustenance and greater formalization of a very small portion of nascent social entrepreneurs but not without emotional energy drain which mostly goes unnoticed. Intricate impact work makes nascent social entrepreneurs feel exhausted, confused, yet relieved and grateful for exchanging with intermediaries. Our paper contributes to the growing literature on unintended dark sides of social entrepreneurship by drawing attention to the interaction rituals, and the emotional and cognitive dissonance caused via intermediation practices.

OMT: *The Art of Engaging Audiences: How Impact Producers Run Film-based Campaigns for Social Change*

Author: **Stephan Davys Manning**, *U. of Sussex*
Author: **Ana Paula Suarez Lopez**, *U. of Sussex*

Cultural products, such as art, music and film, are increasingly used strategically to promote social change. In film, so-called impact producers run film-based impact campaigns to raise awareness on social issues, and promote behavioral and policy change. These campaigns can be conceived as interstitial spaces between creative content production and issue-based fields. Because of their growing importance, we need to better understand these interstitial spaces and intermediary roles within them. Based on primary and secondary data, we discuss how impact producers set up and maintain these spaces. We find that they operate as strategic convenors and amplifiers by leveraging film narratives for issue-based impact objectives, while also building on existing movements and campaigns, and mobilizing impact partners at multiple levels, to engage target audiences. Findings have important implications for research on interstitial spaces, creative industries and social change processes.

OMT: *Entangled value(s): Valuation as Critique in Impact Investing*

Author: **Kaja Kirstine Hegstad Lilleng**, *Aalto U., Department of Management Studies*

Practices where economic value and environmental value entangle are becoming more prevalent. Impact investing is one emerging approach aimed at boosting long term sustainable solutions. This aim, however, is hampered by economized valuation practices in financial investments and the challenge of assessing impact. I explore how impact investors attribute value in novel ways. This is done through a qualitative study of early-stage private equity impact investors in the Nordic region, drawing on interviews and field observations. I analyse the emerging valuation process by looking at how impact investors select which objects should be paid attention and qualify values through their critique and criticisms. This highlights practices and assumptions the investors challenge and discard of, and attributes they value instead. The findings show how investors criticise simplified measures and shallow understandings of impact and value frames that can encompass complexity and uncertainty, valuing profound and intentional approaches. Overall, the study contributes insights into new and changing modes of valuation in a highly economized setting. By exploring how financial value and environmental value(s) entangle and shape novel forms of valuation I advocate for a better understanding of valuation processes that try to look beyond the financial imagination.

OMT: *Creating Spaces to Translate between Near and Distant Futures*

Author: **Kiia Strömmer**, *Maastricht U.*
Author: **Jarrod Ormiston**, *U. of Technology, Sydney*

Research on organisations and future-making has tended to treat the future in undifferentiated way. Prior studies have mainly focused on the conceptualisations of the near future, with limited exploration of how organisations imagine distant futures and how they connect distant futures with near futures and the present. This paper aims to understand the future in a more nuanced way by unpacking how organisational actors translate between near and distant futures. To shed light on these phenomena, we conduct interviews with 40 impact investors in Europe to understand how they engage with near and distant futures as they make impact investment decisions. The findings reveal how some organisations get stuck within near or distant futures and shows the ways in which other actors create and find spaces to translate between near and distant future. Our paper contributes to the understanding of temporality and future-making in organisational studies by illustrating how actors create spaces for hyperprojectivity to imagine alternative pathways of the future and escape the divides between the present, near and distant future. We unpack the role of foresight and backcasting as reflective processes to translate between current temporal structures and the near and distant future. We also highlight the role of utopian and dystopian thought in generating distant future imaginaries.

Session Type: **Paper Session**
Program Session: **2139** | Submission: **20183** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Studying Firm Structures and Networks

Session Moderator: **Lisha Liu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

OMT: **Group Membership in the Interlock Network and Cooperation in Financial Risk-sharing between Firms**

Author: **Lisha Liu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Prior research has shown the role of network governance in sustaining dyadic cooperation between organizations. This study extends this approach by noting that shared group membership in the interlock network facilitates private information flow, accelerates the emergence of trust, and increases the costs of opportunistic behaviors in risk-sharing between firms. Firms refrain themselves from taking advantages of exchange partners from the same interlock group, which safeguards the interests of participants in informal exchanges. I also analyze how shared interlock neighbors foster information flow and the development of trust, and how firm status amplifies the costs of opportunism, thus strengthen the main effect of group membership in the interlock network on cooperative risk-sharing among firms. My study of interlocking directorates and loan guarantees among publicly listed firms in China during the period 2007–2016 lends support to the hypotheses. The paper advances the literature on social capital, inter-firm collaboration management, and financial risk-sharing between firms.

OMT: **Firm Formalization Amid Institutional Imperfections: The Roles of Bricolage, Networks, & Firm Growth**

Author: **Everlyne Misati**, *George Washington U.*
Author: **Fred Ochieng Walumbwa**, *Florida International U.*

Research suggests that the benefits firms derive from formalization—registration—outweigh those of operating informally. Thus, one wonders why entrepreneurs start their firms informally and what eventually influences their intentions to formalize. On the one hand, extant theory contends that imperfections in formal institutions, i.e., laws and regulations, provide the impetus for informal firms. On the other hand, theory also suggests that the higher the quality of formal institutions, the more likely informal entrepreneurs are to formalize. This reveals an implicit assumption and presents an interesting puzzle: in developing and emerging markets, where informal firms are more prevalent, the imperfections in formal institutions, which engender informality, tend to persist. Yet, some entrepreneurs in these contexts still transition from informality to formality. Thus, a salient question remains: what influences informal entrepreneurs' intentions to formalize in developing and emerging markets? We employ a mixed methods approach, drawing on primary interview and survey data, and find that informal entrepreneurs exert their agency, via bricolage, i.e., by making do with the scarce resources at hand, and network relationships, to grow their firms. This initial growth then serves as a signal of viability, which incentivizes them to formalize, to facilitate broader access to resources and markets. Our study contributes in two key ways. First, it highlights an understudied yet important context of informal firms, which provide a source of livelihood for nearly two-thirds of the global workforce, and significantly contribute to the world economy. Second, it shows how, when operating in contexts with sustained imperfections in formal institutions, rather than wait perennially for conditions to improve, entrepreneurs turn lemons into lemonade. These entrepreneurs take action: they leverage what they have (resources), what they can do (capabilities), and who they know (networks), to formalize and thus conceivably contribute to innovation. We discuss implications for theory, practice, and policy.

OMT: **Co-Parenting In Multi-Subsidiary Firms**

Author: **Metin Sengul**, *Boston College*
Author: **Maciej Workiewicz**, *ESSEC Business School*

We examine the factors that influence the formal authority structure in multi-subsidiary firms, focusing on co-parented subsidiaries that have two or more direct owners who themselves belong to the same firm. We argue that a subsidiary is more likely to be co-parented when its need for intrafirm coordination, and thus the need for information processing, is high. Accordingly, the likelihood that a subsidiary will be co-parented increases with the number of other units in the firm and the relatedness of the focal subsidiary to them. Results of analyses, based on the population of subsidiaries of manufacturing firms operating in France between 1999 and 2004, support the predictions.

OMT: **Resource Dependence Effects in Formalized Inter-organization Exchanges: The Case of F&A Rates**

Author: **Yong In Choi**, *Georgia Institute of Technology*
Author: **John P. Walsh**, *Georgia Institute of Technology*

Resource Dependence Theory argues that the resource dependencies between organizations, characterized by the degree of power imbalance and of mutual dependence, predict the outcomes of resource exchanges. A primary condition of the theory is that actors should have discretion over resource allocation. It is, however, an open question whether and to what extent such power and interdependence effects operate in a formalized dependence relation, such as between the government and a government contractor under a highly specified set of procurement rules. While such rules are supposed to reduce the discretion of the actors and remove informal elements from the organizational relationship, Resource Dependence Theory, combined with prior work on informal processes in organizations, predicts that power asymmetry and mutual dependence are strong predictors of the outcomes even in such regulated interorganizational relationships. Furthermore, prior work suggests that the degree of informal processes varies across agencies within the same regulated environment. Hence, we will test these competing perspectives on the resource allocation outcomes of formalized interorganizational relationships. We test these research questions using data on variations in federal Facilities and Administration (F&A) cost reimbursement rates negotiated between the U.S. Federal government and research universities. The results show that there is substantial variation in the rates across universities. We find that universities' F&A rates are related to the degree of interdependence and power assymetries between the university and the cognizant funding agency that sets the rate, showing support for Resource Dependency Theory even in a highly formalized interorganizational relationship. Furthermore, this effect varies across agencies, with a significant relation between mutual dependence and the negotiated rate for only one of the two cognizant agencies, suggesting that the role of power and informal processes may depend on the specifics of agency practices. Hence, even a highly regulated system may provide space for power asymmetry and mutual dependence to affect the resource exchange. We conclude with a discussion of the implications of these findings both for organization theory and for science policy.

OMT: **Turnover Sequences and Cascades: An Intertemporal Model of Behavioral Aggregation and Acceleration**

Author: **Kris Mikel-Hong**, *School of Economics and Management Tsinghua U.*
Author: **Ning Li**, *School of Economics and Management Tsinghua U.*
Author: **Xilan Zhang**, *School of Economics and Management Tsinghua U.*
Author: **Jingzhou Pan**, *Tianjin U.*

We explore turnover aggregation processes to develop a model of turnover cascades, sequentially accelerating turnovers in network clusters. Using one year of high-frequency data from an organizational network of 19,098 full-time employees, we find that localized turnovers tend to occur more quickly the longer the sequence continues. While turnover accelerates, we identify there are limits on maximum turnover velocity. Considering how a localized network community may experience multiple turnover cascades over time, we also find evidence of between-cascade acceleration. Furthermore, our findings show that industry crisis conditions increase the velocity of turnover cascades. This study helps bridge micro turnover contagion with macro collective turnover rates, providing insights into the potential risks of uncontrolled cascading turnovers.

Session Type: **Paper Session**
Program Session: **2140** | Submission: **20196** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

Occupational Groups, Boundaries, and Ideals

Session Moderator: **Luc Pierre Bres**, *FSA ULaval (Laval U.)*

OMT: **Occupational Osmosis: How Biologists Maintained the Boundaries of their Profession by Crossing Them**

Author: **Luc Pierre Bres**, *FSA ULaval (Laval U.)*
Author: **Thomas J. Roulet**, *U. of Cambridge*

Occupational groups often have to defend and expand the boundaries of their professions, but they are also increasingly in need of crossing them to address environmental and social change. Traveling back and forth through those boundaries can help combine knowledge, and resources to address those challenges. While we broadly know about the benefits and costs of crossing boundaries, we have limited knowledge of how they add up, in which case they counterbalance each other and how individual actors practically cross instead of simply span across boundaries. By looking at how actors strategically move in and out of their professional boundaries to achieve a professional project, we can paradoxically explore how boundaries can be erected and maintained through the act of crossing them. Empirically, we focus on a profession that has needed to cross boundaries to achieve their goal: biologists in Quebec entered different professional fields to preserve the natural environment. Through a qualitative study, drawing from extensive longitudinal archival data spanning over 40 years and interviews, we explore how actors cross boundaries in a strategic manner. Doing so, they solidify and maintain them, and bring symbolic and tangible resources to their group. Our study also shows, how, as an unintended consequence, crossing cam reinforce the boundaries between fields.

OMT: **Building Jurisdiction on the Common**

Author: **Bomi Kim**, *House of Innovation*
Author: **Mohammad Hosein Rezazade Mehrizi**, *KIN Research, VU Amsterdam*
Author: **Diane E. Bailey**, *Cornell U.*

Workplace is populated with various occupational groups, each asserting control over an area of work through a jurisdictional claim. However, as emerging digital technologies link together occupational groups and generate data and information artifacts that are increasingly shared across groups, the boundaries between groups may become more penetrable and the bases for jurisdictional claims may flounder. We examine how occupational groups might create jurisdiction when the traditional bases for claiming jurisdiction are eroded in the context of emerging digital technologies. Through an ethnographic study, we examine how a new medical image processing group at an academic medical center established and sustained jurisdiction successfully despite sharing data, information artifacts, technologies, and much knowledge with neighboring groups. We show how jurisdiction is enacted through "interlacing practices": practices through which the group intricately crossed nearby groups, shared work artifacts and technologies to improve its own knowledge and work procedures as well as the overall work processes across groups. We discuss how such an enactment view can enrich our theories of organizational jurisdiction and boundary work in the context of emerging digital technologies by suggesting a more synergetic and collaborative understanding of organizing work across porous boundaries.

OMT: **Occupational Ideals and the Effect of Task-focused versus Identity-focused Practices on Diversity**

Author: **Joelle Evans**, *Bayes Business School*
Author: **Celine Flipo**, *IESEG School of Management*
Author: **Thierry Amslem**, *IE Business School*

How do occupations diversify? Occupations tend to integrate candidates with similar cultural backgrounds, thus playing a role in the reproduction of inequality. When culturally diverse employees are hired, their career outcomes are poorer than other employees and they are more likely to select out of an occupation. Although research shows that occupations can be heterogeneous to some extent, we have little understanding of how diversification occurs. Drawing on a longitudinal study of culturally diverse apprentices in a large media group, we examine the inclusion practices enacted by these apprentices and the evaluation of these practices by permanent employees. We find that newcomers enact two sets of practices: task-focused and identity-focused practices. Permanent employees evaluated the task-focused practices as extending and enriching their occupation but considered identity-focused practices as disruptive to the occupation. Further analysis unearthed how occupational ideals shaped employees' evaluations of these practices. An examination of job offers received by a panel of apprentices at the end of their contract shows that newcomers who enacted identity-based practices did not receive job offers. We derive an explanatory model for how occupational ideals shape occupational diversification. We offer theoretical implications for research on occupational control and diversity, resource-based approaches to diversity and the organizational reproduction of inequality.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2141** | Submission: **20186** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Status Signals and their Effects on Organizational Processes and Outcomes

Session Moderator: **Bo Kyung Kim**, *Yonsei U.*

OMT: **Closing the Gap: How Status-inconsistent Firms use Identity Claims in International Markets**

Author: **Bo Kyung Kim**, *Yonsei U.*
Author: **Youchung Kwon**, *Cornell SC Johnson College of Business*
Author: **Heeyon Kim**, *Cornell U.*

Many organizations experience status inconsistency as they are embedded in multiple status hierarchies. While prior research has documented the negative outcomes of status inconsistency, we have limited understanding of how organizations try to reduce the level of inconsistency. To this end, we explore how organizations use identity claims in response to status inconsistency. Specifically, we argue that status-inconsistent organizations that have higher status in a less prestigious market while having lower status in a more prestigious one have the most ambiguous and confusing identity, and thus have the strongest pressure to respond with consistent identity claims across their markets. Using data from the fashion magazine Vogue, U.S. and Spain editions, we find that status-inconsistent fashion firms with the higher status in the Spanish market are most likely to present identical advertisements across the two markets.

OMT: **The Effect of Status on Reference Group Selection: Evidence from Regression Discontinuity Approach**

Author: **John Kim**, *Chinese U. of Hong Kong*

It is important to articulate the specification of reference groups as they are a central source of organizational learning and play a critical role for several organizational decision-making processes. This study aims to address the neglected area of research on specification of reference groups by focusing on the role of organizational status. Drawing on features of status, I theorize and find that high firm status increases the level of status of firms in reference groups, decreases reference group size, increases the use of non-conforming reference groups and the number of mentions as referents by other firms. I investigate the causal effect of status on the process of organization's selection of reference groups empirically by utilizing Fortune 500 rankings and applying a sharp regression discontinuity design (RDD) approach. Overall, this study offers a better understanding for how organizations form reference groups, contributing to the literatures on behavioral theory of the firm, organizational learning, and status.

OMT: **Status and Risk Taking in Core-Periphery Networks**

Author: **Demetrius Lewis**, *U. of California, Riverside*

Organizations in the core of organizational fields access exchange relationships that provide resources critical for survival. However, organizations maintain access to these relationships and resources through following the core's conventions, which presents a barrier to pursuing novelty in the core. Even in fields where the inter-firm network is designed to encourage novelty, being in the core can limit novelty. Although organizations in the core are similar, there remains differentiation in terms of social influence. Core organizations higher in social status are able to justify actions that do not follow conventions and mobilize support for novel ideas. The interaction of being in the core and high status allows organizations to leverage their influence to pursue novelty while maintaining access to exchange relationships and resources, providing an ideal social position for pursuing novelty. Empirical analysis of the venture capital industry finds that investment firms in the core of the co-investment syndication network accumulate more resources, but make less novel investments. High-status firms in the core exhibit the most novelty and also more success in their investments. Contrary to conventional wisdom about the widespread pursuit of novelty in the venture capital industry, novelty is driven largely by a smaller group of high-status firms in the core.

OMT: **Reputation Signals and the Evaluation of Middle- and Low-Status Organizations**

Author: **Francois Herve Collet**, *U. Ramon Llull, ESADE Business School*
Author: **Olga Bruyaka**, *West Virginia U.*
Author: **Alex Makarevich**, *California State U., East Bay*
Author: **Lucie Baudoin**, *Excelia Business School*
Author: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*

Status and reputation both play important roles in the evaluation of organizations, but prior research has shown that reputation signals are often discounted in the evaluation of high-status organizations. As extant research has focused on the differentiated effect of reputation between high-status versus non-high-status organizations, it has left under-researched the question of how decision makers may evaluate middle-status and low-status organizations differently, even though such evaluations account for a large number of consequential decisions. The legitimacy of low-status organizations is in doubt, which raises questions about their ability to perform on dimensions that are crucial to be considered as an acceptable option. Consequently, when evaluating low-status organizations, decision makers lay emphasis on reputation signals related to outcomes that need to be at an acceptable level before even considering other criteria. By contrast, decision makers take for granted that middle-status organizations are acceptable options; their legitimacy is not in doubt. Thus, when evaluating middle-status organizations, decision makers focus on reputation signals that provide information relevant to outcomes that they seek to maximize. We test and confirm our hypotheses in an empirical study of 411,530 applicants for MBA programs in the United States embedded in a status hierarchy structured by third-party rankings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2142** | Submission: **18016** | Sponsor(s): **(OMT, CTO, OB)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Arlington Room**

From a Work(er) Point of View: Reinvigorating Management Research Through the Study of Work

Organizer: **Pedro Monteiro**, *Copenhagen Business School*
Organizer: **Greetje Frankje Corporaal**, *U. of Oxford*
Discussant: **Beth Bechky**, *UC Davis*
Discussant: **Davide Nicolini**, *U. of Warwick*
Presenter: **Jennifer Rhymer**, *UCL School of Management*
Presenter: **Anastasia Sergeeva**, *Vrije U. Amsterdam*
Presenter: **Pedro Monteiro**, *Copenhagen Business School*
Presenter: **Greetje Frankje Corporaal**, *U. of Oxford*

This symposium contributes to AOM's goal of "putting the worker front and center" by explicitly adopting a work lens to advance our knowledge of contemporary issues in management scholarship. The world of work is rapidly changing in this post-pandemic phase. This includes the growing popularity of remote work and calls for more openness and transparency. Getting work done also increasingly involves digital technologies and interactions with specialists from multiple domains. Such trends pose unique challenges—including the reconfiguration of what it means to be a manager or employee. Thus, we need research that re-grounds our understanding of how work is accomplished amidst these changes in traditional and new settings. To that end, the papers in this symposium, based on in-depth fieldwork, examine how work is done in light of changing conditions in a variety of empirical contexts. For workers, the symposium provides much-needed insight into how individuals develop connections and a sense of belonging and work collaboratively in (inter-)organizational settings increasingly digitally mediated. For managers, it showcases a range of meaningful responses to contemporary workplace challenges via structural, cultural, and technological tools. Finally, the symposium offers suggestions for advancing management research by foregrounding how the study of work raises new questions on power dynamics, social ties, expert-client relations, and organizational forms.

Power to the People? An Ethnography of Physician-Patient Interactions in the Digital Age

Author: **Anastasia Sergeeva**, *Vrije U. Amsterdam*

Sustaining Cross-Domain Collaboration via Articulation Work

Author: **Pedro Monteiro**, *Copenhagen Business School*

Distance Perceived: How Organizational Work Builds Social Connections

Author: **Jennifer Rhymer**, *UCL School of Management*

Power at Work: An Ethnographic Study of Digital Innovation in Cloud Ecosystems

Author: **Greetje Frankje Corporaal**, *U. of Oxford*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2143** | Submission: **15427** | Sponsor(s): **(OMT, DEI)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Firms, Occupations, and Markets as Tools for Combating Systemic Racism: Challenges and Opportunities

Organizer: **Summer Jackson**, *Harvard Business School*
Organizer: **Vic Marsh**, *U. of Toronto, Rotman School of Management*
Participant: **Ray Reagans**, *MIT Sloan School of Management*
Participant: **Ezra Zuckerman**, *Massachusetts Institute of Technology*
Presenter: **Adia Harvey Wingfield**, *Washington U. in St. Louis*
Presenter: **John Robinson**, *Princeton U.*
Presenter: **Summer Jackson**, *Harvard Business School*
Presenter: **Vic Marsh**, *U. of Toronto, Rotman School of Management*
Discussant: **Orlando Patterson**, *Harvard U.*

Can for-profit firms, occupations, and markets be part of the solution to systemic racism rather than part of the problem? Past research provides considerable reason for doubt. After all, there is voluminous evidence of racial bias in the allocation of opportunities for employment and career advancement (Fernandez & Fernandez-Mateo, 2006; Pager, 2003; Pager, Bonikowski, & Western, 2009; Pager & Pedulla, 2015; Pedulla & Pager, 2019). Moreover, in Ray's (2019) influential theory of "racialized organizations," he argues persuasively that (American) racist schemas have become embedded in organizational rules, routines, and structures. It is in organizations (not via ambient logics alone) that schemas are fused with resource-richness. While social forces act upon the organizations ("racial superstructures"), the reverse path is also well-trod: organizations' resources enable reinforcement of racist schemas in their own fields, markets, and wider classes, and in society writ-large - systemically (Bonilla-Silva, 1997, 2001; cf., Omi & Winant, 2014; Wilson, 1976, 1987). Ray's (2019) diagnosis does not deny that organizations change (for good or ill) at certain times, the underlying racist schemas "remain largely stable." For would-be reformers of for-profit firms, occupations, and markets, this account is daunting because it is a theory emphasizing major stability (amidst minor moves and counter- moves by reformers). For major change ambitions, this implies that organizations should either de-racialize or disband altogether. Yet de-racialization seems impossible given that any cultural expression in an historically racist society—including those by which organizational "spaces" are constructed—are necessarily racialized (Anderson, 2015; 2022). The recognition that it is impossible for firms to de-racialize implies that we should seek alternatives to firms. But it is notable that neither Ray (2019) nor the scholarly publications extending the theory has proposed alternatives to formal organizations as a way to better combat systemic racism. This stands to reason. Research by organizational sociologists and management theorists are unified in noting that while informal groups and networks can achieve remarkable feats of coordination and cooperation over the short term (e.g., Majchrzak, Jarvenpaa, & Hollingshead, 2007; Mollick & Kuppuswamy, 2014; Quarantelli & Dynes, 1977; Wachtendorf, 2004), however, the disquieting potential for informal groups and networks to further systemic racism exists precisely because it is hard to hold them accountable for their actions (Du Bois, 1926). The hierarchical governance mechanisms that constitute formal organizations are essential for providing the "reliability" and "accountability" for efforts that need to be sustained over time and place and in engagement with interested stakeholders (Freeland & Zuckerman Sivan, 2018; Hannan & Freeman, 1984; cf., King, Felin, & Whetten, 2010; Turco, 2016). The potential for reliability (and especially) accountability has been noted as essential (if difficult to achieve) for mitigating discrimination (Castilla, 2015; Foschi, 1996; Lerner & Tetlock, 1999). Accordingly, insofar as recent trends have witnessed a slowly "vanishing corporation" and the "uberization" of the workplace with the rise of the "gig economy," scholars have tended to see these trends as worrisome rather than promising from the standpoint of combating (racial) injustice (Schor & Vallas, 2021). In short, accountability is essential for dismantling systemic racism and formal organizations are creatures of accountability. As such, formal organizations have the unique potential—however rarely realized—to become tools for dismantling systemic racism rather than tools for perpetuating it. This symposium showcases recent research projects focused on the social processes of inequality and interrogates the role of firms, occupations, and markets in redressing systemic racism in society. In particular, the presenters are focused on the guiding question of how firms might realize this potential, and what are the opportunities for organization theorists to provide guidance in this regard.

An Organizational Dilemma: Dismantling Systemic Racism by Building Stable Racially Integrated Spaces

Author: **Summer Jackson**, *Harvard Business School*
Author: **Ray Reagans**, *MIT Sloan School of Management*
Author: **Ezra Zuckerman**, *Massachusetts Institute of Technology*

The Sources of Persistence for (Good) Diversity Programs

Author: **Vic Marsh**, *U. of Toronto, Rotman School of Management*

What's In It For Me? Explaining Millennials' Support for Corporate Diversity and Inclusion Policies

Author: **Adia Harvey Wingfield**, *Washington U. in St. Louis*

Left Behind: Affordable Housing and Communities of Color in Suburban Chicago

Author: **John Robinson**, *Princeton U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2144** | Submission: **15825** | Sponsor(s): **(OMT, ONE)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Utopias, Dystopias & Organizational Imaginaries: Organization Studies in a Brave New World

Organizer: **Ali Aslan Guemuesay**, *Ludwig Maximilian U. of Munich (LMU)*
Organizer: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Organizer: **Jonas Spengler**, *U. of Cambridge*
Organizer: **Eva-Maria Spreitzer**, *Ludwig Maximilian U. of Munich (LMU)*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Juliane Reinecke**, *Oxford U., Saïd Business School*
Panelist: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Panelist: **Garima Sharma**, *American U., Kogod School of Business*
Panelist: **Lara Monticelli**, *Copenhagen Business School*
Panelist: **Charlene E. Zietsma**, *U. of Michigan*

The 21st century is a century of dystopian nightmares and utopian dreams. Perpetual, parallel crises are creating a sense of impending doom – alongside an increasing sentiment that the established ways of coordinating social life are not only incapable of addressing these crises but might, in fact, be part of the problem. Simultaneously, new technologies and the (re-)discovery of marginal forms of organizing are spurring a renewed organizational imagination, causing key social actors to fundamentally rethink how we might organize society. In a world of collapsing and challenged institutional logics, practices, and sensemaking, what role can and should management scholars play? And how to fulfill this role in a way that enables “alternatives” that are more conducive to the flourishing of people and the planet? This symposium spurs a conversation around the potential of organization studies to both contribute to and learn from alternative (organizational) imaginaries. It aims to foster an international community of scholars from across disciplines, career stages, and regions of the world around the shared interest in understanding the organizational processes surrounding the recursive construction, maintenance, and disintegration of utopias, dystopias, and organizational imaginaries.

KEY TO SYMBOLS

Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2145** | Submission: **18406** | Sponsor(s): **(OMT, SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

Organizing for Open Social Innovation

Organizer: **Anne-Laure Fayard**, *NOVA School of Business and Economics*
Organizer: **Paolo Vincenzo Leone**, *Nova SBE, U. Nova de Lisboa*
Organizer: **Johanna Mair**, *Hertie School of Governance*
Discussant: **Christine Beckman**, *U. of Southern California*
Discussant: **Fabrizio Ferraro**, *IESE Business School*
Presenter: **Damla Diriker**, *Vrije U. Amsterdam*
Presenter: **Olivia Jung**, *UCLA*
Presenter: **Paolo Vincenzo Leone**, *Nova SBE, U. Nova de Lisboa*
Participant: **Michael Anne Kyle**, *Harvard Medical School*
Participant: **Paula McCree**, *Massachusetts General Hospital / Harvard Medical School*
Participant: **Hiyam Nadel**, *Massachusetts General Hospital / Harvard Medical School*

Understanding how to organize for open social innovation in order to generate and implement new ideas is essential to unlock their potential for creating impact and addressing societal challenges. Despite the development of scholarship on open social innovation, research on the topic is still underdeveloped. We believe that reflecting on different forms of open innovation (from open science to innovation contests) and how they organize to engage multiple stakeholders to generate new ideas and create impact is essential and timely. There is a growing interest among scholars from different fields as well as from practitioners in understanding better the conditions to increase the success/effectiveness of open social innovation. This symposium aims at contributing to this understanding by shedding light on pioneering new studies that present empirical work that describes different forms of open social innovation and contexts in order to unpack practices for successful open social innovation. We aim to engage the audience in a timely discussion about the conditions that facilitate idea generation as well as implementation and collective action in open social innovation context.

Orchestrating Open Innovation through Punctuated Openness

Author: **Damla Diriker**, *Vrije U. Amsterdam*

Involving Patients in Open Social Innovation

Author: **Olivia Jung**, *UCLA*

Opening Science by Transforming the Scientific Paper

Author: **Paolo Vincenzo Leone**, *Nova SBE, U. Nova de Lisboa*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2146** | Submission: **14743** | Sponsor(s): **(OMT, SIM, TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

Addressing Grand Challenges Through Unconventional Leadership Styles and Novel Organizing Mechanisms

Organizer: **Silvia Velmer**, *IESE Business School*
Organizer: **Tommaso Ramus**, *ESSEC Business School*
Presenter: **Marya Besharov**, *Oxford U., Saïd Business School*
Participant: **Susanna Kislenko**, *Oxford U., Saïd Business School*
Participant: **Tracy A Thompson**, *U. of Washington, Tacoma*
Participant: **Gervase R. Bushe**, *Beedie School of Business Simon Fraser U.*
Presenter: **Rodrigo Canales**, *Boston U.*
Participant: **Mikaela Bradbury**, *Goldman Sachs*
Participant: **Anthony Sheldon**, *Yale School of Management*
Presenter: **Anne-Laure Fayard**, *NOVA School of Business and Economics*
Presenter: **Silvia Velmer**, *IESE Business School*
Participant: **Tommaso Ramus**, *ESSEC Business School*
Participant: **Antonino Vaccaro**, *IESE Business School*
Participant: **Stefano Brusoni**, *ETH Zürich*

Grand challenges, such as global warming and social inequality, are evaluative, complex and uncertain global problems that manifest locally and operate across different scales and geographical locations. Addressing these challenges requires deep knowledge of affected communities and the broader value systems that shape them. Over time, research has focused on leadership styles, intra- and interorganizational mechanisms that enable actors to deal with the multidimensionality proper of grand societal challenges. However, more research is needed on how leaders adapt their leadership style over time to mobilize support among stakeholders to address grand challenges, how they change their perception of themselves and the challenges they are addressing. Furthermore, we need a deeper understanding of how organizations can deal with actors operating at different scales and locations as well as of the conditions that favor the implementation of innovative solutions to address grand challenges. The objective of this symposium consists in addressing these issues and in providing a comprehensive view of the different challenges and opportunities that individuals and organizations face when providing innovative solutions to grand challenges. We bring together four papers, that collectively contribute to a multilevel understanding of the mechanisms and processes that can be performed to address grand challenges.

Dynamic tensions of counter-normative leadership: An identity work perspective

Author: **Marya Besharov**, *Oxford U., Saïd Business School*
Author: **Susanna Kislenko**, *Oxford U., Saïd Business School*
Author: **Tracy A Thompson**, *U. of Washington, Tacoma*
Author: **Gervase R. Bushe**, *Beedie School of Business Simon Fraser U.*

How structural and programmatic scaffolds enable knowledge transfer in international development

Author: **Rodrigo Canales**, *Boston U.*
Author: **Mikaela Bradbury**, *Goldman Sachs*
Author: **Anthony Sheldon**, *Yale School of Management*

How to interweave clock-time and event-time in open social innovation

Author: **Anne-Laure Fayard**, *NOVA School of Business and Economics*

Double goal double trouble? Orchestration mechanisms to address intertwined grand challenges

Author: **Silvia Velmer**, *IESE Business School*
Author: **Tommaso Ramus**, *ESSEC Business School*
Author: **Antonino Vaccaro**, *IESE Business School*
Author: **Stefano Brusoni**, *ETH Zürich*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2147** | Submission: **20368** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Helicon**

Consumers and Sustainable Product Perceptions, Concerns and Acceptance

Session Moderator: **Rüdiger Hahn**, *Heinrich-Heine U. of Dusseldorf*

ONE: **The More, the Better? Sustainability-related Signals and Consumers' Perception**

Author: **Stefanie Fella**, *Heinrich-Heine U. of Dusseldorf*
Author: **Melina Burkert**, *U. of Hohenheim*
Author: **Rüdiger Hahn**, *Heinrich-Heine U. of Dusseldorf*
Author: **Verena Hüttl-Maack**, *U. of Hohenheim*

Nowadays, consumers increasingly face the challenge of assessing the sustainability of products based on various sustainability signals sent by manufacturers. Building on an integrative approach to map this complexity, we conduct two factorial surveys to identify the relative impact of different product-related sustainability signals and the number of signals on consumers' perceived product sustainability. Study 1 reveals significantly varying impacts of signals relating to different sustainability domains, life cycle phases, and validation levels on perceived sustainability. In addition, Study 2 finds support for providing more sustainability signals to positively influence consumer perceptions. In light of signaling theory, the results show the importance of signal content and the effects of multiple signals sent simultaneously. This work contributes to a synthesis of research on consumer sustainability perceptions and enriches literature on signaling theory in a consumer behavior context. For practitioners, our results provide a basis for more effective corporate sustainability communication.

ONE: **Sustainable Product Purchase: Role of Eco-labeling, Environment Concern, Consumer Demographics**

Author: **Muhammad Mollah**, *St. Louis U.*
Author: **Kaushik Mukherjee**, *Worcester State U.*
Author: **Keith Ferguson**, *4276*
Author: **Joseph Hair**, *U. of South Alabama*

In today's tumultuous society, consumers ask companies not only what they stand for but also what they are ready to stand up for and protect. Accordingly, companies are becoming more concerned about sustainable products that benefit the society and its economy and the environment, which is essential to save the planet. Consequently, consumers may be positively inclined towards such products during their purchase decisions. Accordingly, in this study, four first-order constructs, including consumption level, values, waste reduction, and defaults were examined in light of the higher-order construct of sustainability initiatives and its influence on likelihood of purchasing sustainable products. Applying Social Cognitive Theory (Bandura, 1986) and using a partial least squares structural equation modeling (PLS-SEM) approach, it was found that consumers are more likely to purchase sustainable products. The results also show that a consumer with greater environmental concern, higher age, and male gender has even greater likelihood of purchasing sustainable products. Ways in which managers and policymakers can leverage these sustainability initiatives so that companies provide greater benefits to the environment and society are discussed.

ONE: **Circular Economy and Consumer Acceptance on Product-Service System: A Customer-Dominant Logic View**

Author: **Chang H. Kim**, *James Cook U.*
Author: **Adrian T. H. Kuah**, *James Cook U.*
Author: **Pengji Wang**, *James Cook U.*
Author: **K Thirumaran**, *James Cook U.*

Product-service system (PSS) is an integrated product and service offering that could be used as a business-level strategy to provide a circular economy solution. However, the preference over certain PSS elements or its combination remains unknown for large electrical home appliances. This study adopted a customer-dominant logic (CDL) approach to assess South Korean consumers' acceptance of PSS elements for refrigerators. A two-phase mixed method including focus groups, conjoint analysis, and Kano modeling was used to analyze the responses from 244 Korean consumers. Our results identified three groups of consumers showing different preferences. PSS elements such as durability, energy efficiency, and long-term warranty were of the highest priority to consumers. This study contributes to the PSS literature by providing empirical and methodological insights into understanding consumer acceptance of PSS. Our findings will help businesses develop relevant value propositions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2148** | Submission: **20367** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Mastiff**

Organizational Adaptation and Resilience in a Changing Biophysical Environment

Session Moderator: **Soolim Park**, *George Washington U.*

ONE: **Firms' Exposure to Severe Natural Disasters and Changes in Greenhouse Gas Emissions**

Author: **Soolim Park**, *George Washington U.*

Although natural disasters, exacerbated by climate change, disrupt businesses, existing literature on natural disasters and climate change is fragmented to explain how a firm's exposure to natural disasters can lead to the adoption of climate change mitigation strategies. Through the lenses of the literature on attention, perceptions, and the behavioral theory of the firm (BTOF), this study explores whether the absolute and/or the socially or historically relative number of severe natural disasters can explain changes in greenhouse gas (GHG) emissions by firms. Data on some of the large GHG emitters in the U.S. suggest that the more a firm is exposed to severe natural disasters, the more it tries to reduce its GHG emissions. A firm's above-average exposure to natural disasters (i.e., negative social aspiration feedback) is negatively associated with changes in GHG emissions. Finally, the negative social aspiration feedback strengthens the relationship between absolute exposure to severe disasters and changes in GHG emissions. This study integrates literature on natural disasters and climate change by elucidating the mechanism of how exposure to severe natural disasters leads to climate change mitigation strategies based on BTOF. It also contributes to BTOF by suggesting exposure to natural disasters as an alternative aspiration.

ONE: **Collaborative Governance Organizations Attention in the Face of Emerging Ecological Adversity**

Author: **Lucie Baudoin**, *Montpellier Business School*
Author: **Francois Herve Collet**, *U. Ramon Llull, ESADE Business School*
Author: **Daniel Arenas**, *ESADE Business School*

To foster the resilience of Social-Ecological Systems (SES), governance structures must pay timely attention to emerging ecological adversity. Past research shows that both public and private organizations can be slow to acknowledge such threat. Collaborative governance organizations may be more adaptive, but their attention capacity is constrained, stretched between the diversity of topics to cover and the challenges of their own organizational structures. We seek to uncover the conditions that foster or hinder collaborative governance organizations allocating attention toward ecological adversity with conceptual insights from the literatures on SES resilience, collaborative governance, and organizational attention. Specifically, we study attention to ecological adversity in the context of four French river basin committees, examining meeting minutes over almost 30 years using natural language processing methods. By identifying tensions critical to attention allocation to emerging ecological adversity, we develop a model and recommendations to foster resilient collaborative attention in governance organizations.

ONE: **Adaptation Strategies to the External Biophysical Environment as a Source of Competitive Advantage**

Author: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*
Author: **Jorge Rivera**, *George Washington U.*

We draw on the resource-based view (RBV) of the firm and resource dependence theory (RDT) to study how the external biophysical environment impacts firm decisions and performance in the California wine industry. We draw on RBV to show that firm adaptation to the external biophysical environment can be a source of competitive advantage to firms. Further, we draw on RDT to highlight how it can add to RBV to explain why firms adapt to natural conditions. Firms adapt to the biophysical environment to secure access to natural resources in the face of environmental uncertainties, and, subsequently, firms gain value from those adaptations. We test our hypotheses with a sample of 50,156 wine-winery-year observations for 535 wineries covering the years 1981-2019. Our results indicate that the adoption of adaptation strategies in response to biophysical conditions are a source of competitive advantage for firms. They also show that firm adaptation strategies mediate the relationship between external biophysical conditions and product price.

ONE: **Does Regenerative Corporate Orientation Support a Firm's Resilience? An Empirical Investigation**

Author: **Louisa Desel**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Today's leaders (founders, CEOs, and top managers) face turbulent times in which they must position their organizations for resilience. Mounting ecological degeneration, challenging social imbalances and environmental dynamism stimulate leaders to rethink strategic position from sustainable towards regenerative orientation. Regenerative orientation is an organizational strategic direction that serves the entire social-ecological system by promoting an understanding of human and environmental patterns in corporate alignment. Regenerative orientation aims to create a net-positive impact by working jointly with the social-ecological system. As precursor, sustainability orientation intents on environmental protection and social responsibility as separate aspects while aiming for a net-zero environment. We contribute to literature by empirically examining the relationship of both strategic orientations towards firm resilience moderated by environmental turbulence. Regenerative orientation is a new strategic positioning; thus, we use a new measurement tool developed based on literature, pilot study and survey-based data samples with 1500 valid responses. Drawing from the theory of resource-based view, our findings suggest that both sustainable and regenerative orientation are positively associated with firm resilience and environmental turbulence partially moderates these positive relationships. An ad-hoc study shows regenerative orientation has a steeper slope. We provide research avenues and discuss implications for literature on organizational studies, strategic orientation, and corporate sustainability.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2149** | Submission: **20370** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Newbury**

Pursuing Sustainability through Partnerships and Alliances

Session Moderator: **Emma Perriton**, *U. of Southern Denmark*

ONE: **A Configurational Approach to Portfolios of Partnerships for Sustainability**

Author: **Tulin Dzhengiz**, *Manchester Metropolitan U. Business School*
Author: **Jouni K. Juntunen**, *U. of Vaasa, School of Technology and Innovations*
Author: **Samuli Patala**, *Aalto U. School of Business*
Author: **Andra Riandita**, *U. of Stavanger Business School*

Existing literature on sustainability-oriented partnerships has rarely taken a portfolio approach. Furthermore, to date, there have not been any studies that analyse the effect of different portfolio configurations on firms' sustainability performance, especially regarding diversity dimensions. Motivated by this gap, we analyse 1022 partnerships of 42 global textile firms using the QCA methodology in this study. We find three strategic approaches to diversely configuring portfolios of sustainability-oriented partnerships for enhanced sustainability performance. We also find two paths to poorer sustainability performance due to the lack of diversity in these portfolios of sustainability-oriented partnerships. We contribute to the literature on strategic partnerships by showing how different portfolio configurations jointly impact performance, demonstrating that there are alternative paths firms can follow in their portfolio management. Furthermore, we add to the literature on sustainability-oriented partnerships by demonstrating how firms can manage the configurations of their portfolios in different ways for enhanced sustainability performance.

ONE: **The SDGs as Epistemic Objects: Addressing Grand Challenges through Cross-Sector Partnerships**

Author: **Emma Perriton**, *U. of Southern Denmark*
Author: **Steffen Korsgaard**, *U. of Southern Denmark*
Author: **Mads Bruun Ingstrup**, *U. of Southern Denmark*
Author: **Majbritt Rostgaard Evald**, *U. of Southern Denmark*

This study explores the role of the UN’s Sustainable Development Goals (SDGs) in a cross-sector partnership and innovation project. Based on a single and unique case, this study follows the design phase of creating ReWater, a new plant that is to be the world’s most resource efficient wastewater treatment plant. Contrary to the intention of the overall SDG framework, we find that the SDGs are epistemic objects – vague and flexible, much like the broad sustainability agenda that the SDGs were meant to make more concrete. We further find that the epistemic nature of the SDGs enables mobilisation of partners as it allows for organisational aspirations being projected unto the SDGs, while suggesting some potentially detrimental effects. Our study contributes with knowledge about how the SDGs can play a vital role in achieving collaborations between diverse and multiple actors that ambitiously seek to address grand challenges, but in a different way than originally intended.

ONE: **Effective Multi-Stakeholders Partnership in Climate Change in Agriculture: The Case of Egypt**

Author: **Rachad Bani Samari**, *American U. of Cairo*
Author: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Multi-Stakeholders Partnerships (MSP) are innovative governance models addressing a particular grand challenge through multiple institutional partnerships (Momen, 2019). This research conducts an empirical investigation on implementation gaps of climate adaptation strategies in Agriculture from a management and governance perspective through an MSP framework developed mainly for this study. The research builds on the premise that over the years, national adaptation policies and strategies to the effects of climate change on agriculture have recorded limited results; and seeks to understand the factors limiting the effective implementation of such policies through an MSP lens. The researchers argue that effective MSP in addressing the grand challenge of adaptation to the effects of climate change on Agriculture in Egypt depends on a three-pronged approach: Stakeholders' power dynamics, governance mechanism, and availability of financial resources.

ONE: **Tackling ESG Performance in the Renewable Energy Sector: Are Strategic Alliances the Answer?**

Author: **Jenny Carita Twyford**, *Alliance Manchester Business School, U. of Manchester*
Author: **Silvia Massini**, *U. of Manchester*

Strategic alliances in the renewable energy sector are global in nature with complex motivations. This research focuses on using strategic alliances in the renewable energy ecosystem and investigates whether strategic alliances are conducive to enhancing a company’s ESG performance. The relationship between ESG performance and a company’s use of strategic alliances was analysed using data from the Securities Data Corporation, Dow Jones Factiva and Datastream databases for the years 2005 to 2019. The research utilised the Heckman model, where a probit regression was first run to examine the relationship between a company having a positive ESG score and a company’s characteristics (industry, company size, ownership status, etc.). Secondly, an OLS regression was used to estimate the relationship between the motivations to enter a strategic alliance and the ESG score. The results indicate that companies in the renewable energy ecosystem who have had a motivation to enter into strategic alliances with the intention of enhancing their environmental legitimacy, reduce operational costs and investment tend to have higher ESG scores. The research indicates that entering a strategic alliance to enhance environmental legitimacy is likely to lead to higher ESG scores, suggesting that environmental legitimacy is essential to a company’s overall attempt to strengthen its ESG score and that engaging in strategic alliances for this purpose is an effective strategy to achieve this.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2150** | Submission: **20369** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **North Star**

ESG: From Bookkeeping to Trends

Session Moderator: **Jilde Garst**, *Wageningen U. and Research*

ONE: **Double-entry Bookkeeping for Non-financial Performance - CO2 Emissions Integrated in Bookkeeping**

Author: **Sander Renes**, *Delft U. of Technology*
Author: **Jilde Garst**, *Wageningen U. and Research*

This paper analyses the underlying assumptions of the double-entry bookkeeping system to show how we can expand this system to integrate ESG information in the financial data collection and reporting processes. Our analysis identifies five axioms that shape double-entry bookkeeping. By relaxing one of these axioms, the monetary unit assumption in accounting, we can apply double-entry bookkeeping to non-monetary performance measures and integrate a wider range of value flows into our accounting system. We show that this change does not affect the core strengths of double-entry as a recording system, and allows the production of a wider set of performance measures from the records that include net income. We provide a proof of concept by applying our framework to firm-level data on greenhouse gas emissions and corporate income taxes to show how the evaluation of performance changes for firms if we integrate more dimensions of performance into a single, consistent bottom-line number that generalizes net income.

ONE: **ESG and Firm Value Effects of Shareholder Proposals**

Author: **Timo Busch**, *U. of Hamburg*
Author: **Lisa Scheitza**, *U. of Hamburg*
Author: **Tobias Bauckloh**, *U. of Cologne*
Author: **Christian Klein**, *U. of Kassel*

We investigate environmental, social, and governance (ESG) and firm value effects of more than 7,000 shareholder proposals submitted between 2006–2020. Using propensity score matching and a difference-in-differences setting, the results indicate that firms that receive an ESG- or carbon-related proposal have higher ESG Scores and lower carbon emission intensities than non-target firms in subsequent years. These effects are particularly pronounced for proposals sponsored by conventional investors that have no explicit sustainability agenda. We do not observe an influence on firms' absolute carbon emissions. These observations suggest that shareholder proposals have a limited effect on firms' carbon performance. With regards to financial performance, we find positive, albeit small, abnormal market reactions when information on ESG- or carbon-related proposals becomes available. This outcome may explain firms' tendencies to implement the demands of the proposal.

ONE: **Accommodating Demands for Calculability: The Financialization of ESG in the Swedish Financial Market**

Author: **Rachelle BELINGA**, *California Lutheran U.*
Author: **Emma Sjöström**, *MISUM, Stockholm School of Economics*

Financial market actors are subject to mounting demands to integrate environmental, social and governance (ESG) issues into financial analysis. To make non-financial issues "work with" the existing modus and format of financial analysis has however turned out to be something of a struggle. In this paper, we explore how financial actors cope with ESG integration, and in particular the financialization of ESG. More generally we seek to better understand how existing calculative practices accommodate new "frames" (Callon, 1998). To do this, we draw on the notion of sociomaterial assemblages i.e. the arrangements of human beings and material entities, and examine existing and ESG-oriented assemblages in the Swedish financial market. We propose a sociomaterial process model of calculability for how new frames are introduced, in four parts. We find that central to this process is bricolage, which contributes to the reframing process and to a better appropriation of new frames by existing assemblages.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2151** | Submission: **20365** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George B**

The Influence and Role of CEOs and Other Senior Executives in Corporate Sustainability

Session Moderator: **Christian Franz**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

ONE: **Too Afraid To Act? How CEO Political Ideological Divergence Influences Environmental Innovation**

Author: **Christian Franz**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Firms increasingly engage in environmental innovation to enhance environmental and financial performance. Although CEOs are central in shaping environmental innovation strategy, previous research has neglected to examine CEO-level antecedents. Drawing on upper echelons and threat response theory, we investigate the impact of CEO political ideological divergence on environmental innovation, using a longitudinal dataset of S&P 500 CEOs from 2010 to 2018. Our results show that CEO political ideological divergence is negatively associated with environmental innovation, and this relationship is strengthened by CEO structural power, but attenuated by sustainability orientation. These findings have important implications for both theory and practice.

ONE: **CEO Narcissism and Corporate Environmental Strategy: An Inverted U-Shaped Relationship**

Author: **Jianzu Wu**, *School of Management, Lanzhou U.*
Author: **Chaojie Zheng**, *School of Management, Lanzhou U.*

Combining the upper echelons theory with the narcissistic admiration and rivalry perspective, we empirically test the effect of CEO narcissism on corporate environmental strategy using a sample of 357 Shanghai and Shenzhen A-share listed companies from 2010- 2019 in China. We found that CEO narcissism has an inverted U-shaped relationship with corporate environmental strategy due to positive but marginal diminishing self-enhancement and negative self-defense effects. The board monitoring mechanism weakens the self-enhancement effect and enhances the self-defense effect, thus weakening the inverted U-shaped relationship between CEO narcissism and corporate environmental strategy. When the intensity of board monitoring exceeds a certain threshold, the inverted U-shaped relationship between CEO narcissism and corporate environmental strategy will flip to a U-shaped relationship. This study provides insights into CEO narcissism research and implications for corporate environmental strategy practice.

ONE: **CEO Cognition and Corporate Sustainability Performance: An Empirical Examination**

Author: **Ajith Venugopal**, *Texas A&M International U.*
Author: **Abdul Rasheed**, *U. of Texas At Arlington*
Author: **Sagar Surendran**, *U. of Texas At Arlington*

We study how the CEO cognition of chief executive officers (CEOs) impacts the corporate sustainability performance of their firms. Drawing on the literature of upper echelon and cognitive frame perspective in corporate sustainability, we examine how CEO cognitive structure (measured using cognitive complexity) and cognitive content (measured using self-focus and external focus) are related to corporate sustainability performance. We conduct our empirical examination on a sample of 371 CEOs of 277 S&P 1500 firms. We developed measures for cognitive structure and content using the language patterns of CEOs in the question-and-answer section of quarterly conference call transcripts with the support of two linguistic tools-Receptiviti and LIWC. Our results indicate that CEO cognitive complexity is curvilinearly related to corporate sustainability performance. Besides that, CEO self-focus is negatively related to corporate sustainability performance, while the external focus is positively related to corporate sustainability performance. Subsequently, we discuss the implications of our findings.

ONE: **Female Directors' Independence, Performance Feedback and Corporate Environmental Strategy**

Author: **Jianzu Wu**, *School of Management, Lanzhou U.*
Author: **Xinyu Guo**, *School of Management, Lanzhou U.*

Previous studies on the impact of board gender diversity on corporate environmental strategy failed to reach a consistent conclusion and paid little attention to the role of female directors' independence. We develop a behavior-selection model to explore the impact of female directors' independence on corporate substantive environmental strategy. We combine female director literature with the insights of corporate governance theory and integrate knowledge about board diversity and independence to theorize how and when female directors cause firms to choose their substantive environmental strategy. We reconcile the tension among extant inconsistent results invoked to explain how female directors' independence might affect the decision of corporate substantive environmental strategy. Empirical data from around 3,800 Chinese public firms from 2011 to 2020 shows that not all female directors contribute to substantive environmental behavior. Specifically, only female independent directors can promote corporate substantive environmental behavior, while non-independent female directors impede corporate substantive environmental behavior. Interestingly, we find that negative performance feedback weakens both the effects of independent and non-independent female directors on corporate substantive environmental behavior. These findings expand the boundaries of corporate governance theory and gender diversity research, highlighting the importance of considering both independence and financial performance in the relationship between female directors and corporate substantive environmental strategy.

ONE: **Corporate Climate Change and CEO Compensation: Behavioral Agency Model and Social Capital**

Author: **Maretno Agus Harjoto**, *Pepperdine Graziadio Business School*

Based on the behavioral agency model (BAM), this study argues that CEO options compensation is related to risk-taking on corporate adverse impact on climate change (corporate climate change risk-taking). CEOs with higher current (prospective) wealth tend to have higher loss aversion (risk-taking) against (toward) corporate climate change risk- taking behavior. Using social capital theory, we also argue that social capital is negatively related to corporate climate change risk- taking behavior and social capital is expected to moderate the relationship between CEO options compensation and corporate climate change risk-taking behavior. Based on a sample of 1,397 US firms during 2005 to 2019 and several measures of corporate climate change and social capital, we find evidence to support our hypotheses. This study contributes to the literature by extending the BAM to explain managerial risk-taking behavior toward climate change and integrates the social capital theory into the BAM to explain the importance of social norms on corporate climate change and its moderating role on the relationship between CEO options compensation and corporate climate change. Our findings also provide practical implications on how CEO incentive compensation structure is related to corporate climate change risk-taking behavior.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2152** | Submission: **20371** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **St. George C**

Stakeholder Pressures, Engagement, and Implications for Sustainability Strategies and Performance

Session Moderator: **Lutz Preuss**, *Kedge Business School*

ONE: **Stakeholder Pressures and Decarbonization Strategies in Mittelstand Firms**

Author: **Lena Benz**, *U. of Trier*
Author: **Joern Hendrich Block**, *U. of Trier*
Author: **Pramodita Sharma**, *U. of Vermont, Grossman School of Business, US*

Decarbonization strategies are a firms' response to environmental concerns. This study differentiates between symbolic decarbonization strategies focused on compensating CO2-emissions, and the substantive strategies and actions taken by a firm to reduce its harmful emissions. The influence of internal and external stakeholder pressures, and the effect of family ownership on the strategic decarbonization choices is examined. Data from 444 'Mittelstand' manufacturing firms, reveals that overall stakeholder pressures lead to a proactive pursuit of decarbonization strategies. We find that internal stakeholders push a firm more strongly towards substantive decarbonization strategies. In contrast, external stakeholder pressures lead firms to pursue a mix of symbolic and substantive decarbonization strategies. Interestingly, even under external pressures, family-owned firms tend to be less drawn towards symbolic decarbonization strategies than their non-family owned counterparts. In addition to confirming the positive relationship between stakeholder pressures and the decarbonization strategies of a firm found in the literature, this study reveals that internal stakeholders are more influential in steering mid-sized German firms to take substantive actions to mitigate their carbon emissions. Implications for theory, practice, and policy makers are discussed.

ONE: **Differences in the Complexity of Decision-Maker Cognition: Implications for Stakeholder Engagement**

Author: **Lutz Preuss**, *Kedge Business School*
Author: **Isabel Fischer**, *Warwick Business School*
Author: **Bimal Arora**, *Aston Business School*

Characterizing major sustainability issues as 'grand challenges' has led to a call for collaboration among heterogeneous stakeholder groups, not least in multi-stakeholder initiatives (MSIs). Research into MSIs has made huge progress in understanding their workings; yet, it is still criticized for remaining undertheorized, echoing a criticism of management studies generally as paying insufficient attention to the micro-macro divide. Hence, we examined differences between stakeholder groups in the complexity of their cognitive frames on the topic of sustainability. We analysed 265 cognitive frames across four stakeholder groups (business, government, NGO, education). Analyzing these frames in terms of the two dimensions of complexity – differentiation and integration – we found statistically significant differences in frame complexity between stakeholder groups. These micro-level cognitive differences can explain macro-level problems in stakeholder engagement and communication. As effective stakeholder dialogue is crucial to MSI success, our findings have implications for the enhancement of the democratic quality of MSIs.

ONE: **Hybridizing Life Cycle Assessment (LCA) with Local Stakeholder Inputs**

Author: **Matthew Kingston**, *U. of Alberta & Future Fields*
Author: **Maggie Cascadden**, *U. of Alberta*
Author: **Kylie Heales**, *U. of Alberta*
Author: **Pia Heidak**, *Pforzheim U.*
Author: **P Devereaux Jennings**, *Alberta School of Business*

Life cycle assessment (LCA) is the centerpiece of ISO 14040/44 certification as well as the United Nations' Environmental Program. However, LCA and similar sustainability tools have been criticized as leading to loose coupling, misalignment, and symbolic usage. LCA experts have partly addressed these problems by developing Social LCA or by incorporating stakeholder multi-criteria preferences into LCA decisions. But systematic methods for engaging with stakeholders, including their local logics, and for weighting their preferences are lacking. In this study, we draw on a combination of stakeholder and institutional theory to detail a co-design engagement method that also accounts for differences among local stakeholder logics in order to hybridize LCA as a sustainability tool. In Study 1, we construct a standard LCA of two novel Oil Sands wetland remediation products: chicken feathers and biochar. In Study 2, we run an experiment with local stakeholders to identify those with more balanced (versus polarized) environmental and economic logics and then incorporate their preferences in a modified LCA of the remediation materials. Our research contributes to sustainability tool development as well as to stakeholder and institutional theory.

ONE: **Take Itself as a Mirror: Social Performance Feedback and Corporate Carbon Reduction Management**

Author: **SIjia ZHANG**, *Northwestern Polytechnical U.*
Author: **Ming Jia**, *Northwestern Polytechnical U.*
Author: **Yi Xiang**, *Xi'an Jiaotong U.*

Corporate social responsibility (CSR) is a multidimensional concept that includes responding to the demands of discrepant stakeholders. However, existing studies have neglected the satisfaction of different demands put forward by the same stakeholder. According to performance feedback and legitimacy theory, we subdivide different CSR dimensions and argue that the previous demand responses of firms in the social dimension accumulate different degrees of legitimacy. Thus, we examine how the social performance feedback affects the subsequent carbon reduction management of the environmental dimension. Based on the research context of China, our empirical study finds that when social performance is higher than aspiration, firms likely regard collective carbon reduction management as the optimal strategy; by contrast, when social performance is lower than expected, firms tend to show outstanding carbon reduction management. Furthermore, we observe the moderation effects of state ownership, industry stigma, and low-carbon pilot construction on the choice of carbon reduction management strategy. This study extends our understanding of CSR subdimensions and helps firms recognize how to manage the legitimacy of different demands of the same stakeholder through social performance feedback.

Session Type: **Paper Session**
Program Session: **2153** | Submission: **20511** | Sponsor(s): **(OSCM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Courier**

Supply Chain Management II

Session Moderator: **Remi Charpin**, *HEC Montreal*

OSCM: **The Influence of National Animosity on International R&D Collaborations**

Author: **Remi Charpin**, *HEC Montreal*
Author: **Jake London**, *Loyola U. Maryland*
Author: **Nicolas Vincent**, *HEC Montreal*

Firms lacking innovation capabilities are enticed to seek knowledge in foreign countries. However, international conflicts and intercountry relations may hamper firms' ability to exchange knowledge across national borders. Accordingly, firms may adjust their international research collaborations (IRCs) because geopolitical tensions can disrupt knowledge flows for firms that have foreign partners. The purpose of this study is to examine how national animosity affects IRCs between firms. We use secondary data covering 11,160 firms in 55 countries over the period 2010-2019 to test whether bilateral conflictual interactions and political divergence reduce the occurrence of IRCs. We find that political divergence decreases IRCs, while the effect of conflictual interactions on IRCs is contingent on the degree of political divergence between the two countries. Our study contributes to the global operations literature by showing the importance of using an intercountry relations perspective to understand how political risk impacts the sharing of knowledge internationally. Furthermore, we suggest strategies that may help practitioners to mitigate government interventions that could target their IRCs after a rise in geopolitical tensions. This paper also has implications for the innovation literature as it highlights the role played by national animosity on firms' ability to access global knowledge networks.

OSCM: **Supply Chain Learning of Higher Education Institutions in Low- and Medium-Income Countries**

Author: **Mohammad Moshtari**, *Tampere U.*
Author: **Aline Seepma**, *Faculty of Economics and Business, U. of Groningen*

Higher education institutions (HEIs) provide teaching and research services to multiple service recipients in society, including students, firms, non-governmental organizations, and policymakers. The performance of HEIs is vital to the growing knowledge economies of countries in general and to human capital development in low- and medium-income (LMI) countries in particular. HEIs need to match their education and research with the needs of society to provide services that are useful for their countries' development. Adopting a service supply chain perspective, we provide deep theoretical and empirical insights into how supply chain learning is limited in the higher education setting in developing countries. Building on extensive primary data (i.e., 92 interviews and three focus groups with policymakers, university managers, and faculty members and researchers) and secondary data (i.e., university webpages, strategic planning reports, relevant panel discussions in media or conferences, and regulations), the study suggests that distance between HEIs and their stakeholders and delays in processes of acquiring, interpreting, and applying information reduce interactions between HEIs and their service recipients, which diminishes the quality of their services and their ability to respond to socioeconomic needs and resolve wicked problems at the national and international levels. We show how the characteristics of higher education public policy and HEIs interact to leverage delay and distance. In addition to offering research avenues for future studies, our findings suggest managerial and policy implications for modifying policies and practices and building capacity to overcome learning blocks in the higher education of LMI countries. The present study contributes to supply chain learning research and our knowledge of the interactions between supply chain management and public policies in the public sector. Although the results are drawn from a single case study, the findings are generalizable to other LMI countries and certain countries in East Asia and Eastern Europe that have centralized HE systems and have practiced HE massification while limiting autonomy for HEIs.

OSCM: **An Empirical Investigation into Customers Perception of UK Legal Services and Operations**

Author: **Iain Reid**, *Manchester Metropolitan U. Business School*
Author: **David Bamford**, *Manchester Metropolitan U. Business School*
Author: **Rob O'Neil**, *U. of Manchester*

Designing a service operation that aligns business systems and customer perception, experience and outcomes is an essential part of the customer value proposition for business. This paper examines this aspect within legal services by exploring the paradox between the perception of operational service quality and the legal judgements reached. The paper collates responses from 8,192 law sector customers, and proposes that legal services need to be reconfigured. Findings indicate that clients perceived poor operationl value, but that this is perhaps due to their own lack of knowledge of the legal process. Through the development of a clear evidence base and a defined business model this research informs how an improved legal services could be operationalised. This would improve service quality from the customers perspective via efficiency gains through greater operational transparency and more effective communication from legal services.

OSCM: **Can Product Substitutability Ameliorate the Adverse Effects of Inventory Stockouts?**

Author: **Robert F. Jensen**, *U. of Arkansas*
Author: **Saif Mir**, -
Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

The adverse effects of retail service failures in the form of inventory stockouts may be ameliorated when consumers substitute products. Using data from the field featuring 30,646 observations of on-shelf inventory across seven product categories in 36 stores, we estimate the loss in revenues from inventory stockouts in these product categories. We propose and test three alternative theoretical lenses that may explain product substitution and find that one is consistent with the field data. The evidence suggests that consumers substitute other products within a category in response to a stockout of a focal product in horizontally differentiated product categories. The data featured a natural experiment that allows us to manipulate stockouts through an RFID-based in-store inventory tracking implementation the natural field experiment by manipulating in-store inventory stockouts which allows us to test the robustness of our findings. Our research provides theoretical contributions to the literature on retail supply chain management and service operations, as well as practical insights for supply-chain managers who need to prioritize assortment and replenishment decisions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2154** | Submission: **20507** | Sponsor(s): **(OSCM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Defender**

Service Operations and Disasters

Session Moderator: **Chao Wu**, *W. P. Carey School of Business, Arizona State U.*

OSCM: **Examining the Impacts of Crowd Size and Crowd Diversity on Solution Quality in Innovation Contests**

Author: **Ming Zhao**, *Dongwu Business School, Soochow U. China*
Author: **Zhongzhi Liu**, *Dongwu Business School, Soochow U. China*
Author: **Xiaosong Peng**, *college of business, Lehigh U.*

As an emergent business practice in the era of open innovation, innovation contests can be an effective approach to solving firms' innovation-related problems, but high-quality solutions are not guaranteed. Although the innovation contest literature has examined the structural contest settings that affect solution quality, the impacts of crowd characteristics – namely, crowd size and crowd diversity – remain under-examined. On the one hand, empirical findings related to the impact of crowd size on solution quality are inconsistent. On the other hand, scholars overlook the influence of crowd diversity, which relates to crowd size but is theoretically distinct. Further, the theoretical underpinnings of relevant studies tend to be one-sided. Drawing upon knowledge from the innovation contest and innovation search literature, we attempt to conceptualize and empirically examine the main effects and mechanisms through which crowd size and crowd diversity affect solution quality in innovation contests. Based on the analyses of 6,251 programming contests organized by a leading programming crowdsourcing platform, our results demonstrate that crowd size has a consistently negative impact on solution quality, while crowd diversity positively affects solution quality in an innovation contest. Overall, our study highlights the importance of competition in explaining the negative effect of crowd size on solution quality and uncovers the role of innovation search in explaining the positive impacts of crowd diversity on solution quality. These findings are useful for managers in designing innovation contests that positively influence solution quality.

OSCM: **Does Volunteering Crowd Out Donations? Evidence from Online Experiments**

Author: **Chao Wu**, *W. P. Carey School of Business, Arizona State U.*
Author: **Mahyar Eftekhar**, *Arizona State U.*

A conventional wisdom cautions charities against providing volunteer opportunities to potential donors because volunteers are considered as unreliable source of labor supply, and volunteering is assumed to crowd out monetary donation. We question the assumption that volunteering crowds out donation, and study the causal relationship between individuals' volunteering and their subsequent donation decisions. We present two consequential experiments where individuals are asked to engage in some virtual assignments, and then are asked to make a donation to an existing charity. In the first, they were asked to make affectionate cards for homeless persons. They were given autonomy to make the card however they wished. In the second, participants were asked to color patterns with different levels of complexity. Although volunteering increased the likelihood and amount of donation that participants made, a general concave relationship between individuals' volunteering efforts and subsequent donation is observed indicating that the causal relationship between volunteering and donation cannot be explained by a single mechanism. Further, volunteers who were assigned more time-consuming tasks and volunteers who were given less autonomy to complete tasks were likely to make lower donations. Our results suggest that (i) volunteer programs not only build up a charity's labor source, but may also increase their donation income; (ii) charities should consider developing virtual volunteering programs that increase their resources by connecting them with more volunteers; and (iii) to maximize donations, charities should carefully design light volunteer tasks that incorporate participant autonomy.

OSCM: **The Anatomy of Man-Made Disasters: Implications of Excess Cooperation and Whistleblowing for Safety**

Author: **Akhil Bhardwaj**, *Tilburg U.*
Author: **Henk Akkermans**, *Tilburg U.*

Reducing the likelihood of man-made disasters that cause much harm to life, property, and the environment, is a key societal goal. To that end, regulatory agencies are responsible for ensuring man-made disasters do not occur. In order to accomplish this task, regulators invariably have to rely on, and cooperate with, operators. However, how much cooperation is optimal? In this study, we examine if and how (excess) cooperation between operators and regulators can lead to man-made disasters, and the role whistleblowers can play in attenuating such unwanted outcomes. We synthesize various theories and accounts of man-made disasters to construct a systems dynamics model of the dynamic mechanisms that lead up to them. We find that excess collaboration that arises as a consequence of bounded rationality, prompts operators and regulators to infer absence of accidents as evidence of safety. This mistaken inference contributes to drift of operational practices away from safety standards, thereby increasing the likelihood of a man-made disaster. To mitigate this tendency towards excess cooperation, we investigate the role whistleblowers can play in introducing necessary "friction" between operators and regulators, and find that timely whistleblowing can aid in mitigating man-made disasters. We provide managerial and policy implications including establishing internal informational channels, setting up a joint task force between operators and regulators, and incentivizing and safeguarding whistleblowers while protecting their target organizations from false claims. Finally, we offer a potentially fruitful new research direction for the OM community.

OSCM: **Coopetition in First Response Operations to Global Disasters**

Author: **Hasti Rahemi**, *U. of Colorado, Boulder*
Author: **David Drake**, *U. of Colorado, Boulder*

Research suggests that cooperation between humanitarian organizations (HOs) can help improve efficiency in disaster response, which is often among donors' and practitioners' priorities. Yet, the real-life impediments to cooperation, such as competition among HOs over donors' attention in the field of disaster response, is rarely addressed in the literature. We investigate the effects of competition in the field on HOs' decisions. We further study the prospect of cooperation among HOs given this competition. We look at this problem from the perspective of the United Nations Humanitarian Response Depot (UNHRD), where HOs pre-position stockpiles of relief commodities to ship to the field in case of a disaster. Through interviews, we learned that cooperation in the form of transshipment among HOs within a depot is highly encouraged by the UNHRD, yet HOs rarely engage in such cooperation. We examine the coopetition in this setting through a combination of competitive and cooperative game theory to analyze the cooperative transshipment of inventories positioned within a UNHRD warehouse and to understand its effect on HOs' disaster response. We show that field competition discourages HOs from cooperating within the UNHRD and generates aid overflow---more aid sent to the disaster field than required in aggregate---which is costly for the HOs and the region they serve. In addition to identifying conditions when cooperation arises in equilibrium and the magnitude of aid overflow, we also propose a variety of allocation policies, outlining when and how they can incentivize the HOs to create stable coalitions. Our results provide insights into the effects of field competition, especially as it pertains to the success of cooperation between HOs. In addition, this study helps the UNHRD and similar disaster relief cooperation platforms employ allocation policies that incentivize cooperation, which benefit both HOs and their beneficiaries.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2155** | Submission: **20508** | Sponsor(s): **(OSCM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Gloucester**

COVID-19 and Supply Chain Management

Session Moderator: **Wan Ri Ho**, *Swiss Federal Institute of Technology Zurich, ETH*

OSCM: **Keeping Open Innovation Projects Alive: A Multiple Case Study of Covid-19 Ventilator Projects**

Author: **Wan Ri Ho**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Nikolai Kazantsev**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*
Author: **Torbjørn H. Netland**, *Swiss Federal Institute of Technology Zurich, ETH*

We use a case study approach to investigate antecedents of success in open innovation projects. Although open innovation is a long-standing topic, the literature on organizational roles during open innovation projects is fragmented and limited. This paper analyzes eleven case studies of open innovation projects during the Covid-19 demand shock for respiratory ventilators. From our semi-structured interviews of 50 respondents, we identify organizational roles and their impact on open innovation projects conducted under extreme conditions. Our analysis highlights three critical organizational roles determining successful or unsuccessful outcomes of open innovation: visionary, curator, and expert. We illustrate our findings using the open innovation funnel phases. We contribute new theoretical insights into organizational roles and success factors during open innovation projects to the open innovation and project management literature. The findings help practitioners plan better collaborative responses to demand shocks and disruptions.

OSCM: **Enabling Frontline Employee Innovation in Hospitals – Evidence from Multiple Case Studies**

Author: **Felix Mosner**, *U. of Cologne*
Author: **Fabian J. Sting**, *U. of Cologne*
Author: **Aravind Chandrasekaran**, *Ohio State U.*

In this paper we study how middle managers' behavior can help foster frontline innovation. First, we develop theory via multiple case studies to identify concrete actions and viewpoints of various management levels regarding frontline ideas. The case data comes from more than 25 semi-structured interviews with representatives from all hierarchy levels at 4 different acute care hospitals in Germany. We further develop a measurement for frontline innovation performance and survey the respective frontline representatives (N=88) from these hospitals. To further delineate the impact of middle manager behavior from other influences, such as top management support, we conducted a second survey with external nurses (N=151) belonging to 16 different hospitals from Germany, who evaluated the frontline innovation involvement of nurses in the studied hospitals. Nothwithstanding the innovation potential of middle managers, our cross-case comparison finds that their own innovation activities can distract them from shaping and supporting the innovation activities of their frontline staff. In contrast, middle managers who are focused on encouraging and involving their frontline staff were able to substitute a lack of top management support and foster a strong frontline innovation performance. Overall, this study sheds light on the intricate role of middle managers as agents for bottom-up frontline innovation and offers important implications for service-driven organizations.

OSCM: **Examining the Role of Decision-Making Process in Patient Care**

Author: **Deepa Goradia**, *Georgia State U., J. Mack Robinson College of Business*
Author: **Aravind Chandrasekaran**, *Ohio State U.*

The attending physician and the operating physician are typically the key decision-makers in a patient's treatment plan. In this study, we examine whether a single decision-making approach or a dual decision-making approach is better for patient outcomes. While research outside healthcare operations management has argued for benefits from both single and dual approaches to decision-making, very little knowledge exists in healthcare settings. In this study, we address this gap by investigating the impact of single and dual decision-making on multiple patient care outcomes We draw insights from several physician leaders to guide our study and to account for both the patient and physician selection issues for choosing a particular decision-making strategy. Results from our analyses improved outcomes on efficiency measures from a single decision-making approach Our results also suggest that patient complexity contributes to this effect. Our results are robust to alternate explanations and demonstrate the role that physicians can play in effective care treatment during a hospital stay.

OSCM: **Speeding Up Capacity Building under Time Pressure to Produce COVID-19 Vaccines**

Author: **Leonardo Santiago**, *Copenhagen Business School*
Author: **Hugo Defendi**, *Instituto de Tecnologia em Imunobiológicos - Fundação Oswaldo Cruz*

Swiftly reacting to unforeseeable events is of utmost importance for firms. The COVID-19 outbreak has not only severely impacted individual and collective health worldwide but also hindered the global economy. The COVID-19 vaccine was considered by many specialists the best strategy to face this pandemic. Developing a vaccine in a timely manner was as daunting a task as scaling-up manufacturing to produce billions of doses. To swiftly increase the production capability, pharmaceutical companies needed to rely on technology transfer to build organizational capability and ramp-up production. There was a clear paradigm shift as speeding up of capacity building and technology transfer was driven by volume maximization, as opposed to profit, and characterized by cooperation as opposed to being a reaction to competitive pressure. We consider the question of how to speed up capacity building under time pressure. We thoroughly explored the empirical setting with multiple case studies across the pharmaceutical industry and supplemented our findings through an in-depth case study with a vaccine manufacture firm. Our findings suggest that celerity in producing vaccines was achieved by managing the interdependency across key enables with regards to production setup, relationships across the supply chain, and knowledge novelty.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2156** | Submission: **13481** | Sponsor(s): **(OSCM, HCM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Paradoxical and Dynamic Performance of Lean Practices: Problem Solving, Temporality, and Teams

Organizer: **Wiljeana Jackson Glover**, *Babson College*
Organizer: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*
Organizer: **Eitan Naveh**, *Technion Israel Institute of Technology*
Discussant: **John S Carroll**, *Massachusetts Institute of Technology*
Presenter: **Dorothy Hung**, *U. of California, Berkeley*
Presenter: **Kimberly Harry**, *Virginia Tech*
Presenter: **Negeen Khandel**, *U. of California, Berkeley*
Presenter: **Justin Lee**, *U. of California, Berkeley*
Presenter: **Thomas Rundall**, *U. of California, Berkeley*
Presenter: **Stephen M. Shortell**, *U. of California, Berkeley*
Presenter: **Noa Ebenstein-Ziv**, *Technion – Israel Institute of Technology*

The complexity, pace, and volatility of present-day work demands more dynamic organizational management systems. More recent management systems, e.g., agile or design thinking, have not proven to be the “silver bullet” to improved dynamic capabilities in part due to the paradoxical nature of multi-faceted organizational outcomes (e.g., people v. profit, quality v. innovation). Thus, scholars seek to examine the underlying principles and theories of management approaches, regardless of origin or age. Our proposed presentation symposium combines historical and futuristic perspective to examine 21st century lean practices through the lenses of temporality, centrality of work teams, and problem solving. The use of lean management approaches shifted significantly since 2000, from primary use in manufacturing settings to achieve efficiency, to extensive use knowledge-based settings, including hospitals and R&D, to achieve improved efficiency, quality, and innovation. This symposium includes three presentations and a discussion from internationally renowned scholars that collectively highlight temporality, centrality of work teams, and problem solving as critical lenses through which to study and improve management systems. Building upon a pluralistic approach, this symposium will take a significant step in advancing knowledge and provoking new directions for future research on team-oriented management systems.

Managing Through a Pandemic: A Daily Management System for COVID-19 Response and Recovery

Author: **Dorothy Hung**, *U. of California, Berkeley*
Author: **Thomas Rundall**, *U. of California, Berkeley*
Author: **Justin Lee**, *U. of California, Berkeley*
Author: **Negeen Khandel**, *U. of California, Berkeley*
Author: **Stephen M. Shortell**, *U. of California, Berkeley*

Factors for Kaizen Event Success in Hospitals

Author: **Kimberly Harry**, *Virginia Tech*
Author: **Wiljeana Jackson Glover**, *Babson College*

The paradox of Lean Management and Innovation climates: Problem-Solving as a potential moderator

Author: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*
Author: **Eitan Naveh**, *Technion Israel Institute of Technology*
Author: **Noa Ebenstein-Ziv**, *Technion – Israel Institute of Technology*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2157** | Submission: **20927** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Organizations Behaving Badly

Session Moderator: **Mathieu Molines**, *ESCE International Business School*

PNP: **Managing my Shame: Investigating the Effects of Organizational Identity Threat on Exemplification**

Author: **Mathieu Molines**, *ESCE International Business School*
Author: **Anthony Perrier**, *TBS Business School*

How do public employees respond to organizational identity threats? In this research, we investigate how public employee make sense of these threatening events that may call into question organization's core attributes and status and how it affects their attitudes and behaviors. Drawing on social identity theory and appraisal theory of emotions, we develop and test a model in which organizational identity induced by negative media coverage threat provokes shame which then results in exemplification as a constructive strategy to protect the threaten self. We further explain the role of public service motivation, that represent a close connection between the self and an organizational threat, as a moderator of the proposed mediated relationships. We tested our predictions across two studies: an experimental vignette study (Study 1) and a field study (Study 2) involving French police officers. Our results show that shame mediated the positive effect of organizational identity threat on police officers' exemplification behaviors. We demonstrate that when public service motivation is high, police officers are more likely to engage in exemplification as a constructive response to cope with organizational identity threat compared to when it's low because they are more likely to interpret the organizational threat as personally threatening. Theoretical and practical implications and future direction are discussed.

PNP: **Navigating Organizational Politics at Work: What Type of Support Do Employees Need?**

Author: **Ju Won Park**, *U. of Georgia*

A large number of empirical tests have found detrimental effects of organizational politics (i.e., back-stabbing and lobbying) on public employees' key attitudinal and behavioral consequences. However, relatively few studies have explored how these adverse effects can be mitigated by support from organizations. Drawing on the Job Demands- Resources (JD-R) theory, this paper proposes that instrumental and emotional support can help alleviate the harmful effects of workplace politics on public employees' job attitudes. Results from Korean firefighters reveal that instrumental support can be more effective than emotional support when enhancing job attitudes and mitigating the adverse effects of workplace politics. Public organizations and managers seeking to manage organizational politics may give weight to providing instrumental and emotional support to their employees.

PNP: **The Conditional Effects of Developmental HR Practices on Public Sector Employees' Workload**

Author: **Nhung Nguyen**, *U. of Economics Ho Chi Minh City*

Heavy workload is a ubiquitous problem in public workplaces, but how to appropriately use managerial practices to address it has often been overlooked. This study provides important theoretical and practical implications to deal with heavy workload in the public sector. Drawing on the job demands-resources model, it is argued that developmental human resource practices help reduce employees' workload. Moreover, coworker support and affective commitment are theorized as contextual and personal factors that separately and jointly moderate the above negative relationship. Results from hierarchical regression analysis with data from the survey of the US Federal government support the hypothesized model. This study contributes to effective management of workload and expands strategic approach to human resource management research in the public sector. It also furthers the job demands-resources model by exploring two-way and three-way interactive effects of different resources on job demands.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2158** | Submission: **20926** | Sponsor(s): **(PNP)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Does Leadership Matter?

Session Moderator: **Breck Wightman**, *Brigham Young U.*

PNP: **Holding Out for a Hero: Linking Hiring Duration and Managerial Fit**

Author: **Breck Wightman**, *Brigham Young U.*

Although prolonged executive vacancies are commonly viewed in a negative light, little empirical evidence exists to support such claims. In practice, governing boards and decision-makers intentionally extend the hiring process—even incurring long vacancies—in an attempt to identify the right fit. As prior public management research has empirically connected managerial fit to organizational performance, is it beneficial or detrimental for organizations to strategically extend the hiring duration? What is the relationship between the time needed to fill a position and the level of fit in the new hire? Using original data of 231 presidential hires of the top 150 doctoral-granting institutions of higher education in the U.S. between 2005-2018, this study aims to identify the effects of 1) the duration of the executive search and 2) the duration of the vacancy on the level of fit in the eventual successor. Findings indicate that the duration of the executive search is positively associated with the likelihood of selecting an outsider and negatively associated with institutional fit. This relationship is also modeled nonlinearly, suggesting that the highest levels of fit occur when the search duration is either very low or very high, with an inflection point of ~75 weeks. The study also finds a strong but statistically insignificant relationship between vacancy duration and fit. This implies that the duration of search process should be a primary concern of governing boards and hiring managers, regardless of whether a vacancy occurs.

PNP: **Public Leadership Upward, Outward or Inward? A Discrete Choice Experiment**

Author: **Joris Van Der Voet**, *Leiden U., The Netherlands*
Author: **Benjamin Stanley Kuipers**, *Leiden U., The Netherlands*
Author: **Sandra Groeneveld**, *Leiden U., The Netherlands*

The public management literature portrays public leadership behavior almost entirely as the supervision of individual employees. This paper advances a broader view of public leadership as a social process at multiple levels aimed at the fulfillment of a diverse set of public values. We conceptualize public leadership as behavior repertoires in three directions: inward, upward and outward leadership behavior. Relying on implicit leadership theory, this study informs to what extent public managers and employees on different hierarchical levels deem upward, outward and inward leadership required for the realization of public values. The theoretical expectations are that upward and outward leadership behavior are more strongly deemed required on higher hierarchical levels, as compared to inward leadership behavior. In a preregistered discrete choice experiment among managers and employees within the national civil service of The Netherlands (N = 1996), participants indicate their leadership requirements concerning consecutive comparisons of manager profiles that describe varied combinations of upward, outward and inward leadership behavior. The results provide partial support for the theoretical expectations. Compared to inward leadership behavior, outward leadership behavior is more strongly deemed required on higher hierarchical levels, but upward leadership behavior is not.

PNP: **Impact of Principals' Leadership on Teacher Retention: A Review, Integration, & Investigation**

Author: **Abram Walton**, *Florida Institute of Technology*
Author: **Shellie Halstead**, *Florida Institute of Technology*
Author: **Natalie Shah**, *Florida Institute of Technology*

Teacher turnover rates have long been analyzed and dissected from the teacher's perspective. However, recent literature is encouraging researchers and professionals to look beyond just the teachers and the principals working within the school district and have instead advised scholars and practitioners to approach the problem with a more systematic way of thinking. This paper methodologically evaluated relevant literature to understand the impact of principal leadership, and limitations, within a school system; with a goal of systematically identifying the factors that influence teacher turnover and retention. The study seeks to close the gap regarding which relationships and interactions within a school district are most critical: 1) teachers to students, 2) principals to teachers, or 3) district leadership to principals. The study demonstrated a trend supporting the significance of the principal's role, specifically at the school-level unit of analysis.

PNP: **Education Leaders Learning Health Systems: A Local Response to a Global Crisis**

Author: **Maritza R. Salazar**, *U. of California, Irvine*
Author: **Sara O'Connor**, *UC Irvine*

For the last 29 months, school leaders have had to weigh educational objectives against public health considerations in debating whether to open schools. At the onset of the pandemic, schools opted to use alternative modes of instruction. Millions of children did not enter the classroom but learned using hybrid or distance learning modalities. Schools are in constant flux: opening and closing, going virtual, offering hybrid programming, or requiring in-person attendance while preparing at all times for any of these possibilities. Concurrently schools have taken on the burden of providing various social services and resources including COVID testing, rental assistance, food assistance, Wi-Fi, and community guidance. The roles schools played depended heavily upon the needs of their specific communities, presenting unique and situated challenges to their leadership. Managing a school amidst an ever-evolving backdrop of COVID-19 and its variants has become increasingly complex and political. Drawing upon qualitative data gathered from four schools within the same county in southern California from 2021 to 2022, we seek to understand: how can school leaders successfully operate under and adapt to changing public health conditions in a crisis. Our analysis highlights unique and contextually situated challenges that school leaders face, the need for dexterity and maximizing existing human resources of those within and outside of formal leadership circles, and the changing role of schools. The importance of leaders' connections to the community has significant implications for what competencies, experiences, and leadership abilities school leaders need and their ability to navigate a crisis.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2159** | Submission: **20237** | Sponsor(s): **(RM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **308**

Complex Organizational Phenomena: Methodological Challenges and Solutions

Session Moderator: **Farzad Haider Alvi**, *Athabasca U.*

RM: **Researching the Unsaid Directly and Explicitly**

Author: **Marilieke Engbers**, *Vrije U.*

People communicate through words but also through their non-verbal communication. When faced with tension or incongruence, people intuitively tend to believe the tonality and nonverbal behavior more than what is said. So, when individuals perceive incongruence, 'the unsaid' might shape the organization's performance more than what is said. Despite many researchers try to infer what is not said by means of a rich variety of research methods, few have explored the unsaid directly and explicitly. Drawing from my PhD research on how the unsaid shapes decision-making in boards and exploring what 119 board members of 17 boards said in an interview what they had not said during the board meeting I therefore in this essay share my reflections on studying the unsaid.

RM: **Practicing Context in Organizational Research: An Auto-ethnographic Model for Manager-Scholars**

Author: **Farzad Haider Alvi**, *Athabasca U.*
Author: **Kai Lamertz**, *Athabasca U.*

This theoretical methodology paper examines the practice of context in management research, and the unique role that can be played by researchers with a managerial background. Context often appears as an ephemeral framing device, drawing an imaginary line between the researcher and research field. We argue that the line between researcher and research field can be blurred or even erased through the research lens of a manager-scholar. In contrast to the customary pursuit of a sanitized objectivity, researchers can generate novel insights by embracing the messiness of context. By creating a methodological model for autoethnography by a manager-scholar, we theorize that the practice of context occurs as a radically reflexive process in two moments of time, one as manager and the other as scholar. The researcher is left vulnerable to the messiness of context, sharing the results not as a sanitized narrative, but recursive contextualization.

RM: **The Methodological Struggles of Studying Silence: A Review and Recommendations for Research Practice**

Author: **Irina Liuberté**, *ISM U. of Management and Economics*
Author: **Dovile Petreikiene**, *ISM U. of Management and Economics*
Author: **Bernadeta Gostautaite**, *ISM U. of Management and Economics*
Author: **MARGARITA PILKIENE**, *ISM U. of Management and Economics*

Silence is omnipresent in organizations, yet we have very limited empirical evidence and moderate progress in conceptual development. Certain characteristics of silence itself impede the progress of empirical investigations and call for more detailed methodological guidance. Therefore, we conducted a systematic review of articles and collected expert opinions through an online survey. Based on the data, we analyzed the methodological challenges that scholar experience when studying silence, and the potential solutions to those challenges. We provide practical guidance that we hope will help accumulate empirical evidence and gain more conceptual clarity in this field. The study's results may also be important to scholars who conduct empirical research about other similarly complex phenomena, for example, mistreatment, passiveness, counterproductive behaviors, and abuse in organizations.

RM: **Understanding Context: Exploring the Potential of Conceptual Tools from Gamification**

Author: **Aleksi Niittymies**, *Aalto U., Department of Management Studies*
Author: **Eetu Wallius**, *Tampere U.*
Author: **Elina I. Mäkinen**, *Tampere U.*

This paper argues that the next step towards more contextualized theorization in management disciplines is to identify methodological tools for uncovering the explanatory factors from context that drive and influence human behavior. For these ends, we explain – and empirically illustrate – how conceptual tools from gamification research provide useful lenses for mapping out gameful motivational affordances (GMAs) that are embedded in organizational contexts shaping the motivational drivers, behaviors, and perceptions of those involved. First, we show how social GMAs explain how social relationships satisfy actors' innate need for relatedness thus enhancing their motivation. Second, we explicate how achievement and progression GMAs reveal the ways in which experiences of advancement, success, and mastery satisfy actors' innate need for competence thus increasing their motivation. Third, we consider how immersive GMAs allow us to explore how role adaptation relates to the innate need for autonomy and enhanced motivation. Our work advances management scholarship by (1) clarifying the roles of individual agency and context in shaping organizational behavior, (2) specifying the existing theories and their boundary conditions, and (3) advancing the integration of management research and gamification research at a more general level.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2160** | Submission: **20348** | Sponsor(s): **(SAP)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Novel Roles, Tools, and Approaches for Strategizing

Session Moderator: **Richard Whittington**, *U. of Oxford*

SAP: **Building Tools that Enact Strategy – Redistribution of Strategic Power**

Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Tero Ojanpera**, *Aalto U.*

Algorithmic tools enact strategy to an increasing extent, but their role in strategizing is not well understood. We studied how a large organization develops and uses strategically important algorithmic tools. We describe how strategic power shifts in tool development as strategy is encoded into the tools through the processes of negotiating a role for the tool and making abstract concrete and in tool use through masking of uncertainty. We contribute to strategy-as-practice literature by detailing technology as another channel for strategy enactment and describing some of the dynamics of encoding strategy into algorithmic tools. We also describe how strategically important algorithms are built and used in an organization, and especially how the negotiated role of such tools can influence organizational dynamics and behavior.

SAP: **Reframing Human Resource Managers' Role when Navigating the Covid-19 Crisis: A Netnography**

Author: **Galy Binyamin**, *Ariel U. Department of Economics and Business Administration, Israel*

The COVID-19 pandemic has radically altered the role of human resource (HR) managers. This study employed netnography, a new approach to conducting ethnography on the internet, to explore HR managers' roles while navigating the COVID-19 crisis. It explored the issues, dilemmas, recommendations, and steps taken which were raised by Israeli HR managers in real time on a professional Facebook forum. 998 user-generated posts were analyzed using a mixed-method qualitative (content analysis) and quantitative (frequency analysis) approach. The findings revealed eight areas of practice in which the HR managers responded to the Covid-19 crisis. Conceptualizing these practices in a broader context of meaning-making and identity formation suggests that HR managers can best be characterized, not by their reactive management of the crisis, but rather by their servant leadership style, which was found as effective in times of crisis and uncertainties. This study makes theoretical and practical contributions to the unexplored domain of HR's role in organizational crisis management. It also sheds new light on the complex mission of HR managers and helps connect leadership and HRM literatures in a novel way.

SAP: **Integrating Design Practitioners and Design Practices into Strategy Practice**

Author: **Leanne Sobel**, *U. of Technology, Sydney*
Author: **Jochen Schweitzer**, *U. of Technology, Sydney*
Author: **Natalia Nikolova**, *U. of Technology Sydney*
Author: **Lindsay Asquith**, *U. of Technology, Sydney*

The purpose of this paper is to explore ways design practices are interacting with strategy practices and the role and value of designers in proximity to strategy practice. Despite the growing recognition of design thinking in the management literature, we still know little about how designers contribute to strategy and how design and strategy practices interact. To address these gaps, we draw upon findings from a qualitative study with 16 strategic designers and strategists. We use a grounded theory approach to share emerging themes that outline the ways design practitioners and desig(ing) are featuring in strategy practice and outline the factors that enable and inhibit the integration of design practices into strategy practices. Our analysis suggests that, first, design practices have influenced strategy formulation by integrating some of its specific characteristics into strategy practices. Second, that design in strategy practice is seen as a valuable extension to traditional practice in a number of ways. Third, as design practice is being integrated into strategy practice, there is a need to understand the placement of strategic design practitioners in strategy practice. We conclude the paper with a discussion of our findings and avenues for further research into the relationship of design practices in strategy practice.

SAP: **Chief Digital Officers' Social Construction of and Coping with Digital Transformation**

Author: **Felix Lorenz**, *Witten/Herdecke U.*
Author: **Arne Buchwald**, *Vlerick Business School*

While mastering digital transformation is seen as critical for the survival of incumbent firms, the understanding of the strategic leader, the Chief Digital Officer (CDO), driving this organizational transformation remains limited. Previous research on the CDO has mostly focused on the structures, configuration, and outcomes of the CDO role. We still need to improve our understanding of how the strategic leader holding that CDO position views the environment and its challenges. This study draws on sensemaking theory to understand how CDOs construe their critical task – digital transformation – and consequent challenges in incumbent firms. We address this in a qualitative study, drawing on 53 expert interviews with CDOs. Our analysis shows that CDOs unanimously perceive digital transformation as a challenge of cultural change that necessitates sensebreaking. Depending on their framing, CDOs adopt a different sensebreaking approach to digital transformation, namely a fighting, collaborating, and persuading approach. We extend the present understanding of digital transformation as a cultural challenge and contribute to theorizing on sensemaking, sensebreaking, and the literature on digital transformation.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2161** | Submission: **21004** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Poverty, Subsistence Markets, and Microfinance

Session Moderator: **Zhang Zhe**, *Xi'an Jiaotong U.*

SIM: **How and When Top Management Team Temporal Focus Influences Corporate Poverty Alleviation**

Author: **Zhang Zhe**, *Xi'an Jiaotong U.*
Author: **Zhi Zhang**, *Xi'an Jiaotong U. School of Management*
Author: **Yi Xiang**, *Xi'an Jiaotong U.*

This study explores the effect of top management team (TMT) temporal focus on firm’s participation in targeted poverty alleviation (TPA), which is a national campaign guided by the poverty alleviation strategy of the Chinese government. Integrating upper echelon theory and time perspective theory, we find that TMTs high in past (future) focus are more (less) willing to engage in TPA. Moreover, we find that government support (as a formal institution) and religious atmosphere (as an informal institution) positively moderates this relationship. Based on a sample of Chinese privately owned listed firms from 2016 to 2020, we capture TMT temporal focus by computer-aided text analysis. Findings from this study suggest that executives’ subjective time perception is a significant factor for CSR of achieving common prosperity and eliminating poverty.

SIM: **Empowering Women through Microfinance in India**

Author: **Prof. Rajiv Chopra**, *Delhi College of Arts & Commerce, U. of Delhi*
Author: **Dr. Ethi Jain**, *Assistant Professor, Delhi College of Arts & Commerce, U. of Delhi, Ind*
Author: **Dr. Bhajneet Kaur**, *assisstant professor, Fortune Institute of International Business (FIIB)*

Purpose- This study aims to search for the determinants influencing women empowerment in Uttar Pradesh (UP) State of India. Research methodology- The research is done using primary data of 200 women borrowers. Using SPSS, Factor analysis is conducted to find out the determinants which lead to empowerment of women after joining microfinance program. Moreover, ANOVA and t- test was also applied. Findings- Seven factors were extracted namely domestic violence, mobility, social decision making, basic amenities, asset creation, economic decision making, income & savings. Furthermore, family system does not significantly contribute towards women empowerment. Whereas, age and marital status significantly contributes in some aspects of social and economic empowerment. Research Implication- The findings of this research recommend policymakers to provide an appropriate platform to market and sell the products manufactured by women entrepreneurs. Originality/ Value- This research will serve as a foundation for future researches in the area of microfinance and women empowerment among emerging economies. Keywords- Microfinance, Women Empowerment, Social Empowerment, Economic Empowerment.

SIM: **Leave No One Behind: How Firms React to the State Anti-Poverty Program?**

Author: **Zhaowei CHEN**, *National U. of Singapore (NUS)*
Author: **Bernard Yeung**, *National U. of Singapore Business School*
Author: **Andrew Delios**, *National U. of Singapore*

This paper examines how institutional complexity (i.e., co-existing divergent expectations from multiple stakeholders) affects firm responses to the central government’s call for anti-poverty actions. We use a 2019 policy in China – tax deductions for corporate spending on registered poverty – to identify firm-level responses. We find that central-SOEs respond with more donations than local-SOEs, while private companies' responses are insignificant. Firms donate more if (i) they locate in or closer to Beijing and (ii) their local governments have higher fiscal income or corporate tax revenue. Furthermore, only the central government gives out awards to corporations for anti-poverty actions. These are consistent with that local governments, especially those with weak economic performance, apply less pressure than the Central to mobilize firms to donate and that firms conform more to their immediate level of government. Public scrutiny also matters: firm donations increase with analyst followings, and firms issuing CSR reports do not donate significantly until the revealing 2019 tax-deduction, especially central-SOEs. Private companies do not respond significantly to the policy, perhaps they are less obliged to follow the policy agenda, but they do donate more to redistribution programs. Overall, the tax-deduction program does elicit corporate donations that reduce poverty.

SIM: **Subsistence Marketplace: A Structured Review and Implication for Future Research**

Author: **Padmanetri Panigrahi**, *LM Thapar School of Management Thapar U. Patiala (Punjab) India*
Author: **Pradeep Kumar Hota**, *Indian Institute of Management, Udaipur*

The subsistence marketplace has received increasing attention from academics and practitioners across the management domain considering its huge market size. An analysis of existing literature suggests that research has been conducted in diverse areas and there is a need to integrate the diverse literature to identify different themes of research. To bridge this gap, this study presents a structured review of 94 articles published on the subsistence marketplace in the last five completed years, 2017-2021. It organizes the research into eight themes while studying thrust areas in each of the themes. Based on this research presents fruitful areas of future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2162** | Submission: **20992** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

Investors, Ownership, and Governance

Session Moderator: **Peng Wang**, *BNU-HKBU United International College*

SIM: **Ownership Structure, Geographical Distance, and Corporate Litigation among SMEs in China**

Author: **Ao Shen**, *Xi'an Jiaotong U. School of Management*
Author: **Peng Wang**, *BNU-HKBU United International College*

The literature of corporate litigation remains silent about how ownership structure affects firms' engagement in corporate litigation. This paper endeavors to fill in this gap by investigating the relationship between the ownership structure, i.e. individual versus organizational equity owners, and firms' engagement in formal legal litigations. Building on the institutional theory with a focus on both formal and informal institutions, we propose an inverted U-shaped relationship between the number of organizational owners and corporate litigation preference. Through a longitudinal dataset of 440 technology-based small and medium-sized enterprises (SMEs) in different regions of China, the results generally support our speculations.

SIM: **Foundation Ownership and Sustainability**

Author: **David Jonas Schroeder**, *Copenhagen Business School*
Author: **Steen Thomsen**, *Copenhagen Business School*

Concerns about the sustainability of contemporary capitalism have inspired a search for organizational forms that are more concerned with solving environmental and social problems and less focused on short-term shareholder value maximization. We examine whether one such model – foundation ownership of business companies – is associated with better sustainability outcomes. We suggest modelling foundation-owned companies as institutional hybrids that combine the characteristics of (charitable) foundations and (for-profit) business companies. We propose that foundation-owned companies are influenced by the philanthropic logic that characterizes foundations and therefore are more inclined to environmental and social considerations than business companies characterized by a for-profit mindset. Using hand-collected data on listed foundation-owned companies during 2003-2020, we find support for this hypothesis. Foundation-owned firms tend to receive higher environmental, social, and governance (ESG) ratings, specifically along both the environmental and social dimensions. The results hold across alternative ESG ratings, quantitative output measures, difference-in-differences testing and instrumental variable estimations.

SIM: **Corporate Governance: Do Ethics Policies and Investor Protections Substitute or Complement?**

Author: **Thomas Weber**, *U. of Southern Indiana*
Author: **Krista Lewellyn**, *Florida Southern College*
Author: **Kaveh Moghaddam**, *U. of Houston, Victoria*
Author: **Amir Hossein Maleki**, *Northeastern Illinois U.*

This study empirically investigates the direct and interactive effects of firm-level ethics policies and country-level investor protection on firm corporate governance transparency. Using 9,298 observations from the Bloomberg database, we find that there is a positive relationship between country-level investor protection and firm corporate governance transparency. The results also support the argument that firms with existing ethics policies exhibit higher corporate governance transparency. We also find that in countries with weaker investor protection, the impact of firm-level ethics policies on corporate governance transparency is stronger. This study advances our understanding of the corporate governance transparency determinants, and the empirical evidence supports the notion that firm-level factors such as ethics policies may compensate for the lack of formal national investor protection regulations.

SIM: **Platform Governance, Openness, and Inclusion**

Author: **Hussein Fadlallah**, *Schulich School of Business*
Author: **Robert A. Phillips**, *Schulich School of Business, York U.*

Research into digital platforms has highlighted the challenges that platform owners face in governing the exercise of voice of autonomous platform users within their respective platforms. These challenges have reflected recently in criticism and scrutiny as platform owners were questioned directly and indirectly with regards to their platform governance. The calls for platform owners to address what many consider political problems (e.g., marginalization, hate speech, political influence, etc.) have not only resulted in negative publicity, but more critically for this study they have been deemed detrimental to the viability and competitiveness of their respective platforms. In this study, we propose a change to underpowered conceptions of platform governance in extant research. Invoking conceptions of governance that account for power relations between different actors and the political role of the corporation, we propose the norm of inclusion as an alternative logic. By this logic platform owners govern the contest inherent in digital platforms as arenas of citizenship. This logic is further illustrated through two mini case studies that surface the challenges of a conception of platform governance devoid of power considerations.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2163** | Submission: **20994** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

Management and Stewardship of Ethics and CSR

Session Moderator: **Yoonjeoung Heo**, *Xi'an Jiaotong-Liverpool U.*

SIM: **Implementation and Development of an Ethics and Compliance Program: A Middle Management Perspective (WITHDRAWN)**

Author: **Renato Chaves**, *FSA ULaval (Laval U.)*

This paper examines how middle managers experienced the implementation and development of an ethics and compliance program. Based on semi-structured interviews and archival data, it shows how the program evolved in a context of regulatory reform and intense stakeholder pressure in Brazil. In 2015, the program was characterized by a coercive environment featuring strict rules and procedures, internal investigations, and an unprecedented sanctioning system. It was consolidated through major changes in key organizational processes, especially centralization of procurement processes and segregation of duties. In 2019, middle managers experienced a new phase in the program's development, characterized by an approach that advocated the moral development of employees. This paper argues that middle managers play three roles in the development of an ethics and compliance program under intense stakeholder pressure—pathfinder, investigator, and promoter. It contributes to a better understanding of ethics and compliance programs as dynamic processes and to the roles played by middle management in their development.

SIM: **Are Family Firms Stewards? Public Family Firms' Stewardship Toward Shareholders and Stakeholders**

Author: **Yoonjeoung Heo**, *Xi'an Jiaotong-Liverpool U.*

Stewardship theory often remains unclear about how controlling families serve their stewardship under the conflicting goals across non-family stakeholders. We examine this issue by distinguishing family firms' stewardship as financial and social stewardship. We propose that, in publicly listed family firms, controlling families' stewardship in financial dimension decrease their stewardship in social dimension. Furthermore, the negative relationship will be greater for family firms with a large stake of foreign ownership but lesser for firms with family CEOs. We tested our hypotheses based on publicly listed firms in Korea. Our study contextualizes the family firms' stewardship behaviors by considering goal heterogeneity.

SIM: **Walk the Talk or I Will Get Emotional and Leave: CSR Managers Response to Perceptions of Decoupling**

Author: **Susana Esper**, *IESEG School of Management*
Author: **Frank G.A. De Bakker**, *IESEG School of Management*
Author: **Nico Heuvinck**, *IESEG School of Management*

Corporate social responsibility (CSR) managers are middle managers, tasked with the integration and implementation of CSR and sustainability strategies into their organizations' daily operations. In this role, they may frequently be confronted with decoupling between CSR and sustainability policies and practices but little is known on how these managers react to such corporate greenwashing. We draw on the literature on decoupling and on CSR managers to develop a mixed-methods research design that consists of a qualitative analysis of French CSR managers' experiences and an experiment testing CSR managers' responses. We unveil how perceptions of decoupling affect their emotions, cognitions, and behaviors. Our results indicate three sources of decoupling: top-down decoupling (generated by top management practices); lateral decoupling (coming from peers); and bottom-up decoupling (coming from external stakeholders, especially customers), which in turn lead to different affective, behavioral, and cognitive responses by CSR managers. Our study enriches prior intraorganizational studies on decoupling, explaining how CSR managers respond to, and try to overcome, decoupling and expands the micro-perspective on CSR by bridging the intra-individual level (how CSR managers perceive CSR decoupling) and the inter-individual level of analysis (how they participate in social practices that prevent or foster CSR decoupling).

SIM: **When CSR Implementation Requires Collaboration**

Author: **Giovanni Radaelli**, *Warwick Business School*
Author: **Toloue Miandar Esfahani**, *Alma Mater Studiorum U. di Bologna*

The research reported in this paper investigated the collaboration between two different groups of social issue sellers during the implementation of new CSR practices. Our ethnography followed the implementation of CSR in a large-scale utility company where, prompted by their top management, a group of occupational professionals (functional managers) and a group of organizational professionals (CSR managers) were expected to collaborate in a joint project of social issue selling, i.e. one implementing new 'CSR golden practices'. We investigated the motives and actions of the CSR managers and the functional managers as they organized themselves for the collaborative implementation of new CSR practices in the company. Our data analysis revealed that collaborative issue selling was interpreted by both the CSR managers and the functional managers as a re-professionalization project that would alter their established jurisdictions. The CSR managers feared that collaboration with business units would lead to their marginalization because they would have to externalize their core knowledge base. The functional managers instead feared an undue expansion of their jurisdiction to maintain and expand the CSR in the organization (i.e. the 'compensation effect'). Theoretically, we argue that complementary fears of re-professionalization based on the 'compensation effect' trigger a tactical use of voice and silence (specifically: defensive voice, relational silence, ineffectual silence, and 'issue pitching') to slow down the implementation of new CSR practices, and prevent the 'compensation effect'.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2164** | Submission: **21009** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

SMEs and Sustainability

Session Moderator: **Sushil S. Chaurasia**, *U. of New Brunswick*

SIM: **Co-creation, Dynamic Capability, and Sustainability Performance in SMEs: A Micro Foundational Lens**

Author: **Sushil S. Chaurasia**, *U. of New Brunswick*
Author: **Dhirendra Shukla**, *U. of New Brunswick*
Author: **Muhammad Mazhar Ullah Rathore**, *U. of New Brunswick, Canada*
Author: **Manoj Motiani**, *Indian Institute of Management, Indore*
Author: **Kapil Khandeparkar**, *Goa Institute of Management*

Despite the critical role of value co-creation and dynamic capability in sustainability performance, value co-creation and dynamic capability lack a holistic approach. So as an alternative theoretical framework, the current investigation combined the elements of the hierarchical and micro foundational views of value co-creation and dynamic capability with an eco-centric taxonomy. The investigation uses the micro-foundational lens to empirically investigate how value co-creation can impact sustainability performance through dynamic capability. Data was collected using a survey from 523 SMEs. Encompassing economic and social welfare logic can be conflicting for resource constrained SMEs, but the investigation found even though economic considerations take precedence, the potential for social and environmental sustainability to impact overall competitiveness is not overlooked. Our findings can help practitioners is identifying micro foundation techniques that are more likely to help in improving SME's sustainability performance in the ex-ante setting.

SIM: **Performance Implications of SMEs' Sustainability Orientation: The Role of Non-profit Organizations**

Author: **Joshua Victor White**, *U. of Dayton*
Author: **Yulia Aray**, *Graduate School of Management, St. Petersburg State U.*
Author: **Karina Bogatyreva**, *Graduate School of Management St.Petersburg State U.*

This paper explores the sustainability orientation of SMEs and its impact on performance level and performance variability. We also evaluate the role of non-profit organizations (NPOs) as important ecosystem stakeholders that shape the efficacy and efficiency of these relationships. Though we find that sustainability orientation is beneficial for improving firm performance and reducing performance variability, we show that the concentration of NPOs in a region negatively affects both relationships. We argue that SMEs diminish their endorsement of and involvement in sustainability initiatives in regions where NPOs are more capable of achieving social objectives. In such environments, SMEs may be reluctant to engage in sustainability because it is less unique and may invite unwanted attention and external monitoring from ecosystem partners. We build our arguments primarily on the resource-based view and stakeholder theory, by bringing conceptual premises of social movement theory. We extend prior literature on sustainability by testing our hypotheses on data sourced from an emerging economy, as 333 Russian companies from 59 regions participated in this research.

SIM: **Adoption of ESG Practices by SMEs: Evidence from Canada**

Author: **Sadi Koray Demircan**, *U. of Victoria*
Author: **Basma Majerbi**, *U. of Victoria*

Although small and medium-sized enterprises (SMEs) constitute more than 90 percent of businesses, employ around 70 percent of the global workforce, and create more than 50 percent of the global economic value, prior research pays disproportionate attention to large companies' corporate responsibility (CR). In this study, we focused on SME adoption of environmental, social, and governance (ESG) practices as constituents of CR. By considering the complex and dynamic interdependencies among multiple stakeholders at multiple levels, we took a holistic and inductive approach to understand the interconnectedness between SMEs' ESG consciousness and adoption. By conducting 32 semi-structured in-depth interviews with SME managers and the representatives of two stakeholders with critical roles in SMEs' ESG adoption as finance and ESG-related support service providers, we developed a grounded theoretical model that explains the relationship between SMEs' ESG consciousness and adoption. Our analysis reveals that depending upon their idiosyncratic circumstances, SMEs are conjointly under opposing enabling and constraining forces that have heterogeneous effects on their ESG consciousness and adoption. While their financial and human capital limitations, when coupled with competition, forces them to prioritize immediate survival and growth and constrain their ESG adoption, firm-specific incentives for positive impact and penalties for negative impact enable their ESG adoption. By accentuating the tension felt by SMEs between the choices to fit current versus future contexts, we contribute to the resource dependence and contingency theories in the SME CR field.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2165** | Submission: **20978** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Mobilizing Resources and Routines at the Base of Pyramid

Session Moderator: **Aindrila Chatterjee**, *Institute of Management Technology Hyderabad*

SIM: **Value Creation through Resource Mobilization in Social Enterprises: Evidence from a PPP**

Author: **Aindrila Chatterjee**, *Institute of Management Technology Hyderabad*
Author: **Amit Jain Chauradia**, *Doane U.*

In a resource-scarce world, social enterprises compete for funds. They need to create more value for their customers by judiciously using their scarce financial resources to mobilize other non-financial resources like physical, human, and social capital. Resource mobilization in social enterprises happens predominantly through optimization, which acquires resources with proven efficiencies, or bricolage, which utilizes resources available at hand and uses them in unique ways. Physical capital, acquired through optimization, can generate traditional Ricardian rents, while human and social capital, acquired through bricolage, can generate non-traditional Ricardian and entrepreneurial rents. We hypothesize resources obtained through optimization are necessary but may not be sufficient to create value. Resources mobilized through bricolage can be ingeniously used for value creation. Even the level of bricolage matters; resources that have been fully bricolaged add more value than those that have only been partially bricolaged or not bricolaged at all. We test our hypotheses in a public-private partnership setting comprising of 1,400 training centers and 4616 vocational programs for underprivileged participants to make them employable.

SIM: **The Two Faces of Routines: Combating and Enabling Process Failure**

Author: **Julia Roloff**, *Rennes School of Business*
Author: **Clément LONGONDJO**, *Rennes School of Business*

This study sheds light on the question how and why individuals contribute to the perpetuation of grand challenges, even though they know and usually employ problem-solving behaviours. Using routines as our analytic frame, we observe in the context of solid waste management (SWM) failure in Kinshasa, DRC, that actors from all parts of the SWM process occasionally engage in repetitive disruptive behaviours, e.g. dumping waste illegally, perpetuating the grand challenge posed by SWM. We identify resource depletion, protest, ignorance and natural disruptions as factors leading to social loafing in the form of inactivity, inappropriate performance of SWM routines and switching to problematic behaviours that take the form of disruptive routines. Two mechanisms drive the switch to disruptive routines: When disruptive behaviours are socially shared and to some degree acceptable and when actors are experience resource depletion and frustration because they are suffering because of the grand challenge without sufficient support from society.

SIM: **Political Social Capital: How A Government-Induced Social Venture Sustains Dual Value Creation**

Author: **Tian Wei**, *Fudan U.*
Author: **Qianwen Wan**, *East China U. of Science and Technology*
Author: **Israr Qureshi**, *Australian National U.*

Many governments are proactive in fostering firms and industries, and in some cases, in facilitating the founding of social ventures. However, it remains unclear how such government-induced social ventures continue to create economic and social value when government sponsorship ends. Drawing on a longitudinal case study, we develop an integrated framework of value creation by social ventures through political social capital inherited from the government. First, we conceptualize that government legacy contains heritage assets and administrative heritage. Second, we find that government legacy renews the value of social ventures in evaluating resources. Third, we enrich the understanding of resource mobilization by explicating the four strategies of resource optimization and identifying political social capital as the essence of resource bricolage. Our study contributes to governmental facilitation, the resource bricolage of social ventures, and entrepreneurial resource mobilization.

SIM: **Frugal Entrepreneurship to Solve Pressing Social Challenges at the Grassroots Level**

Author: **Mokter Hossain**, *College of Business and Economics, Qatar U.*
Author: **Sukyung Park**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

This study explores how entrepreneurs solve social challenges with frugal products at the grassroots level for marginalized customers. This study is in the context of South Asia. It is a qualitative study with inductive research approach. Interview data with founders and top managers of 13 case companies that are operating in South Asia are used as the main data source for this study. This study sheds light on how to solve pressing social challenges with frugal products at the grassroots level. We identified individual level barriers and drivers that lead to frugal innovation actions. Entrepreneurs use frugal marketing strategy such as media coverage, award ceremony and word of mouth. We also reveal that the lack of funding for frugal entrepreneurs leads them to highly risky borrowing. They turn institutional voids as an opportunity to create venture and they face partnership challenges. Despite many challenges, frugal entrepreneurs solve numerous social problems with both business and inclusive growth.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2166** | Submission: **21002** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Innovation and Social Issues

Session Moderator: **Tim Bonowski**, *Goethe U. Frankfurt*

SIM: **Vanguard Companies Pursuing Public Good: Towards A Model for Corporate Social Innovation Development**

Author: **Cheng Lu**, *U. of Edinburgh*

Corporate social innovation (CSI) refers to companies taking socially relevant actions that involve novel ideas or measures to generate financial and social benefits concurrently. While CSI is an increasingly recognized and growing area of scholarship, it remains a largely underexplored topic within both the fields of social innovation and corporate social responsibility. The present study examines the case of the SK Group – a vanguard company that has effectively integrated CSI initiatives into its business strategies and management – seeking to gain a more nuanced understanding of the organizational dimensions of CSI. Our analysis reveals three crucial components that underlie the organization's development of CSI: namely, social innovation intention, social innovation toolkit, and social innovation operational mechanism. We further propose a theoretical model that explains how companies could progress their CSI over time through the dynamic interplay and integration of these components, facilitated by a few mediating factors. This research contributes to a systematic and processual understanding of CSI and enriches empirical evidence for successful CSI practices in different settings, providing avenues for future studies exploring the role of business in addressing social challenges.

SIM: **Navigating Ethical Complexities in Blockchain-enabled Food Supply Chains: Evidence from Vietnam**

Author: **Mohammad Zainuddin**, *Australian National U.*
Author: **Shouxiang Qiu**, *Australian National U.*
Author: **Babita Bhatt**, *IE U.*
Author: **Israr Qureshi**, *Australian National U.*

Blockchain has been touted as a game changer in supply chains. While the technology can greatly improve the overall supply chain management, there are ethical challenges in its implementation which has been mostly overlooked in the existing literature. We are therefore yet to know the underlying ethical dilemmas as well as how to navigate the varied ethical complexities while creating value through blockchain-powered supply chains. Using the theoretical lens of normative ethics, this study detects various ethical complexities faced by a social intermediary during the implementation of blockchain technology in food supply chains in a developing country. The study identifies four types of ethical challenges (digital literacy, information asymmetry and trust, data hosting and ownership, and environmental sustainability) that demand a proper balance between ethical dualism of four types: balancing design efficiency with ease of use, balancing transparency with privacy, balancing open sharing with adequate data protection, and balancing user concerns with environmental concerns. The study offers rich contextual insights and has both theoretical and practical implications.

SIM: **Bridge Builders and Privacy Cops: Divergent Paths of Corporate Norm Entrepreneurship among Tech**

Author: **Tim Bonowski**, *Goethe U. Frankfurt*
Author: **Anton Peez**, *Peace Research Institute Frankfurt*

Data protection and information security are challenging normative environments, spanning territorial and legal boundaries, and undergoing rapid technological development. These challenges give standard-setting agency to technology firms, which in turn opens up opportunities for shaping relevant standards in economically advantageous ways. Previous studies of corporate norm entrepreneurship have emphasized the importance of coalition-building. We show that coalitions are not the only strategic goal for an economically motivated norm entrepreneur. Rather, whether efforts are advantageous depends on a corporation's competitive strategy and consumer relations. To illustrate, we contrast two contemporary cases: Apple's standalone efforts regarding privacy protections and Microsoft's cybersecurity coalition-building. We show how ``going solo'' derives economic and reputational value from differentiating oneself from competitors by promoting norms others cannot meet. In contrast, ``bridge-building'' does so by cooperating to advocate for norms to be adopted by others. We generalize our case analysis by proposing that norm entrepreneurship can be either ``inclusive'' or ``exclusive'' ways of non-price competition, depending on the underlying incentives. We conclude with consequences for the legitimacy of the established norms and implications for policy making.

SIM: **In Pursuit of Lasting Change: A Review on Corporate Social Innovation by Multinational Enterprises**

Author: **Bas Van Heerwaarden**, *Radboud U. Nijmegen*
Author: **Ayse Saka-Helmhout**, *Radboud U. Nijmegen*
Author: **Marleen Wierenga**, *Nijmegen School of Management*
Author: **Hans Van Kranenburg**, *Radboud U. Nijmegen*

In the midst of pressing societal grand challenges, multinational enterprises (MNEs) are increasingly pursuing dual social and commercial goals through corporate social innovation (CSI). Despite recent advancements in our understanding of this phenomenon, we know little of the ways in which MNEs overcome the wide range of challenges associated with CSI implementation, and the value that these initiatives create as a result. To address this gap, we systematically review the scholarly conversation on MNEs and CSI in the international business and general management literature. We demonstrate that while CSI strategies and consequences are broadly discussed, the literature falls short in its ability to predict and explain under which conditions these arise. Consequently, we argue for the value of analyzing CSI strategies as MNE responses to contradictory institutional logics. We draw on insights from development studies to pave the way forward for future CSI research that is better able to establish causality between project activities and societal consequences, and put forward a configurational approach to measuring societal consequences that can assist scholars embarking on this endeavor.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2167** | Submission: **20681** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Organizing for Complexity

Session Moderator: **Daniel Albert**, *Drexel U.*

STR: **Attention to Multiple Goals Affects Performance: Evidence From Behavioral Experiments**

Author: **Ann Xavier**, *Doctoral student, ETH Zurich*
Author: **Daniella Laureiro Martinez**, *ETH Zürich*

We examine the cognitive mechanisms that play a critical role in problem problem-solving with multiple goals. Specifically, we focus on problems that demand the simultaneous pursuit of multiple goals with equal importance. Through behavioural experiments (preregistered), we explore how performance across goal dimensions – sustainability and profitability - can be maximized. Study 1 investigates attention - i.e. when a decision-maker should attend to goals - as a key mechanism that impacts performance across the two goal dimensions. Study 2, which builds on the findings of Study 1, further focuses on how the perceived relationship between goals – i.e. their conflict or compatibility - influences the performance outcome on both goals. The findings of Study 1 suggest that when goals are considered together at the outset of the process, decision-makers achieve higher performance on both goal dimensions. The findings of Study 2 suggest that regardless of how decision-makers perceive the goal relationship, their performance is not affected when goals are attended to simultaneously. Our results advance behavioural strategy as they identify cognitive mechanisms that facilitate the concurrent attainment of multiple goals and extend the behavioural theory of the firm (Cyert and March 1963).

STR: **Searching Under Multiple Goals: Exploring the Role of Corporate Social Responsibility Heuristics**

Author: **Daniel Albert**, *Drexel U.*
Author: **Felipe Csaszar**, *U. of Michigan*

How should managers search for alternatives when evaluation requires comparing along multiple performance dimensions? This is a fundamental question in strategy, especially in the context of Corporate Social Responsibility (CSR), where firms aim to do well financially as well as contribute to social and environmental goods. To understand this question, we develop a simulation model that compares the social and financial performance of five "CSR heuristics"---Maximize, Combine, Alternate, Penalize, and Satisfice---used by firms to make CSR decisions. We show that these heuristics not only differ substantially in the social and financial performance they are likely to achieve but also that some of these heuristics can accomplish or even outperform a purely financially motivated maximization strategy.

STR: **Bottom-up Evolution of Organizational Structures: Organizations as Evolving Neural Networks**

Author: **Sangyun Kim**, *U. of Zurich*

In this paper, I propose that an organizational structure can be determined not only by a top-down authority but also by a bottom-up evolution, in which heterogeneous ideas about the appropriate organizational structures compete with one another within the organization. In particular, modeling organizations as groups of topology-evolving neural networks, I study the evolution of organizational complexity of firms competing in the market. The findings suggest that, contrary to conventional intuition, firms facing more difficult problems posed by the environment evolve simpler rather than more complex organizational structures.

STR: **Achieving a High Performing Ecosystem by (not) Coordinating: A Complexity Based Approach**

Author: **Ram Ranganathan**, *U. of Texas at Austin*
Author: **Puneet Sachdeva**, *U. of Texas at Austin*

Ecosystems create value when firms coordinate choices to realize complementarities. We compare inter-firm collaborations in classical industrial settings vs ecosystems. In ecosystems, firms aim to materialize the dynamic potential to gain complementarities, and goals of collaboration co-evolve as autonomous firms make interdependent innovations. Through a simulation model, we analyze how the canonical recommendations for achieving joint goals i.e. sharing more detailed information and coordinating more frequently affect joint performance in ecosystem settings. We show that when ecosystem firms have high trust that the complementors target similar goals, sharing more information can actually lead to sub-optimal outcomes in the long run. The short-run performance penalties for obscuring information can be partially set off by increasing coordination frequency. We discuss implications for the literature on the governance of ecosystems.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2168** | Submission: **20776** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

People and Corporate Strategy

Session Moderator: **Kalin D. Kolev**, *Marquette U.*

STR: **Driven by Values or Context? How CEO Political Orientation and Contextual Factors Drive Acquisitions**

Author: **Kalin D. Kolev**, *Marquette U.*
Author: **Stefan Wuorinen**, *Xavier U.*
Author: **Gerry M. McNamara**, *Michigan State U.*
Author: **Jerayr M. Haleblian**, *U. of California, Riverside*

Research has shown that CEO political orientation has a strong influence on a range of actions, including risk taking, with liberal CEOs evidencing greater risk taking than conservative CEOs. We extend this research by utilizing the attention-based view to identify conditions under which external forces (bottom-up factors) attenuate the influence of CEO political orientation (top-down factor) on firm risk taking, as seen in acquisition behavior. Drawing on the Threat-Constraint Model, we show that when faced with situational threats, more liberal CEOs are differentially less inclined to make acquisitions and exhibit behavior similar to more conservative CEOs. Also, drawing on agency theory and relative pay theorizing we show that compensation-based incentives lead more conservative CEOs to pursue acquisitions at a similar level to more liberal CEOs.

STR: **Full and Partitioned Human Capital Redeployment and Business Unit Exit**

Author: **Christopher Albert Sabel**, *Rotterdam School of Management, Erasmus U.*
Author: **Amir Sasson**, *BI Norwegian Business School*

Multi-business firms redeploy resources, specifically human capital, internally to manage the establishment and termination of business units. Prior work has not investigated different human capital redeployment (HCR) strategies and their outcomes. We identify three generic HCR strategies and explore their respective impact on unit exit. We find that HCR in general decreases the likelihood of unit exit. However, full HCR - employees work full-time at the receiving unit - and partitioned HCR in which the sending parent remains the main employer drive these results. Partitioned HCR in which the receiving unit becomes the main employer does not affect exit. We attribute the differing impact on exit to strategies' idiosyncratic capacity availability, adjustment costs specifically multiple jobholding costs, and interfirm ties.

STR: **The Many Shades of Political Conflict at Work: Effective Governance for Distinct Political Conflicts**

Author: **Christopher James Lam**, *UC Irvine*
Author: **Libby Leann Weber**, *U. of California, Irvine*

Not all political conflict in the workplace is the same. Increasing disclosure of political identities and political discussions in the workplace have led to unprecedented political conflict in organizations, leading to toxic work cultures and costly employee turnover. As such, addressing this conflict ex ante has become a strategic issue grappled with by the C-suite, rather than a reactive intervention by HR. Yet, executives have little guidance on crafting governance mechanisms to prevent workplace political conflict. We suggest rather than one-size-fits-all policies (e.g., banning sensitive political discussions), it is necessary to understand how differences between liberals and conservatives, and the organization's political composition, affect the type of political conflict that emerges. Drawing on regulatory focus theory, we predict the likely type of political disclosure and resulting conflict for conservatives and liberals in organizations with different political compositions. We then predict the most effective governance mechanism for preventing political conflict in the organization.

STR: **How in a World that Emphasizes Harmony, Less Harmonious CEOs Shape Firms and Markets**

Author: **Meiling Tang**, *College of Management and Economics, Tianjin U.*
Author: **Taco Reus**, *Rotterdam School of Management, Erasmus U.*

Culture and personality have an ambiguous relation. On the one hand, psychological anthropologists view personality as the outcome of an enculturation process – the cultural norms and values someone shares with others become manifest in someone's own personality. On the other hand, not all people conform to the culture around them, and nonconformity to cultural norms and values can also become manifest in someone's personality. Building on the stream of work that reveals that CEO personalities shape corporate strategies, we argue conforming versus nonconforming personalities of CEOs reflect in norm-following versus norm-breaking corporate strategies. Specifically, we focus on harmony, a personality trait that is a manifestation of the indigenous Chinese cultural dimension that reflects an individual's tendency to value and uphold peaceful relationships with others. Building on cultural psychology, we consider how a CEO's personality deviating from the cultural norm of harmony affects their firms and markets. Specifically, we argue that less harmonious CEOs are less likely to follow harmonious norms in decision making. Supporting this view, in a sample of 253 Chinese CEOs, we find that less harmonious CEOs are more likely to make acquisitions even if doing so will be seen as intrusive in a culture that values harmonious relations. We find that the effect weakens in more competitive markets, in which acquisitions tend to be more accepted as the norm, and in regions in which the culture of harmony is so strong that the repercussions for norm-breaking are too severe.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2169** | Submission: **20778** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Stakeholders and M&A

Session Moderator: **Taeksang Jang**, *Korea U. Business School*

STR: **What do Acquirers Want? The Relationship between Target's ESG Transparency and M&A Deal Completion**

Author: **Taeksang Jang**, *Korea U. Business School*
Author: **Jon Jungbien Moon**, *Korea U.*
Author: **Jiyoung Shin**, *Groningen U. (RuG)*

In this study, we explore the relationship between the ESG transparency of a target and the outcome of the M&A deal process by shedding light on the costs associated with the amount of available ESG information. We hypothesize that the ESG transparency of the target decreases the completion likelihood of an M&A deal because of the heightened difficulties stemming from disagreements in price negotiation and information processing costs. Also, we propose that this negative relationship depends on whether an acquirer has prior M&A completion experiences and whether the deal is a cross-border acquisition conducted in a different institutional environment. We find that the ESG transparency of the target decreases the completion likelihood of an M&A deal. In addition, the effect of the ESG transparency of the target is stronger for acquirers with acquisition experiences in the past, while the effect is weaker for cross-border acquisition. The empirical result of 851 M&A deals from 2010 to 2021 supports our hypotheses.

STR: **Thrilled to Announce: Linguistic Disclosure Tone as Anticipatory Impression Management**

Author: **Jonas Röttger**, *Radboud U., Netherlands*
Author: **Hendrik Leeendert Aalbers**, *Radboud U. Nijmegen*
Author: **Koen Heimeriks**, *Warwick Business School*
Author: **Saeed Khanagha**, *Vrije U. Amsterdam*

Impression management scholars have provided rich insights into how firms, anticipating negative evaluations of strategic announcements, nudge outsiders' perceptions using anticipatory impression management (AIM). More recently, managerial research has turned to AIM's linguistic attributes, showing that not only the content but also linguistics influence stakeholder perception. We add to this evolving stream by incorporating strategic linguistic tone, the difference between firms' baseline tone and their strategic announcement tone, into the AIM literature. While linguistic disclosure tone has been investigated widely in management-adjacent disciplines, both its role as an AIM tactic and its effect on investors' evaluation of strategic announcements is underexplored. We develop and test theory on a sample of 1859 acquisition announcements conducted by S&P500 companies between 2010 and 2019. Our results show that firms' linguistic disclosure tone in acquisition announcements is higher than the firm's regular baseline tone. These findings indicate that firms expecting negative reactions to acquisition announcements, increase their linguistic disclosure tone to attenuate negative repercussions. However, higher tone levels tend to negatively affect investor evaluation of acquisitions unless the linguistic disclosure tone can be bolstered by more substantive signals of acquisition success.

STR: **Stakeholder Synergies in Mergers and Acquisitions**

Author: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*
Author: **Exequiel Hernandez**, *Wharton*
Author: **Emilie Feldman**, *U. of Pennsylvania*

We investigate how mergers and acquisitions (M&A) can create value by merging the complementary relationships of the acquirer and target with nonmarket stakeholders (e.g. governments, communities, NGOs). We propose two mechanisms that can lead to stakeholder synergies. The first is the "reset effect," which occurs when a firm with cooperative stakeholder relationships merges with a firm that has conflictual stakeholder relationships. This allows for a reset in the pre-M&A conflictual interactions, enabling the combined firm to satisfy its stakeholders more efficiently and with less conflict. The reset effect is likely to occur when the merging firms have relationships with stakeholders that are socially connected or concerned with similar issues. The second mechanism is the "recombination effect," which occurs when the merging firms bring cooperative stakeholder relationships involving different issues. This allows the combined firm to better serve a wider range of stakeholder needs more efficiently than before. We test our hypotheses by analyzing changes in the cooperative and conflictual relationships of Fortune 500 firms with environmental movement organizations before and after M&A events. Our results provide support for both mechanisms.

STR: **Institutional Blockholder Networks and Corporate Acquisition Performance**

Author: **Gishan Dissanaike**, *Cambridge Judge Business School*
Author: **Wolfgang Drobetz**, *U. of Hamburg*
Author: **Marwin Mönkemeyer**, *U. of Hamburg*
Author: **Henning Schroeder**, *U. of Flensburg*

We examine 17,207 U.S. mergers and acquisitions by public firms over the 1980–2019 period and find that the acquirer abnormal announcement returns are higher for firms held by more central investors in the network of active institutional blockholdings. This finding is robust to firm and deal characteristics, and it also extends to alternative network and return measures. To provide evidence on causality, we exploit extreme industry returns that lead to plausibly exogenous variation in investors' monitoring ability. The positive effect of blockholder centrality on acquirer abnormal announcement returns only exists in information-sensitive (i.e., private) deals and only among institutions that have a comparative advantage in exploiting monitoring information. Our findings suggests that institutional investors obtain an information advantage through the network, which increases their monitoring ability.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2170** | Submission: **20651** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Managing Multiple Stakeholders

Session Moderator: **Yuxi Cheng**, *U. of Liverpool Management School*

STR: **Immigration-Induced Labor Mobility and Firm Skill Downgrading: Evidence from DACA**

Author: **Yuxi Cheng**, *U. of Liverpool Management School*

How do firms change their labor market strategies in response to immigration policy? Using high frequency data on over 200 million online job postings, I analyze firms' labor market response to the passing of Deferred Action for Childhood Arrivals (DACA) in 2012. I first use American Community Survey data and find that DACA triggers upward mobility among eligible recipients. In addition, post the DACA announcement, firms increase the number of job postings in counties that are more exposed to DACA eligible undocumented immigrants, especially for low-skilled jobs requiring less complex problem solving skills, jobs that require only high-school degrees, and part-time jobs. These effects are most prominent among financially constrained firms and those that express greater concerns about immigration in conference calls. The effects on firm skill downgrading are only significant among states that have better worker protection, with no enacted Right-to-Work laws, and those that grant easier access to higher education for DACA recipients. My results highlight the impacts of immigration policy on firms' labor market strategies and the corresponding implications for firms' financial constraints.

STR: **Beyond Smoke and Mirrors: Examining the Effects of Stakeholder Governance Mechanisms**

Author: **Emily Salmon**, *U. of Victoria (PhD Student)*

A firm's shareholders are not the only stakeholders to appropriate value from a firm's actions; however, the mechanisms through which non-equity stakeholders appropriate value remain unexplored within the strategic management literature. In this paper, we examine how a specific stakeholder governance mechanism – community benefit agreements (CBAs) can either create or destroy value for local stakeholders – specifically Indigenous communities. Using a difference-in-difference model of 234 communities across a 10-year time period, this study shows that communities that possess contractual agreements are statistically no different than those without. Contrary to prior theorizing, both groups of communities have unchanged labour market activity, despite employment opportunities being a common and vital term within these contracts. Both groups of communities also experience value destruction in terms of community safety. This study contributes to both the stakeholder theory and strategic management literature by empirically testing prior theorizations, revealing the need for more nuanced attention to predictors of economic and non-economic value capture.

STR: **Entrepreneurial Projection Strategy**

Author: **Aticus Peterson**, *Harvard Business School*
Author: **Andy Wu**, *Harvard Business School*
Author: **Haiyang Zhang**, *Harvard U.*

To raise money or mobilize other resources, an entrepreneur provides information about the projected business opportunity to a prospective investor. However, existing literature overlooks that this information is largely forward-looking and unverifiable. To fill this gap, we seek to understand how investors interpret this information, and in turn, what information an entrepreneur should strategically provide. We advance a theory of entrepreneurial projection strategy that addresses how aggressive or conservative an entrepreneur should be in the projections provided to a resource holder. In a study of 460 investors evaluating 286 business plans, we find that entrepreneurs benefit from providing to investors larger five-year revenue projections if they take a number of steps to package that projection as credible. In particular, more aggressive projections are more likely to persuade investors when the entrepreneur also provides information about the potential risks and a plan of action, and when the investor lacks relevant experience and a competitive comparison group.

STR: **Strategic Confusopoly: Evidence from the UK Mobile Market**

Author: **Ambre Nicolle**, *LMU Munich*
Author: **Christos Genakos**, *Cambridge Judge Business School*
Author: **Tobias Kretschmer**, *LMU Munich*

Do firms strategically confuse their customers to raise prices? Using a detailed dataset covering virtually all mobile phone tariffs and their handsets in the UK between January 2010 and September 2012, we examine the evolution of quality-adjusted prices and find that they increased until December 2011, even though the industry is mature, technologically homogeneous, and competitive. We show that this price increase closely correlates with the rate at which operators introduced dominated tariffs, suggesting that firms use obfuscation strategies to reduce the transparency of their products, helping them increase the overall level of prices of efficient (i.e. non-dominated) tariffs. We explore alternative explanations, such as increased product differentiation or product proliferation and show that obfuscation by firms is very likely the mechanism at play. This exploratory study is one of the first to offer suggestive evidence of the existence and role of obfuscation as a firm strategy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2171** | Submission: **20675** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

Venture Capital and Corporate Venture Capital

Session Moderator: **Hanei Son**, *HEC Paris*

STR: **Autonomy of Corporate Venture Capital Units and Exclusivity in Early-stage Venture Investments**

Author: **Hanei Son**, *HEC Paris*

This study examines corporate investor decision-making on forming exclusive relationships with ventures, focusing on exclusive valuable resource access as a key advantage of early-stage corporate venture capital (CVC) investment. While exclusivity can be a strategy for corporate investors to form strong bonds with early-stage ventures, a trade-off arises from information asymmetries caused by the lack of external information to value these ventures as partners. I theorize that the organizational structure of CVC units influences corporate investors' decisions on forming exclusive relationships. Through an empirical analysis using venture–firm pairs of early-stage CVC investment deals, I demonstrate that corporate investors with autonomous CVC units are more likely to opt for exclusive ties with early-stage ventures, as opposed to integrated CVC units, which are more sensitive to risk and managerial consent. In addition, this trend is moderated by the knowledge originality of corporate investors' existing knowledge stocks. This study expands the understanding of the organizational features of corporate investors as they influence investment decisions and the role of knowledge stocks on firms' explorative behavior.

STR: **Strategic Focus of Corporate Venture Capital Portfolio Configuration and Venture Exit Mode**

Author: **Zhuo Chen**, *China Europe International Business School (CEIBS)*
Author: **Peiyuan Huang**, *Peking U.*

Corporate investors, who provide specialized complementary assets beyond financial capital, have been a critical force in nurturing new venture success. Extant literature has unpacked the pros and cons of receiving corporate venture capital (CVC) investments from a venture's perspective, but it is equally important yet overlooked on the distinction of complementary resource provision from a corporate lens. We investigated how corporations with different portfolio configuration demonstrate heterogenous investment logic in resource commitment and therefore cast distinctive effects on venture performance. We theorize that as corporate investors strategically invest in different domains to access future technology and business opportunities, the portfolio concentration of their investee venture's domain distribution constitutes a key reflection of the corporate investment logic and thereby its strategic focus. High portfolio concentration of corporate investor can be a double-edged sword that enhances a venture's IPO exit but hampers its acquisition exit likelihood. We test and validate our theoretical hypotheses using data on corporate investment relationships formed by U.S.-based ventures in biotech and ICT industries. Our study contributes to understanding the strategic relationship between corporate-venture collaboration by taking interdependencies across all portfolio ventures of focal corporation into consideration.

STR: **Rush to Fail? Signaling imperative and Product Recalls in New Ventures**

Author: **Sae Young Lee**, *China Europe International Business School (CEIBS)*
Author: **Taiyuan Wang**, *China Europe International Business School (CEIBS)*

We develop and introduce signaling imperative to management research. Under high information asymmetry, market participants feel compelled to create a signal in time for a high-stakes transaction, a tendency we conceptualize as signaling imperative. We theorize that signaling imperative drives the signaler to rush signal creation, which can lead to negative consequences long after the transaction is complete. In a study of 2,065 medical devices launched by 284 ventures, products launched prior to initial venture capital (VC) funding displayed a higher likelihood of recall. We attribute this finding to a rush to launch products to obtain VC and confirm our tenet in a randomized experiment, where entrepreneurs in the pre-VC condition decided to rush while feeling the need to signal to potential VC investors. By revealing how organizations accelerate actions to signal, our theory and findings contribute to a more comprehensive understanding of signaling in organizations.

STR: **Dynamic Signaling for Venture Capital Obtainment: The Roles of CEO Humility and TMT's Human Capital**

Author: **Wei Liu**, *School of Economics & Management, Tongji U.*
Author: **Xinghui Lei**, *School of Economics & Management, Tongji U.*
Author: **Zhiwen Shan**, *School of Business Administration and Customs Affairs, Shanghai Customs College*

We use signaling theory and stakeholder theory to explain whether and how humble Chief Executive Officers (CEOs) in new firms signal firm's future performance to secure venture capital (VC). Drawing from a sample of 222 new ventures in China, we show that CEO humility leads to the increase of the likelihood of receiving VC investment. In addition, this signaling effect is contingent upon the signal of the top management team's (TMT) human capital, including TMT experience and education. Further, our study also reveals how the main effect and the interactive effect vary across different life stages in entrepreneurial firms. We find that the signaling effect of CEO humility and the interaction effect are stronger in the earlier stage than in the growth stage of new ventures. Based on these findings, we discuss the implications of our research on young firms when seeking VC funding.

Session Type: **Paper Session**
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Corporate Transformation

Session Moderator: **Natalya Vinokurova**, *Lehigh U.*

STR: **Commensuration and Expanding Category Boundaries: Evidence from Mortgage-Backed Securities**

Author: **Natalya Vinokurova**, *Lehigh U.*

Categories can play an important part in the process by which customers evaluate innovations. Indeed, several studies have documented instances of innovators creating new categories to help audiences make sense of their products. However, we know little about the process by which innovators fit new products into established categories. I study this process in an historical case study of the emergence, evolution, and acceptance of mortgage-backed securities (MBS) as bonds between 1970, when the first MBS were issued and 1995, when the bond category boundaries were redrawn to include MBS. In seeking to promote the acceptance of MBS by bond investors, the innovators sought to make MBS comparable to bonds and, in so doing, thus, expanded the bond category boundaries to include MBS. My findings suggest that changes in product design may not suffice to secure category membership for an innovation and that efforts to change the meaning of a category can facilitate the innovation categorization process.

STR: **A Resource Configuration Perspective to Examine Strategic Renewal: A Study of Movie Franchises**

Author: **Avimanyu Datta**, *Illinois State U.*

We employ a resource reconfiguration perspective of strategic renewal to examine how the reconfiguration of the core crew influences Hollywood movie franchises' strategic renewal process through narrative transformation. We further examine the impact of such strategic renewal on the movie franchise's commercial success. Specifically, we argue that in the context of the motion picture industry, represented through intensive human capital use and shorter product cycles, franchises' financial performance is influenced by the reconfiguration of the core crew members and their initiating of the narrative transformation. Utilizing a large set of hand-collected longitudinal data for a sample of 1,120 movies nested among 337 franchises produced between 1948 and 2019 (over 71 years), we find that sequels or prequels made by reconfigured core crews motivate narrative transformation and attract audiences, generating superior revenue. Our results highlight that human resource reconfiguration triggers a strategic renewal process via narrative transformation that leads to higher financial performance.

STR: **The Collateral Use Problem: Between Coherence and the Creation of Complexity**

Author: **Constantin Prox**, *INSEAD*
Author: **Phebo Derk Wibbens**, *INSEAD*

This paper investigates when innovating firms can profit from their existing resources and activities in new markets. We build a model of the general case where resources and activities are not reallocated or replicated, but used "collaterally", meaning a new use is built on top of an existing use. Collateral use is an implicit assumption in theories of complementary asset advantages as well as multi-product synergies, and is commonly observed in scale-free assets such as software, product design components, routines, or brands. While the benefit of collateral use has mostly been explored in static environments, we provide a model that characterizes its utility in the emerging and evolving markets where collateral use is prevalent. We find that while collateral use creates immediate benefits when entering new markets, it does poorly over time in settings that require continued adaptation to environmental changes. The reason for this reversal of fortunes is the inadvertent creation of internal complexity that accompanies collateral use decisions. We develop a way to model this endogenous creation of complexity by firms, finding that the internally created complexity at the core of the firm can be many times higher than the complexity determined by a firm's environment. Our novel modeling of the collateral use decision explains why organizations become complex and provides a boundary condition on the usefulness of complementary assets for creating value in innovative industries.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2173** | Submission: **20777** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

People and Innovation

Session Moderator: **Jingning Ao**, *U. of Pittsburgh*

STR: **When Leaders' Linguistic Openness Leads to Innovation Outcomes Throughout Three-staged R&D Process?**

Author: **Jingning Ao**, *U. of Pittsburgh*
Author: **Saadet Elif Esposito**, *PhD Student at UMass Lowell*

This paper aims to answer the question: When will open innovation have a positive impact on innovation outcomes (e.g., radical innovation)? Exploring the answer to this 'when' inquiry can help firms leverage external and internal resources to improve innovation outcomes in a timely manner. Building on the burgeoning research on the human side of open innovation, we introduce CEOs' linguistic openness, defined as an individual-level construct that highlights CEOs' expressions of openness and captures the utilized language in explaining firms' open innovation strategy. We hypothesize that linguistic openness is positively associated with total innovation outcome in the three-staged R&D process. Specifically, the positive relationships start at the second stage (experimentation) and continue to the last stage (commercialization, representing radical innovation performance). Analyzing data from the world's 24 largest pharmaceutical firms during 2000-2018 based on topic modeling technique and fixed effects negative binomial models, we find support for most of our hypotheses. This paper contributes to the intersection of open innovation and strategic leadership literature, suggesting that CEOs' linguistic openness is a meaningful measure of open innovation and that leaders' language matters to firm innovation.

STR: **Complementary Workforce Development: The Impact of Staff and Manager Training on Productivity**

Author: **Susan Schwarz**, *King's College London*
Author: **Jun Du**, *Aston Business School*
Author: **Uzoamaka Nduka**, *Aston Business School*

Productivity is a crucial goal for firms, yet training investments to support employee development, improve workers' skills, and enhance productivity face scrutiny. Despite considerable research into training inputs and workplace outcomes, theoretical and methodological gaps remain. We investigate the differential effects of staff and managerial training on firm productivity, extending theory on human capital and workforce development. The analysis focuses on 16,463 firm-year observations from the UK Employer Skills Surveys and Investment in Training Surveys paired with the Business Structure Database in four waves over a seven-year period, accounting for potential selection bias. Examining baseline training rates and firms' deviation above industry training rates, we find that productivity rose with more intense training expenditure for non-supervisory staff and a higher proportion of managers trained. The interaction of staff and managerial training generated further performance gains, illustrating the value of complementary skill development for employees at different levels. The findings suggest that managerial competence is not the sole solution to the productivity problem, because positive outcomes hinge on preparation of non-supervisory staff. As employers face talent shortages and potential worker disengagement, the findings help firms, policymakers, and labor leaders invest training funds wisely to enhance workforce potential and productive enterprise.

STR: **Local Drinking Culture, Government R&D Subsidies, and Firm Innovation**

Author: **Yu Zhang**, *China Europe International Business School (CEIBS)*
Author: **Danqing Wang**, *Hong Kong U. of Science and Technology*
Author: **Hong Zhang**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Nianhang Xu**, *Renmin U. of China*
Author: **Zhe Li**, *Central U. of Finance and Economics*

Prior studies accounting for innovation activities in emerging economies have centered on institutional, governance and resource explanations, but less explored is how local culture shapes the way firms obtain innovation resources and produce innovative outcomes. We hypothesize that local drinking culture, by influencing the granting of government subsidies on innovation and related firm incentives, may have given rise to lower efficiency in innovation in the context of China. We argue that the prevalence of a local drinking culture shapes politicians' willingness to engage frequently and legitimately in informal networking occasions with firms, as well as creates a path dependency for firms to rely on informal networking for gaining access to the government, which lead to enhanced probability of government approval of R&D subsidies. Nonetheless, firms immersed in a heavier drinking culture produce more patents that are less innovative (i.e., falling into the category of the "utility" as opposed to "inventions"). As a result of being indulged in hedonism and short-term enjoyment. We further show how such effects of the drinking culture vary based on the legal development, firms' political connection as well as technological capabilities. This study contributes to the innovation literature by providing a culture-based explanation. We also discuss the implications of the impact of culture on business activities and the substitution effect between formal institutions and culture.

STR: **The Social Context of Innovation: Protests, Diversity, and the History of American Invention**

Author: **Michael Blomfield**, *U. of Massachusetts, Amherst*

Extensive research has examined how incentives to innovate are shaped by factors such as appropriability conditions, competition, uncertainty, and costs in identifying and accessing relevant information. However, the rate of innovation and technological change also depends on the ability of would-be innovators to generate new ideas. The social context in which people are located shapes the ways they can conceive of such opportunities. This paper analyzes how changes in a local social environment that increase openness and tolerance to diversity affect local innovation rates. I use historical patent data to identify county-level patent rates based on the location of inventors. I match this to data on the location of U.S. civil rights protests from 1960 to 1964 inclusive, during which time public participation in, and attention to, the Civil Rights Movement peaked. Prior research has found that local protests increased liberal social attitudes among the proximate population. In this paper, I show that areas in which there were local civil rights protests in the early-1960s subsequently experienced higher rates of innovation. I control for a range of demographic variables and use local precipitation as an instrument for protests to support a causal interpretation of my results. While the primary social value of the Civil Rights Movement is its hard-won gains for marginalized groups, my findings suggest that the changes brought about in local social context by the movement also led to increased innovation. The results demonstrate the importance of social norms and values to innovation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

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Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon I**

Drivers of Corporate Social Responsibility

Session Moderator: **Kexin She**, *Peking U.*

STR: **Local Media Coverage and Corporate Social Responsibility: Evidence from a Natural Experiment**

Author: **Zhiyan Wu**, *Erasmus U. Rotterdam*
Author: **Jun Ho Lee**, *U. of Kansas*
Author: **Michael Kay Bednar**, *U. of Illinois*

This study examines the impact of local media coverage on corporate social responsibility (CSR) activity. To obtain an exogenous variation in a firm's coverage by local media, we exploit a quasi-natural experiment provided by the closures of local newspapers that occurred between 1996 and 2014 in the United States. Using a difference-in-differences methodology, we find that firms respond to an exogenous decrease in local media coverage by increasing their engagement in CSR. This effect appears stronger among high-performing and larger firms, and it becomes stronger over time. Our study represents one of the very first attempts to examine the impact of local media coverage on CSR behaviors and informs our understanding of the importance of local media in the information environment of firms.

STR: **Speak Different and Donate Less: The Influence of Linguistic Diversity on Corporate Philanthropy**

Author: **Kexin She**, *Peking U.*
Author: **Xuanli Xie**, *Peking U.*

Using a sample of Chinese listed firms during the period of 2008-2015 and a county-level dialect dataset, this study examines the effects of linguistic diversity on corporate philanthropy. Results show that firms located in a place with a higher degree of linguistic diversity are less likely to donate, suggesting that linguistic diversity plays a negative role in improving corporate social responsibility. Based on the social identity theory, the negative relationship between linguistic diversity and corporate philanthropy is stronger when firms face lower level of trust and diverse stakeholders, as indicated by non-state-owned enterprises and local firms. The findings are robust to the potential endogeneity of linguistic diversity and after concerning the time-invariance variable effect and culture effect. Our study suggests that linguistic diversity is an important cultural factor that is omitted in the literature of corporate philanthropy.

STR: **Multicultural Leaders, Psychological Comparative Process, and Conflict Engagement**

Author: **Hongfei Ruan**, *Harbin Institute of Technology*
Author: **Ying Zhang**, *Northwestern Polytechnical U.*
Author: **Xueyan Zhang**, *Northwestern Polytechnical U.*

We investigate how CEOs with multicultural experience can shape firms' conflict engagement. We examine this phenomenon in the context of litigation against other firms, which signifies firms' willingness and ability to manage conflict with others. CEOs' multicultural experience may provoke their psychological comparative process, documented in the social psychology literature. We find that firms with multicultural CEOs are associated with less likelihood of conflict engagement. Our argument is that multicultural CEOs are more willing to accept discrepancies and possess cognitive capabilities in problem-solving. Managerial discretion and the presence of multicultural coalition teams also are found to strengthen the effect of multicultural CEOs on firms' conflict engagement. This study contributes to research on multicultural experience by highlighting that conflict management can be driven by how firms interpret the interfirm relationship. We emphasize the importance of integrating the psychological comparative process into upper echelon research.

STR: **Entrepreneurial Orientation to Corporate Responsibility Actions: A Strategic Management Perspective**

Author: **Steven Kihm**, -
Author: **Rimi Zakaria**, *U. of Wisconsin, Whitewater*
Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*

Successful companies today consider the impact of their actions on society while exploring entrepreneurial options. Building on prior studies in strategic management and organization theory, this study examines links between entrepreneurial orientation (EO) in general, entrepreneurial proactiveness (EP) in particular, and their links to responsible corporate actions. Drawing on the attention-based view (ABV) and resource-based view (RBV) of the firm, we propose three strategic mechanisms, namely, technical, relational, and administrative proactiveness to explain CSR ratings. First, applying the Lumpkin-Dess multidimensional conceptualization, we examine the nuanced relationships between EP and the CSR dimensions of environmental, social, and governance actions. Second, observing the aggregated EO per Covin and Slevin we theorize on its relationships with environmental, social, and governance ratings. Using content analysis of corporate earnings calls, we examine 394 large U.S. firms to test our hypotheses. Results show both high EP and EO levels relate positively to environmental and governance ratings, but not to social ratings. Based on these findings highlighting temporally relevant factors and their strategic implications for corporate responsibility scholarship, we discuss important directions for future research.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2175** | Submission: **20695** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon J**

Social Issues and Institutions

Session Moderator: **Ning Fang**, *Faculty of Economics and Business, U. of Groningen*

STR: **Dynamics of Pro-market Institutions in Emerging Economies and Firm Performance Dynamics of Pro-mark**

Author: **Ning Fang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Rian HJ Drogendijk**, *U. of Groningen*
Author: **Sathyajit Gubbi**, *BITS School of Management*

Most studies on the influence of pro-market reforms on firm performance in emerging countries look at the combined effects of the different dimensions included in the concept. We therefore know little about the heterogeneous influences of multiple dimensions of pro-market reforms and how their dynamic developments jointly influence firm performance. Integrating transaction costs, agency theory, and competition effects, we identify specific dimensions of pro-market reforms and propose that the multiple dimensions play their roles in three distinct pillars: economic, legal, and governance. We also argue that, in each pillar, multiple dimensions of pro-market reforms affect firm performance by changing different costs and the intensity of competition. They may perform at different speed to jointly affect firm performance. We tested these ideas on a sample of 427,688 Chinese manufacturing firms located in 31 provinces, using data from 1999 to 2011. Our findings show that firms benefit when the comparative speed of improvements reducing costs (on the dimensions 'intermediaries market', 'producer rights protection', and 'government incentives') is greater than improvements increasing competition in different pillars (on the dimensions 'product market', 'consumer rights protection', and 'privatization'). This nuanced understanding of how pro-market reforms influence firms provides better managerial and political guidance.

STR: **Adopt, Innovate or Both? Revisiting the Porter Hypothesis Amidst Decarbonization and Digitalization**

Author: **Jiexin Wang**, *Institute of Economics, Tsinghua U.*
Author: **Cheng Huang**, *Institute of Economics, Tsinghua U.*

The Porter Hypothesis (P.H.) argues that a well-designed environmental regulation can boost the productivity of firms by stimulating them to innovate. However, the P.H. neglects another technological response of firms confronted with environmental regulation—adopting existing technologies, which may also lead to productivity gains. This study investigates the impact of China's carbon emission trading scheme (ETS) pilots on firms' adoption of digital technologies (artificial intelligence, big data analytics, blockchain, cloud computing, etc.) and further on firm productivity. Exploiting a difference-in-differences design and the panel data of listed firms, we show that carbon ETS facilitates regulated firms to adopt digital technologies, especially big data analytics and cloud computing. Further, we find that carbon ETS has a positive impact on firm productivity. This positive impact attributes to both innovation and digital technology adoption induced by carbon ETS. We corroborate our main findings by executing several robustness checks. Overall, our study develops an extended version of the P.H. by incorporating technology adoption and provides empirical evidence for it. We also highlight the unexpected benefit of environmental regulation—promoting the adoption and diffusion of emerging general-purpose technologies.

STR: **Institutional Fragility, Institutional Development, and Relative Strategic Emphasis**

Author: **Yi Hao**, *School of Economics & Management, Tongji U.*
Author: **Jason Lu Jin**, *City U. of Hong Kong (Dongguan)*

This study investigates how institutional fragility and institutional development affect a firm's relative strategic emphasis on value appropriation relative to value creation. We introduce institutional factors as the antecedents of relative strategic emphasis, which presents a considerable strategic response. With a sample of 4809 firm-year observations of Chinese publicly listed firms between 2009 and 2015, we find empirical support that institutional fragility positively affects a firm's relative strategic emphasis toward value appropriation relative to value creation; institutional development negatively affects a firm's relative strategic emphasis. We examine the moderating roles of firm age and organizational slack. Firm age and organizational slack negatively moderate the relationship between institutional fragility and relative strategic emphasis, and the relationship between institutional development and relative strategic emphasis.

STR: **Corporate Social Performance in the Face of Institutional De-prioritization of Sustainability Policies**

Author: **Debtanu Lahiri**, *NOVA School of Business and Economics*

The study examines firms' response to sudden changes in the institutional environment, whereby the rules and regulations pertaining to the adoption of sustainability practices are considerably muted. Using Trump's victory in the 2016 US Presidential elections as an exogenous event that led to institutional de-prioritization of sustainability policies, the study reveals that US firms proactively improved corporate social performance (CSP) in response. I argue that such actions by firms are aimed at neutralizing the perceived legitimacy challenges imposed on them by the aforementioned changes in the institutional environment. The improvement in CSP is significantly lower for firms with no ideological predispositions, since they are less likely to be sympathetic to, and constrained by socio-normative expectations. Theoretically, this study uses the 'insurance-risk' view and 'corporate culture' perspective to arrive at a nuanced understanding of firms' motivations for adopting corporate social responsibility.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2176** | Submission: **20707** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon K**

Network Brokerage and Structure

Session Moderator: **Gideon D. Markman**, *Colorado State U.*

STR: **Will the Friends of Your Foes Today Become Your Friends Tomorrow?**

Author: **Gideon D. Markman**, *Colorado State U.*
Author: **Marat Davletshin**, *Colorado State U.*
Author: **Stephen Thomas Downing**, *U. of Missouri*

Firms are embedded in networks of partners and rivals, so their operations and ultimate performance are influenced not only by their capabilities and strategies but also by the actions as well as interfirm ties among their direct and indirect partners and rivals. Despite this understanding, we still lack a theory to explain how collaborative relations among firms affect their competitive ties and vice versa. Moreover, under what conditions can firms foresee their future partners and rivals? Using temporal exponential random graph models (TERGM) fitted to a dataset including 4,679,697 dyad-year observations on 9,675 firms in 10 networks during a 13-year period, we identify several conditions under which firms develop collaborative and competitive ties. Together, these conditions guide scholars and managers which indirect partners and rivals today could become direct allies and competitors tomorrow.

STR: **Status Disparities as Signals and Powers: Performance Consequences Under Brokerage and Closure**

Author: **Rui Jiang**, *U. of Texas at Dallas*
Author: **Zhiang Lin**, *U. of Texas at Dallas*

Extending prior treatments of firm status as an independent and single dimensional construct, this study explores two types of status disparities—signal inconsistency within a firm (aka status inconsistency) and power imbalance with partners (aka status imbalance)—and their performance consequences. We further examine how firms' brokerage and closure positions within their ego networks may facilitate or constrain such effects. An analysis of four United States industries over a thirteen-year period reveals two contrasting patterns: a) firms suffer negative performance repercussions of status inconsistency under network closure but can gain performance benefit via brokerage positions; and b) firms face performance degradations from status imbalance under brokerage positions but can leverage it for performance advantages via network closure.

STR: **How Brokerage in Supply Networks Affects Incumbents' Adaptation to Technological Discontinuities**

Author: **Jongyoun Baek**, *INSEAD*
Author: **Andrew V. Shipilov**, *INSEAD*
Author: **Nathan Furr**, *INSEAD*

Incumbents often face technological discontinuities to which they struggle to adapt. During this adaptation process incumbents can become embedded in two buyer-supplier networks, one for the old and one for the new. While simple embeddedness in a technology buyer-supplier network may create inertia to adaptation, brokerage in these networks could lead to external integrative capabilities that facilitate adaptation. In a study of the U.S. automotive industry between 2013 and 2020 responding to a regulatory shock which accelerated the discontinuity, we find that brokerage in the old technology network predicts both half-steps into the new technology (i.e., number and performance of hybrid technology models) and adaptation to the new technology (i.e., number and performance of new technology models). Surprisingly, brokerage in the old technology network was more impactful than brokerage in the new technology network for the transition from internal combustion engine to electric vehicles.

STR: **CEO Advice Seeking and the Failure Escape: The Role of the CEO Entourage in Corporate Restructuring**

Author: **Rachid Achbah**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*

Advice seeking is one of the most fundamental practices in real-life decision-making and is a prevalent mode of knowledge acquisition at the upper echelons. Executives may seek advice from within and outside the organization's boundaries, which can affect the organization's overall direction. In this study, we examine the effect of the CEO's environment through advice seeking in managing the firm's financial difficulties. We use three advice-seeking modalities (source, intensity, and diversity) to theorize about the CEO's consciousness of insolvency risk and the restructuring decision. Our predictions are tested using a sample of 407 French SMEs in financial distress in the Rhône-Alpes region. The sample is drawn from the PLAN-PME database, constructed by the COACTIS research team from 2009 to 2013. The results indicate that the CEO's internal (TMT) and external advice-seeking intensity positively affect the CEO's consciousness of insolvency risk and the restructuring decision. The results also show that the functional diversity of TMT members positively moderates the relationship between the CEO's advice-seeking intensity and their consciousness of insolvency risk. In contrast, we found a negative moderating effect of diversity in external advice seeking. By examining the management of financial distress from the perspective of the manager's entourage via advice seeking, we take the first steps toward a more realistic and general understanding of this phenomenon.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2177** | Submission: **20740** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Executive Compensation Design

Session Moderator: **Steffen Burkert**, *LMU Munich School of Management*

STR: **Running to Stay in Place: CEO Compensation, Gender, and Firm Strategy**

Author: **Christina Matz Carnes**, *Indiana U. - Kelley School of Business*
Author: **Jonathan O'Brien**, *U. of Nebraska*
Author: **Nithya Shankar**, *SUNY Plattsburgh*

A robust stream of research has focused on understanding drivers of firm competitive behavior. However, much less attention has been given to how CEOs impact firms' competitive repertoires, despite the CEO's role as the chief strategist in a firm. We examine how a previously overlooked aspect of executive compensation, inside debt (i.e., money owed to the CEO by the firm), induces strategic passivity in CEOs as a way to minimize future losses and protect their debt. By integrating competitive dynamics and agency theory, we develop theory to understand the nuances of how CEO inside debt drives conservative and aggressive competitive behavior depending on environment and expectations. Additionally, we build on prior work examining gender differences in compensation and loss aversion to argue that female CEOs are more likely to be proactive in minimizing losses due to their prior experiences, thus they are less impacted by the strategic passivity typically induced by inside debt. Our empirical analysis of 1,405 firms and 86,102 competitive actions over a 14-year time span produced strong support for our hypotheses.

STR: **Compensation Design Dispersion and Executive Turnover**

Author: **Steffen Burkert**, *LMU Munich School of Management*
Author: **Tobias Oberpaul**, *LMU Munich School of Management*
Author: **Ingo Weller**, *LMU Munich*

Executives care about their pay compared to their peers, e.g. their top management team colleagues. Dispersion in pay is associated with negative effects for both performance and turnover. While existing researched has focused on dispersion in pay levels and thus distributive fairness concerns, the differences in pay contract design have largely been overlooked. Building on procedural fairness we investigate how differences within the pay design – namely the share of pay for performance relative to a fixed salary, the number of performance grants, and the number of performance goals – influence individual executive turnover. Our results suggest that disparities in design lead to more executive turnover, especially for those with more pay at risk and fewer goals relative to their peers. We discuss implications for research and practice.

STR: **Corporate Information Dissemination and Executive Pay-for-performance Sensitivity**

Author: **Hyeun Lee**, *U. of Toronto, Rotman School of Management*
Author: **David Gaddis Ross**, *U. of Florida*

The sensitivity of the executive pay to firm performance (i.e. pay-for-performance) has been broadly accepted as an indicator of well-functioning governance mechanism. The level of sensitivity is determined internally by board members, but also can be shaped by expectations held by external stakeholders for better governance. We theorize timely access to corporate information as a structural condition that mitigates information asymmetry that external firm constituents face, thereby strengthening the relationship between executive pay and firm performance. Using the staggered adoption of the EDGAR online filing system as a change that facilitates public access to corporate information, we find that the sensitivity of the executive pay to firm performance strengthens afterwards.

STR: **Reaching for the Stars: Achieving Exploratory Innovation and Performance through CEO Stock Options**

Author: **Vyas Sreenivas**, *Fox School of Business, Temple U.*
Author: **Solon Moreira**, *Fox School of Business, Temple U.*
Author: **Monica Wadhwa**, *Fox School of Business, Temple U.*

We examine the role of executive compensation in encouraging the development of exploratory innovations that can transform the industry and the firm's fortunes. A firm's Chief Executive Officer (CEO) and the Top Management Team (TMT) take on entrepreneurial risks to invest their critical resources in creating such path-breaking innovations. We show that stock options, a long-term incentive component of executive compensation, positively motivate CEOs to pursue such innovations. Furthermore, a pay disparity between the CEO and the TMT negatively impacts this motivation to produce exploratory innovation. We also study how these innovations impact the firm scientifically and commercially. Lastly, our paper inspects the role of advertising in commercializing these innovations. Using data from multiple sources, we empirically show that different components of executive compensation individually and interactively affect the CEO's motivation to take on entrepreneurial risk to create exploratory innovation. While these innovations do not commercially benefit the firm in the short run, the CEO and TMT can leverage marketing as a tool to turn them around.

STR: **The Effect of Target CEO Equity Risk Bearing on Acquisition Premium Decisions**

Author: **Mirko Benischke**, *Erasmus U. Rotterdam*
Author: **Grigorij Ljubownikow**, *U. of Auckland*
Author: **Xena Welch Guerra**, *Erasmus U. Rotterdam*

Scholars have long argued that managerial self-interest is reflected in acquisition outcomes. Prior research typically focuses on how acquiring firm CEOs use acquisitions as a means to maximize their own personal wealth. We complement this research by drawing attention to the role of target CEO self-interest on acquisition outcomes. Specifically, we apply the behavioral agency's concept of agent risk bearing to theorize about the effect of the target CEO's equity wealth on acquisition premium decisions and examine the moderating effects of industry growth and industry volatility. Doing so, we refine knowledge about the antecedents of acquisition premiums by developing theory pertaining to the target CEO's incentive to negotiate for higher premiums depending on their equity risk bearing. Our findings demonstrate that target CEOs are willing to trade personal benefits for shareholder wealth, resulting in a wealth transfer from target to acquiring firm shareholders. We tested our theory using a sample of 446 US domestic acquisitions from 1994 to 2022.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2178** | Submission: **17668** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Designing Purpose-Driven Organizations

Organizer: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Organizer: **Michael Yanche Lee**, *INSEAD*
Discussant: **Paul S. Adler**, *U. of Southern California*

This research symposium will present current empirical work examine how purpose driven organizations are structured. With growing interest in organizational purpose, defined as the pursuit of goals beyond short- term profit maximization, an important but understudied question concerns how organizational governance, authority structures, leadership roles, and other elements of organizational design shape the pursuit and content of organizational purpose. This panel will share four cutting edge empirical projects from leading scholars in the field, and discussion will be led by a leading organizational theorist who has written on the confluence of organization design and purpose.

Does a team commitment increase with a stronger communication of firm's purpose?

Author: **Pauline Asmar**, *HEC Paris*
Author: **Rodolphe Durand**, *HEC Paris*

The Potential Advantage of Dual Purpose Organizations

Author: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*
Author: **Romain Boulongne**, *IESE*
Author: **Pascual Berrone**, *IESE Business School*

An Integrative Model of Hybrid Governance

Author: **Anne-Claire Pache**, *ESSEC Business School*
Author: **Julie Battilana**, *Harvard U.*
Author: **Channing Spencer**, *Harvard Business School*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2179** | Submission: **20752** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Process and Structure in Leadership and Governance

Session Moderator: **Catherine Magelssen**, *London Business School*

STR: **The Boundaries of the Firm: Internal and External Contracting**

Author: **Catherine Magelssen**, *London Business School*
Author: **Beverly Rich**, *U. of Utah*
Author: **Kyle J. Mayer**, *U. of Southern California*

How do internal formal contracts differ from external formal contracts? We theorize that common ownership of assets allows for ambiguous property rights between transacting units, leading to transactional issues within firms, including coordination and incentive problems from weaker incentives for efficiency than external transactions, transactional liabilities, and centralized authority. We expect internal contracts to address such issues by focusing on allocating transactional property rights, assigning liabilities, and enforcement. We employ topic modeling on a proprietary dataset of internal and external contracts to systematically assess the content. This study demonstrates how the use of formal contracts in transactional governance differs within and between firms, an understanding of which is critical to managers given the ubiquity of internal transactions and the prevalence of internal formal contracts.

STR: **Foreign Takeover Protection and Corporate Environmental Performance**

Author: **Dennis Wajda**, *Coastal Carolina U.*
Author: **Wei Shi**, *U. of Miami*
Author: **Ruth V. Aguilera**, *Northeastern U.*

This study examines how country investment screening laws that protect domestic firms from foreign acquisition (i.e., foreign takeover protection) can impact their corporate environmental performance. Two competing hypotheses are investigated. The shareholder view predicts that stronger foreign takeover protection will lead to a decrease in corporate environmental performance because foreign takeover protection weakens the market for corporate control faced by managers and motivates managers to divert resources from both shareholders and stakeholders to pursue their own private interests. The stakeholder view, in contrast, predicts that stronger foreign takeover protection will lead to an improvement in corporate environmental performance. Because catering to stakeholders' concerns over corporate environmental performance contributes to the long-term value of the firm, managers will be more likely to attend to those stakeholders when relieved from short-termism triggered by the threat of foreign takeovers. Using a sample of 5,425 firms around the world, from 2001-2018, the study finds that an exogenous increase in foreign takeover protection triggered by the passage of country-level investment screening laws leads to higher corporate environmental performance. This study advances research on the relationship between market entry policies, corporate governance, and sustainability.

STR: **Advancing New Strategic Initiatives: The CEO and Middle Management Social Influence Process**

Author: **Maryam Ghasemaghaei**, *McMaster U.*
Author: **Francois Neville**, *McMaster U.*
Author: **Jeffrey Lovelace**, *UVA - McIntire*

While CEOs play a critical role in advancing new strategic initiatives, their efforts do not occur in a vacuum. Leveraging the social influence theory, we examine the interactive effects of three key factors that help explain whether middle managers will support the implementation of a new initiative: the CEO's framing of the initiative, the alignment of a CEO's reputation with the new initiative's theme, and middle manager predispositions toward the new initiative. Using a media-rich experimental design, we test our assertions with a sample of working middle managers. We identify a set of nuanced findings that highlight the interactive effects of our focal variables and stress the importance of considering each of these factors when attempting to understand the strategy implementation process.

STR: **Developing through Paradoxes: How Ways of Dealing with Paradoxes Influence the Open Strategy Process**

Author: **Frank Martela**, *Aalto U.*
Author: **Jan-Peter Gustafsson**, *U. of Jyväskylä*
Author: **Eero Vaara**, *U. of Oxford*

An increasing amount of companies tap into their employees as a source of strategic insights through Open Strategy initiatives involving employee participation. However, given the tensions in such processes, we still know too little about how this is successfully accomplished. Open strategy parallels the more general trend towards more decentralized and flat organizational structures. However, despite decentralization of power, most self-managing organizations still leave strategy to the top management. The present qualitative case study follows a self-managing ICT company with 600+ employees with no middle management or supervisors, and strong aversion towards top-down initiatives, when it built its first strategy. Utilizing a paradox lens, we identify a number of key paradoxes and tensions that the focal actors encountered. We identify six ways of dealing with paradoxes – making a choice, trying to bypass, making a compromise, seeking synthesis, living with the paradox – demonstrating how paradoxes were not problems to be solved and left behind but rather that it was through paradoxes and the emerging responses to them that the whole participatory strategy process moved forward. Thus a view of 'developing through paradoxes' emerges, where paradoxes represent culmination points that trigger the process to move to the next stage. We also discuss paradox maturity, noting how some ways of dealing with paradoxes tend to cause troubles downstream while others tend to leave to more fruitful future developments.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2180** | Submission: **12228** | Sponsor(s): **(STR, ENT, TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Expanding Who Benefits From Entrepreneurship and Technology

Session Chair: **Brandon Freiberg**, *Columbia Business School*
Participant: **Rembrand Michael Koning**, *Harvard Business School*
Participant: **Jorge Guzman**, *Columbia Business School*
Participant: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Discussant: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Discussant: **Dan Jun Wang**, *Columbia Business School*

Technology and entrepreneurship play an essential role in the economy - with seven of the ten largest organizations rooted in technology, and venture investments totalling approximately $300B annually. Yet, despite progress, the gains from technology and entrepreneurship remain highly unequally distributed. The gender, racial and socio-economic gaps among venture capitalists and startup founders are well documented. Further, the consumers who benefit from new technologies, patents and scientific innovations are highly skewed. Finally, not only do less developed countries suffer from unequal access to new technologies, data and knowledge surrounding their use, but there is evidence of significant geographic inequality among technology adoption within developed countries. This symposium has two aims. The first is the investigation of existing inequalities in gains from technology and entrepreneurship across a wide range of stakeholders - with a special focus on employees and employee adjacent external stakeholders such as the open source community. The second is the examination of potential interventions that may aid in the democratization of technology and its benefits - both monetary and non-pecuniary.

Who Benefits from Data?

Author: **Rembrand Michael Koning**, *Harvard Business School*

The Incentive and Treatment Effects of Innovator Sponsorship: Evidence from Github

Author: **Jorge Guzman**, *Columbia Business School*

The Hidden Cost of Flat Hierarchies on Applicant Pool Diversity: Evidence from Experiments

Author: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*

The Persistent Influence of Founder Gender on Early Stage Hiring

Author: **Brandon Freiberg**, *Columbia Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2181** | Submission: **13451** | Sponsor(s): **(STR, OMT)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Equity Market Pressures and Strategy

Facilitator: **Rosa Kim**, *Oklahoma State U.*
Participant: **Mary J. Benner**, *U. of Minnesota*
Participant: **Paul Nary**, *The Wharton School, U. of Pennsylvania*
Participant: **David Souder**, *U. of Connecticut*
Participant: **Margarethe F Wiersema**, *U. of California, Irvine*
Participant: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

Publicly listed companies in the US have faced increasing pressure from equity markets over the last few decades. Pressures in various forms involving different types of investors influence the existing and future strategies of public firms. The panelists in the symposium aim to engage the audience in an in-depth and productive discussion of the challenges and opportunities in this research and creative ways to pursue new research frontiers in this area. The panelists have published research on the type of pressures that publicly listed firms face, how equity markets shape strategy, and how firms proactively influence shareholder and market perceptions. Each panelist will offer a unique perspective on how their work informs this body of research but also differs in some respects.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2182** | Submission: **15521** | Sponsor(s): **(STR, OMT, SIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

Categories, Stigma, and Divisive Issues: The Role of Social Evaluations in a Dynamic World

Coordinator: **Anastasiya A. Zavyalova**, *Rice U.*
Coordinator: **Jeffrey Lovelace**, *UVA - McIntire*
Panelist: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Panelist: **Kisha Lashley**, *U. of Virginia*
Panelist: **Joseph Porac**, *New York U.*
Panelist: **Violina Rindova**, *U. of Southern California*

Decades of research on social evaluations have resulted in a rich body of work that illustrates how perceptual constructs, such as reputation, categories, and stigma affect key stakeholders' willingness to support or disrupt organizations. Rapid developments in the way stakeholders consume information, form judgments, and express their views about organizations have led to questions about the changing role of business in society, shifting power dynamics between stakeholders and organizations, increasing diversity and polarization of social evaluations, and growing complexity of organization-stakeholder relationships. The goal of this symposium is to discuss these questions by bringing together prominent scholars to comment on the current state and future directions of research on categorization, stigmatization, and ESG issues in management.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2183** | Submission: **10190** | Sponsor(s): **(STR, TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Competition and Governance Strategies of B2B Platforms

Organizer: **Georg Reischauer**, *WU Vienna U. of Economics and Business*
Organizer: **Patrick Figge**, *U. of Passau*
Discussant: **Gianvito Lanzolla**, *Bayes Business School*
Presenter: **Saeed Khanagha**, *Vrije U. Amsterdam*
Presenter: **Shahzad Ansari**, *U. of Cambridge*
Presenter: **Marin Jovanovic**, *Copenhagen Business School*
Presenter: **Ivanka Visnjic**, *ESADE Business School*
Participant: **David Sjödin**, *Luleå U. of Technology*
Participant: **Vinit Parida**, *Luleå U. of Technology*
Presenter: **Christian Bruck**, *WU Vienna U. of Economics and Business*
Presenter: **Alexander Engelmann**, *WU Vienna U. of Economics and Business*
Presenter: **Georg Reischauer**, *WU Vienna U. of Economics and Business*
Presenter: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*
Presenter: **Patrick Figge**, *U. of Passau*
Presenter: **Carolin Haeussler**, *U. of Passau*
Presenter: **Moritz Maier**, *U. of Passau*
Presenter: **Robin Nowak**, *U. of Passau*
Presenter: **Anastasiya Wiesmueller**, *U. of Passau*

Research on the strategies of innovation and transaction platforms has skyrocketed in recent years. However, most studies have examined the strategies of platforms where one side is populated by consumers or freelancers. Less is known about innovation and transaction platforms that connect larger businesses (B2B), as characteristic for billion-dollar industries such as manufacturing and telecommunication. To address this issue, our symposium assembles papers that discuss how B2B platforms compete and govern. Together, these papers advance our understanding of the distinctiveness of B2B platform strategies.

Leading Generational Transition in B2B Platform Technologies

Author: **Saeed Khanagha**, *Vrije U. Amsterdam*
Author: **Shahzad Ansari**, *U. of Cambridge*

Leading as a Complementor: The Evolution of the Confederated B2B Platform Ecosystem

Author: **Marin Jovanovic**, *Copenhagen Business School*
Author: **Ivanka Visnjic**, *ESADE Business School*
Author: **David Sjödin**, *Luleå U. of Technology*
Author: **Vinit Parida**, *Luleå U. of Technology*

Governance of B2B Marketplaces in Nascent Markets

Author: **Christian Bruck**, *WU Vienna U. of Economics and Business*
Author: **Alexander Engelmann**, *WU Vienna U. of Economics and Business*
Author: **Georg Reischauer**, *WU Vienna U. of Economics and Business*
Author: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*

From Supply Chains to Industrial Platforms: A Conceptual Model of Platform Emergence and Growth

Author: **Patrick Figge**, *U. of Passau*
Author: **Carolin Haeussler**, *U. of Passau*
Author: **Moritz Maier**, *U. of Passau*
Author: **Robin Nowak**, *U. of Passau*
Author: **Anastasiya Wiesmueller**, *U. of Passau*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2184** | Submission: **11905** | Sponsor(s): **(STR, TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Defining Firm Rivalry, Similarity, and Competitive Positioning: Modern Empirical Approaches

Organizer: **John McKeon**, *Boston U. Questrom School of Business*
Panelist: **Sam Arts**, *KU Leuven*
Panelist: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Panelist: **Jorge Guzman**, *Columbia Business School*
Panelist: **Joshua Krieger**, *Harvard Business School*
Panelist: **Gordon Phillips**, *Tuck School of Management at Dartmout*

The need to accurately measure firm rivalry, similarity, or differentiation is common across a wide variety of literatures in strategy and innovation. However, empirically measuring these constructs using traditional metrics is typically difficult and imprecise. In the last decade, many novel techniques have been proposed to capture these constructs more accurately, often using text data and machine learning approaches, allowing researchers to study novel and often foundational phenomena. This panel will discuss these frontier methodologies and provide example applications from recent research. The panelists will also consider the tradeoffs and potential future applications of each technique and engage in a discussion with the audience.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2185** | Submission: **20290** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **103**

Technology, Policy and Society Track: The Future of Green Technologies

Session Moderator: **Xiaoli Tang**, *Bocconi U.*

TIM: **Green Innovation and Heavily Polluting Firms' Stock Market Value**

Author: **Jinhuan Tian**, *Southwest U. of Finance and Economics*
Author: **Yan Dong**, *Southwestern U. of Finance and Economics*
Author: **Peizhong Liu**, *Southwestern U. of Finance and Economics*
Author: **Gianluca Vagnani**, *Sapienza U. Di Roma Rome, Italy*

This paper introduces a moderated-mediated model to investigate the relationship between green innovation, as measured by green patent stocks, and firms' stock market value, as measured by Tobin's Q. Using longitudinal data drawn from 351 heavily polluting firms in China's A-share market from 2007 to 2018, we find that green innovation is likely to affect firms' stock market value positively. A 1% increase in the green innovation over assets index will enhance by 0.18% Tobin's Q at the firm level. Environmental compliance costs significantly mediate the green innovation-firms' stock market value association. We also emphasize the role of technological collaboration with public research organizations which will have a significant positive moderating effect on green innovation-environmental compliance costs linkage. Our results suggest that the recurrent question in the extant literature, "does it pay to be green?" should be substituted by "how and under what conditions does it pay to be green for firms?" Implications for firms and policymakers are also proposed.

TIM: **Environmental Transparency and Value Appropriation from Innovation: Evidence from US Fracking**

Author: **Xiaoli Tang**, *Bocconi U.*

Firms are under greater pressure to be transparent about the negative externalities they impose on society. In some cases, these externalities are caused by proprietary technology on which they rely for competitive advantage. This creates a "transparency dilemma"; more transparency relieves public pressure but increases the risk of imitation. I argue that firms under greater public pressure can rely on complementary assets to strategically choose which technologies to disclose and which to keep secret. Using data on over five million chemical ingredients reported at more than 170,000 hydraulically fractured wells across the US, I find that trade secret rates in chemical reporting decrease by 10% with one standard deviation increase in the support for environmental regulation at the congressional district level. In addition, I find that this negative effect is stronger for firms possessing more complementary assets—geological resources specific for the chemical recipes, suggesting that such assets can substitute for secrecy in sustaining competitive advantage as firms disclose the technologies from which competitors cannot profit to appease stakeholders who expect minimum secrecy. Using a difference-in-differences design, I find that post-chemical disclosure regulations, firms in states with greater public pressure are more likely to hoard drilling permits. Greater public pressure is also associated with faster drilling, indicating the use of lead time as an additional value appropriation mechanism. Implications for competition and environmental policy are discussed.

TIM: **Does Regional Digital Capability Matter for Green Technology Diversification?**

Author: **Ou Bai**, *Zhejiang A&F U.*

Although prior research has discussed green innovation in the digital era, the role of regional digital capability endowment has received less attention. The present paper extends the literature on the geography of innovation by showing that regional digital capability plays a prominent role for green technology diversification across provinces in China. Further, this study explores the moderating effect of intellectual property rights (IPRs) protection. Our empirical study focuses on these causalities by econometric analysis using a panel dataset of 31 provinces in China, for the period of 2012 to 2020. The result presents the spatial distribution patterns of the green technology diversification and regional digital capability. Regional digital capability is a positive predictor of green technology diversification and IPRs protection positively moderates the main effect. This study speaks to the intersection of evolutionary economic geography and green innovation studies. It highlights the general-purpose nature of regional digital capabilities and their roles in facilitating the transition of Chinese provinces towards low-carbon societies.

TIM: **Can Something Good Come From Being Bad? Green Innovation and Environmental Regulatory Sanctions**

Author: **Mirjam Brandl**, *Johannes Gutenberg U. Mainz*
Author: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*
Author: **Holmer Kok**, *Stockholm School of Economics*
Author: **Jana Oehmichen**, *Johannes Gutenberg U. Mainz*

Green innovation is needed to find solutions to the accelerating climate crisis. However, developing such green innovation is costly for firms in the short term and has uncertain and delayed pay-offs in the long run, leading many firms to limit their engagement. What triggers firms to step-up green innovation efforts remains ill-explored. Drawing on the behavioral theory of the firm, we suggest that if a firm receives more regulatory sanctions for environmental violations than its competitors (failing to meet social aspirations) or than it has in the past (failing to meet historical aspirations), this can trigger problemistic search behavior and, in turn, increase the firm's green innovation propensity. Examining RnD-active S&P 500 firms between 2004 and 2014, we find that failing to meet social aspirations does trigger increased green innovation while failing to meet historical aspirations does not. Rather, meeting historical aspirations are associated with reduced green innovation propensity, suggesting that firms may need negative feedback to engage in green innovation. These findings identify an important antecedent of green innovation and highlight the role of regulatory enforcement of environmental violations.

TIM: **Technology Transitions in the Presence of Uncertain Learning Curves: The Case of Green Tech**

Author: **John S. Chen**, *Baylor U.*
Author: **Michael J. Leiblein**, *Ohio State U.*
Author: **Michael Lenox**, *U. of Virginia*
Author: **Hart E. Posen**, *Dartmouth College, Tuck School of Business*

An important challenge facing contemporary society is whether and how firms will transition from established, fossil fuel-based technologies to green technologies such as electric vehicles, solar cells, and wind turbines. Prior research and policy discussions have recognized that these choices are based not on a comparison of the current state of these technologies but rather an assessment of technologies with varying trajectories of improvement. An environmentally friendly technology may initially be inferior (e.g., cost more) but become superior as the technology evolves. We argue that recognition of these trajectories is a necessary but not sufficient condition for understanding and guiding firms' technological choices. These technological trajectories are often clouded by substantial uncertainty. While uncertainty is often seen as a barrier to change, in this paper, we highlight how uncertainty in these technological trajectories may, in fact, stimulate technological change. We model competition between two technologies – an older established technology and a new, presumed environmentally desirable technology. We find that the impacts of uncertainty are not uniform and that different levels and forms of uncertainty may encourage or discourage investment. Our core insight is that when uncertainty is large relative to the expected rate of technology improvement, it is uncertainty, rather than expectations about this rate of improvement, that determines the likelihood of choosing an environmentally friendly technology.

Session Type: **Paper Session**
Program Session: **2186** | Submission: **20291** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **203**

Technology, Policy and Society Track: Role of Politics and Policy for Enhancing Innovation

Session Moderator: **Sobia Khurram**, *U. of the Punjab*

TIM: **E-Tax Filing in Pakistan: Extending TAM with Trust in Government and Perceived Public Value**

Author: **Sobia Khurram**, *U. of the Punjab*
Author: **Saman Arshad**, *U. of the Punjab*
Author: **Mumtaz Anwar**, *U. of the Punjab*

This paper investigates the lesser-studied personal-level factors influencing citizens' continuance intention to use tax e-filing service (CI) in a developing country (Pakistan). The empirical analysis of data from 401 users of tax e-filing service revealed that citizens' attitude towards tax e-filing (ATT) was a positive predictor of CI. Moreover, citizens' trust in government (TG) and perceived public value of tax e-filing service (PPV) significantly predicted ATT. The study provides valuable contributions to the literature as the research regarding e-government in general and tax e-filing in particular is scarce in the context of developing countries like Pakistan. Also, the study validates and extends technology acceptance model (TAM) to investigate factors influencing tax e-filing continuance intention. Further, the theoretical and practical implications of the findings in the context of developing countries are discussed.

TIM: **Understanding How Political Discourse Shapes Technology Legitimacy Consensus**

Author: **Stephen Knox**, *U. of Stirling*
Author: **Niall MacKenzie**, *Adam Smith Business School, U. of Glasgow*
Author: **Matthew Hannon**, *U. of Strathclyde, Strathclyde Business School*

Legitimacy has long been understood as critical to the development of technological innovation, but there is a lacuna in our understanding of how consensus on a technology's credibility is achieved within specific discursive arenas. To address this, we focus on the lifetime of nuclear fast breeder reactor (FBR) technology in the UK; a government funded, developed, and operated energy project covering the period 1953-2000. We analyse 47 years of public debates and announcements in the House of Commons Hansard database on FBR using a discursive institutional lens. Specifically, we focus on the interplay between political actors' social judgements, their discursive work, and how this shapes the meso-level consensus around the development, deployment, and subsequent demise of FBR legitimacy. We present a framework to better understand and capture technology legitimacy dynamics at play and show how political actors' discursive work can legitimise or delegitimise technology in discursive arenas.

TIM: **Impact of Privacy Regulation on Experimentation and Innovation**

Author: **Michail Batikas**, *Rennes School of Business*
Author: **Yi Liu**, *Rennes School of Business*
Author: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*
Author: **Milan Miric**, *U. of Southern California -Marshall School of Business*

Experimentation, mainly through A/B Testing, is an increasingly common practice for many digital companies. Privacy regulations, such as the General Data Protection Regulation (GDPR), limit personal data collection and processing, making it more costly to perform experimentation for digital firms operating in the EU or firms with EU-based customers. Therefore, stricter privacy regulation may make it more costly for firms to perform A/B Testing. This might lead to a reduction in the innovative output of these companies as a consequence of being unable to perform this form of experimentation. Using a monthly dataset of mobile apps available on the Google Play Store from June 2017 to May 2019, we examine how the introduction of GDPR in May 2018 affected the use of A/B Testing tools and the frequency of product updates. We find that the introduction of GDPR reduced the usage of third-party A/B Testing SDKs by 17%. Yet, we find that following GDPR, the apps that keep using third-party A/B Testing SDKs were 0.3% more likely to make major updates per month compared to the apps that do not use A/B Testing in the post-GDPR period. As a placebo check, we validated that there were no effects for mobile apps operating outside the GDPR regime, and using other SDKs does not drive that effect. These results have implications for policymakers, platforms, and software developers since they highlight the potential unintended impact and trade-offs associated with privacy regulations.

TIM: **Potential Policy Enhancement through Deep Structural Understanding of Triple Helix Transitions**

Author: **Nirosha Liyanarathnage**, *Australian National U.*
Author: **Anton Kriz**, *Australian National U.*
Author: **Alexandra Kriz**, *U. of Queensland*
Author: **Courtney Molloy**, *U. of Newcastle*

The paper investigates how Triple Helix interactions and dynamics impact on the Sri Lankan pharmaceutical sector's innovation from a prior, present, and future path perspective. Through a single embedded sector-based case study we processually identify how Sri Lanka traversed the tensions of serving both the cost of healthcare as well as social impacts through innovative reforms. This stemmed from a vision and strategy supported by structural advances and reinforced by serendipitous happenings. This has resulted in sectoral system changes and combinatory shifts in the helix culminating in sectoral-level pharmaceutical dynamic capabilities. Going forward, there is a need for further development toward people-centric Industry 5.0 sustainability as a conduit to the more traditional technology-centric approach. Our paper boldly pushes Sri Lanka policy-makers to be proactive and offers key helix structural changes to assist in making a move from what currently is a pharmaceutical sector toward a more concentrated collaborative cluster. Concomitantly it means encouraging Sri Lanka to move pharmaceuticals from its predominance of doing, using and interacting (DUI) and lower-level research and development (R&D) to new horizons encouraging higher-order advances in science, technology and innovation (STI). The Triple Helix sphere of university is seen as a potential catalyst in such change.

TIM: **High-Tech Clusters and Public R&D**

Author: **Aurelien Quignon**, *Centre for Research in Economics and Management, U. of Luxembourg*

This paper seeks to estimate the effect of a cluster policy on local innovation. Using data from a national cluster program in France, and relying on a novel control group-clusters that applied for the program, but with a rejected proposal-I show that local innovation in accepted clusters increased by 16-21 percent, compared to clusters with rejected proposals. The cluster policy also fosters the number of collaborations among inventors localized within clusters and collaborated patents between private firms and public research institutions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2187** | Submission: **13605** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **301**

Underrepresented Minorities in Entrepreneurship and Innovation

Organizer: **Christopher Law**, *Texas A&M U.*
Organizer: **Mauricio Mercado**, *Iowa State U.*

Participation in entrepreneurship is highly skewed by race and gender. In 2021, Black founders received 1.4% of venture capital funds in the US. Women, regardless of race or ethnicity, received 2%. These statistics stand in stark contrast to the country's demographics where 14% and 51% identify as Black and female respectively. Despite biases and barriers, founders from underrepresented groups do create successful ventures. What can we learn from these highly innovative and strategic entrepreneurs? How can members of underrepresented groups achieve greater representation as startup founders, investors, and employees? This symposium showcases innovative research that advances the field's knowledge about how entrepreneurship can be emancipatory and attainable for members of underrepresented groups.

The acquisition of social capital by Black entrepreneurs

Author: **Alexander Lewis**, *UTSA*
Author: **Ihsan Beezer**, *Rutgers Business School*
Author: **Sandip Sarker**, *U. of Texas At San Antonio*
Author: **Ouafaa Hmaddi**, *City College - City U. of New York*

Startups as a Path to Entrepreneurship for Black Women

Author: **Christopher Law**, *Texas A&M U.*
Author: **Sekou Bermiss**, *U. of North Carolina, Chapel Hill*
Author: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*

Just Do It? A Configurational Approach to Entrepreneurial (In)Action among Nascent Entrepreneurs

Author: **Trey Lewis**, *Virginia Tech*

Commensurating Uncertainty: Investment Outcome Disparity from Dual Evaluation Tracks

Author: **Amisha Miller**, *NYU Stern*

Work-Life Balance and Digital Technology Adoption: Evidence from Small Businesses around the World

Author: **Elizabeth Lyons**, *UC San Diego*
Author: **Laurina Zhang**, *Boston U. Questrom School of Business*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2188** | Submission: **20266** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

AI and Emerging Technologies Track: Automation, Robots & Productivity

Session Moderator: **Fabian Gaessler**, *U. Pompeu Fabra*

TIM: **Labor Supply and Automation Innovation: Evidence from an Immigration Policy**

Author: **Alexander Danzer**, *Catholic U. of Eichstaett-Ingolstadt*
Author: **Carsten Feuerbaum**, *Catholic U. of Eichstaett-Ingolstadt*
Author: **Fabian Gaessler**, *U. Pompeu Fabra*

While economic theory suggests substitutability between labor and capital, little evidence exists regarding the causal effect of labor supply on firm investments in labor-saving technologies. We analyze the impact of exogenous changes in regional labor supply on automation innovation by exploiting an immigrant placement policy in Germany during the 1990s and 2000s. We find that an increase in the low-skilled workforce reduces automation innovation. The effect is strongest in regions with a low unemployment rate. Moreover, the effect is confined to large firms in manufacturing industries, suggesting internal demand for automation innovation as the main mechanism.

TIM: **Robot Adoption, Organizational Capital, and the Productivity Paradox**

Author: **Rodimiro Rodrigo**, *George Washington U.*

Major technological changes have come with an adjustment period of stagnant productivity before the economy operates at its full potential. The mechanism of this adoption process is still not well understood. Using event studies, I document that productivity increases with a five-year lag after the adoption of industrial robots in Brazilian local labor markets. Combining employer-employee matched data with a novel measure of robot adoption, I provide first evidence of establishment-level labor reorganization and organizational capital depreciation induced by the automation process. During the five years after adoption, labor switching across occupations increases within firms, moving from production to support activities. I show that firms' organizational capital measured by workers' firm-occupation-specific experience depreciates and then slowly re-accumulates. When these processes stop, the productivity gains reach their maximum. I use these results to estimate a general equilibrium model with heterogeneous firms, endogenous robot adoption, and organizational capital accumulation. The model accounts for the productivity paradox, the diffusion of industrial robots, and the change in the aggregate skill demand. The model highlights the role of organizational costs accompanying the adoption of new technologies. I illustrate its usefulness by using it to characterize the implications of the "innovator's dilemma."

TIM: **Assessing the Technological Traectory of 5G-V2X Autonomous Driving Invention: Using Patent Analysis**

Author: **Yu-Shan Su**, *National Taiwan Normal U.*
Author: **Hsini Huang**, *National Taiwan U.*
Author: **Tugrul Daim**, *Portland State U.*
Author: **Pan-wei Chien**, *National Taiwan Normal U.*
Author: **Ru-Ling Peng**, *National Taiwan Normal U.*
Author: **Arzu Karaman Akgul**, *Yildiz Technical U.*

Cars and the transportation industry are undergoing a radical transformation. In the past, cars were independent means of transportation, and motor vehicles could not communicate with each other or the nearby environment. Nowadays, the Internet of Vehicles (IoV) technology and autonomous driving vehicles are gradually becoming a reality. Thanks to its high data throughput, fast data transmission rate, and low latency, 5G mobile communication technology lies at the heart of this technological transformation. The Internet of Vehicles service promoted by the 5G Automotive Association (5GAA) is recognized as a market-leading technological development strategy. In this service, which integrates 5G mobile data with the Internet of Vehicles, Connected Autonomous Vehicles (CAV) will play a key role in the next generation of Cooperative Intelligent Transport Systems (C-ITS). In this paper, we use patent analysis to investigate patent distribution, compare technology holders, and assess technology growth trends for applications of 5G-V2X (vehicle-to-everything) in the field of autonomous driving. The results of this study indicate that R&D on 5G-V2X and autonomous driving applications and technologies began growing in 2018, and development has remained at a high level, with the United States, Korea, and China as the three leading patented technology-holders. Analysis of the patent holding share of patent right-holding companies reveals that Qualcomm, LG, and Ericsson have relatively large shares of patented technology in the field of autonomous driving applications. The network analysis of IPC 3-digit symbols indicates that H04W, H04B, G08G, and H04L are important relevant technology areas. Our findings can contribute valuable information concerning 5G-V2X autonomous driving applications to government, industry, and academia.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2189** | Submission: **20272** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **306**

Ecosystems and Platforms Track: Platform Governance and Complementors Outcomes

Session Moderator: **Ahmadreza Mostajabi**, *London Business School*

TIM: **The Double-Edged Sword of Market Segmentation: The Search-Quality Tradeoff**

Author: **Ahmadreza Mostajabi**, *London Business School*

I study how platforms' adjustment of market segments by creating new and more homogenous ones can influence market demand- and supply-side dynamics. Platforms distribute their products into different segments, classifying them around similar topics. These product classifications can facilitate user search, thus improving matchmaking in platforms as one of their primary functions. I argue that while market segmentation can empower matchmaking on the demand-side, it can have more nuanced effects on the supply-side in terms of complementors' incentive to innovate: while it disincentivizes innovation in the existing segments from which the new segments emerge (source segments), it promotes innovation in the newly created segments. I test my arguments in the context of the Google Play Store mobile application platform. Using the introduction of 8 new segments in the market in 2016, I find that the number of new downloads increased for applications in both the source and new segments. However, while applications in source segments received fewer updates, those in the new segments received more updates. I discuss contributions to the literature on platform governance and market competition.

TIM: **Disintermediation Governance and Complementor Innovation: An Empirical Look at Amazon.com**

Author: **Gaoyang Cai**, *Northwestern Kellogg School of Management*
Author: **Xia Han**, *Business School, Soochow U., China*
Author: **Grace Gu**, *USC Marshall School of Business*

This study investigates how the governance policy of disintermediation, i.e., restricting communication channels through which complementors can persuade buyers to circumvent the platform and transact directly, affects complementors' innovation behaviors. We leverage a governance policy change on Amazon.com (the focal platform) to examine complementors' responses in adjusting innovation behaviors and product portfolios. Based on a coarsened exact matching (CEM) with the difference-in-differences (DID) empirical approach, we find that complementors who are affected by the disintermediation governance policy (treated complementors) significantly decrease the number of new products launched on the focal platform compared to the matched complementors who are not directly exposed to the policy (controlled complementors). Such an effect is mitigated by a complementor's reputation and strengthened by a complementor's capacity constraints. Supplemental analyses of the mechanisms show that treated complementors first significantly reduce the total number of new product developments, i.e., the income effect, and then increase the number of new products launched off the focal platform after the policy change, i.e., the switching effect. Moreover, treated complementors strategically switch the high-end products away while leaving low-end products on the focal platform, i.e., the bait effect. Our analysis of complementors' strategic responses to the platform governance policy against disintermediation sheds light on platform governance in balancing complementors' extensive-margin and intensive-margin innovative activities and in directing complementors' innovation and product portfolio strategies.

TIM: **Platform Governance Through Pricing: Evidence from Apple's App Store Small Business Program**

Author: **Zhengyao Kang**, *U. of Bristol*

This paper studies how pricing governance mechanisms in platforms affect the complementors. Based on the shift of pricing mechanisms introduced by Apple's App Store Small Business Program starting from 2021, this study adopts a regression discontinuity design (RDD) and looks at how this shift affect the innovation and performance of complementors. Using a sample of app developers in Apple's iOS, we find that developers who enjoyed the preferential pricing show more innovation activities such as app updates and new app releases and have better performance in attracting active users and earning revenue. By providing empirical evidence of the benefit of platforms sharing more revenue to complementors, our findings enrich the understanding of platform governance and platform power in the digital era.

TIM: **Complementor Reactions to Platform Control --Evidence from the YouTube "Adpocalypse"**

Author: **Lena Abou El-Komboz**, *ifo Institute*
Author: **Anna Kerkhof**, *ifo Institute*
Author: **Johannes Loh**, *BI Norwegian Business School*

Effective governance in an important determinant of a platform's ability to ensure the provision of high-quality complements and -- by extension -- its performance in the market. A key aspect is to prevent the presence of low-quality or "bad-faith" actors who can otherwise harm the health of the ecosystem. However, platforms' attempts at exerting control over complementors' activities is subject to trade-offs and may entail unintended consequences and reactions. We therefore investigate how complementors react to an increase in platform control over their activities. We study a rule change on Youtube that removed a subset of complementors from its partner program and made it impossible for them to monetize their videos on the platform. Using a regression discontinuity design we provide causal evidence that they subsequently left the platform at higher rates. In addition, those who did not leave still reduced the frequency of their uploads and provided content of lower quality and diversity. We also investigate and discuss effect heterogeneity between mainstream and niche Youtubers to learn about the underlying financial and non-pecuniary incentives.

TIM: **Understanding Platform Owner Assortment Strategy to Foster Customer Activity Metrics**

Author: **Jan Niklas Gremmel**, *Technische U. Braunschweig*
Author: **David Woisetschläger**, *Technische U. Braunschweig*
Author: **Barbara Seegebarth**, *Wiesbaden Business School*
Author: **Tobias Heussler**, *Wiesbaden Business School, UAS Wiesbaden*

This study aims to understand the impact of the platform owner's assortment and customer activity metrics in the context of a mobility-as-a-service platform. The results based on an analysis of transaction data from 50 different cities show that city-specific differences in the platform's total assortment and customer's cross-category and cross-provider buying have positive impacts on customer activity metrics. However, we also find that this impact is attenuated in cities with a larger platform assortment. These findings have important implications for platform owners, as increasing customer activity is key to the long-term success of the platform.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2190** | Submission: **20325** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **310**

Digitization Track: The human (down)Side of Digitization

Session Moderator: **Jesús García-Romanos**, *U. Carlos III de Madrid*

TIM: **Does Firms' Digital Transformation Lead to Mass Layoffs?**

Author: **Jesús García-Romanos**, *U. Carlos III de Madrid*
Author: **Ester Martinez-Ros**, *U. Carlos III de Madrid*
Author: **Eduardo Melero**, *U. Carlos III de Madrid*

This paper studies the relationship between firms' digitalization focus and workforce restructuring decisions. Digital transformation overhauls employees' tasks, often automating them and making some jobs redundant. Simultaneously, digitalization may require the creation of new jobs for workers with the appropriate digital skills. Companies can react to these challenges by relocating and reskilling the personnel made redundant by automation, or by firing them and replacing them with new employees with the required skills. We analyze the response of innovative companies to these alternatives. Our study is based on a curated database of layoff announcements and a novel text-analysis digitalization measure of US innovative companies listed in the S&P and Russel indices between 2002 and 2016. Our results indicate that firms embarking on a digital transformation carry out fewer mass layoffs. This outcome suggests that a digital competitive advantage favors reskilling against replacing workers. These findings are particularly intense in geographical areas with a less educated labor force, where hiring workers with the appropriate digital skills may be particularly difficult.

TIM: **Information Technology and Firm Employment**

Author: **James Bessen**, *Boston U.*
Author: **Cesare Righi**, *U. Pompeu Fabra*

Do firms displace labor with new information technologies such as "artificial intelligence"? It is challenging to distinguish the effects of technology adoption from unobserved productivity and demand shocks. We take a first look at the economic impacts of large custom software investment —"IT spikes"—using a novel methodology to obtain consistent estimates. Following these events, firm employment increases by about 7% and revenues by about 11%. Rather than displace labor, IT spikes increase revenues and markups, implying decreased labor share of output. Moreover, growth is greater for firms that use AI, IT-producing firms, newer firms, and those in the trade, service, and financial sectors.

TIM: **Digitalization Makes Me Emotional – How Employees Perceive and Respond to Digital Technologies**

Author: **Sonja Kristin Franzke**, *U. of Bayreuth*

As a result of digitalization, new digital technologies are emerging that organiza-tions may leverage to stay inventive and competitive. This especially affects the employees within such organizations, who can use these new technologies to actively grow the business and innovate. While digitalization has been found to be important for innovative and intra-preneurial behavior, there is still a lack of research on the specific mechanisms through which digital technologies affect employee behavior. Drawing on 27 interviews with the members of teams from three different companies faced with the introduction of a new digi-tal technology, we build theory to disentangle employees' perceptions and emotions when engaging with digital technologies. We base our study on work on affective and cognitive responses and find that emotions and perceptions can considerably influence the intrapre-neurial behavior within the teams.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2191** | Submission: **20323** | Sponsor(s): **(TIM)**
Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **312**

Digitization Track: Digitization, Innovation, and Productivity

Session Moderator: **Liang Zhao**, *U. of Leicester, Leicester, UK*

TIM: **Does Digital Policy Promotion Affect Firm Innovation Strategies? Evidence from China**

Author: **Zhe Sun**, *Jilin U.*
Author: **Liang Zhao**, *U. of Leicester, Leicester, UK*
Author: **Arvids A. Ziedonis**, *KU Leuven*

Although developing country governments have recently advocated interventionist digital policies, there is still a scarcity of literature on whether and how the promotion of digital policies facilitates high-quality economic development and firm innovation activities. By performing a quasi-natural experiment on Chinese A-share listed firms from 2012 to 2018, this study investigates the effect of digital policy promotion on shaping firm innovation strategies. We find that digital policy promotion stimulates both substantive innovation that explores novel technologies and the strategic exploitation of patents. We further explore two mechanisms underpinning the changes in firm innovation strategies, i.e. through encouraging digitalization effort and intensifying financing constraints, to enhance the substantive innovation and trigger strategic patenting, respectively. We also identify two boundary conditions, i.e. regional marketization and state ownership, which regulate the influence of digital policy promotion on firm innovation output. This study contributes to the research on the impact of digital policy promotion on innovation, as well as the research on firm innovation strategies by establishing linkages to the promotion of digital policies, and it broadens our understanding of the diverse paths digital policies take in firm innovation strategies.

TIM: **Digital Transformation and Operational Efficiency in Healthcare Business: The Role of AI**

Author: **Wenjing Lyu**, *Massachusetts Institute of Technology*
Author: **Jin Liu**, *Beijing Institute of Technology*

Digital technologies are enormously transforming the healthcare business across omnichannel operations. However, few empirical studies have investigated the forms of digital transformation and its effect on healthcare organizations' operational efficiency. To fill this gap, using secondary longitudinal data collected from multiple sources, we analyze the impact of two forms of digital transformation: robotic process automation and data-driven analytics on the firm operational efficiency of 176 publicly listed firms in the omnichannel healthcare business in the United States from 2010 to 2018. Our results indicate that robotic process automation and data-driven analytics improve efficiency in operations. We further examine the complementary role of AI in the above relationships and reveal that firms adopting a higher degree of AI benefit more from robotic process automation and data-driven analytics.

TIM: **Fuzzy Front-end of Market Innovation: Lessons from a Study of Gamification in Healthcare**

Author: **Hannu Makkonen**, *U. of Vaasa*
Author: **Daniel Kindström**, *Linköping U.*
Author: **Valtteri Kaartemo**, *Turku School of Economics, U. of Turku*

The purpose of this article is to further understanding of market innovation as a multi-actor process with a particular focus to explicate its early phase that we call the fuzzy front-end (FFE) of market innovation. The empirical study is based on a longitudinal qualitative case research that focuses on a multi-actor and multi-disciplinary research project that was launched to scrutinize opportunities of games in traumatic brain injury (TBI) rehabilitation. The study shows that the FFE of market innovation comprises less-controlled and less-purposive activities of various market actors. The FFE phase awakens the concentrated agency that comprises coordinated actions to develop the articulated market image further into a market innovation. The study puts forward a market innovation canvas, describing market innovation as an emergent, non-linear phenomenon, articulates a set of propositions and potential research questions, that altogether comprise a future research agenda. For the managers the study illustrates how to facilitate markets in their early phases and how digitalization could support the development of the healthcare sector.

TIM: **The Importance of (Exponentially More) Computing Power**

Author: **Neil Thompson**, *Massachusetts Institute of Technology*
Author: **Gabriel Manso**, *MIT*
Author: **Shuning Ge**, *MIT*

Denizens of Silicon Valley have called Moore's Law "the most important graph in human history," and economists describe the Moore's Law-powered I.T. revolution as one of the most important sources of national productivity. But data substantiating these claims tend to either be abstracted – for example by examining spending on I.T., rather than I.T. itself – or anecdotal. In this paper, we assemble direct evidence of the impact that computing power has had on five domains: two computing bellwethers (Chess and Go), and three economically important applications (weather prediction, protein folding, and oil exploration). Computing power explains 48%-94% of the performance improvements in these domains. Moreover, in line with economic theory, we find that exponential increases in computing power are needed to get linear improvements in outcomes, which helps clarify why Moore's Law has been so important. We also discuss how this dependence on computation means that performance improvements in these domains (and presumably many others) are becoming economically tenuous as Moore's Law breaks down.

KEY TO SYMBOLS

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Innovation Processes Track: Green and Social Innovation

Session Moderator: **Amyn Vogel**, *Ludwig Maximilian U. of Munich (LMU)*

TIM: **Exploring the Role of Individual Beliefs and Social Factors in Adopting Social Innovations**

Author: **Amyn Vogel**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Friedrich Borchers**, *Charité - U.smedizin Berlin*
Author: **Felix Balzer**, *Charité U.smedizin Berlin*
Author: **Claudia Spies**, *Charité U.smedizin Berlin*
Author: **Martin Gersch**, *Freie U. Berlin*
Author: **Daniel Fuerstenau**, *IT U. of Copenhagen*

Social innovation research has largely focused on individuals' values, beliefs, and perceptions of usefulness as they relate to the acceptance of social innovations. However, this research often lacks a sociological perspective, especially when it comes to social innovations that involve new behaviors and collective interactions. Additionally, the methods employed in social innovation research are often fragmented and deductive, leading to a lack of a common understanding of the methodological framework and a tendency to reproduce established characteristics. To address these issues, we propose the use of frame theory as a sociological approach to conceptualizing individuals' characteristics as socially conditioned and employing an inductive methodological approach. This approach is demonstrated through the case study of shared decision-making (SDM) in perioperative care, a social innovation aimed at promoting patient-centric treatment through the sharing of information and decision-making in surgical contexts. In our study, we employed frame theory to identify six frames that influence the acceptance of SDM in perioperative care. These frames pertain to issues such as role models, power asymmetry, and the scope of action that is structurally constrained. Through the use of an inductive approach, we were able to determine individuals' characteristics and examine issues that are particularly relevant for social innovations, such as role perceptions, conceptions of the innovation, trust and power relations, and organizational structures and routines. Our findings suggest that assumed role ascriptions, trust, and dependency within social relations play a significant role in shaping the acceptance of social innovations. Keywords: Innovation acceptance, social innovation, healthcare innovation, frame analysis, shared decision-making

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TIM: **Research on the Heterogeneity of Executives' Non-salary Incentives on Corporate Green Innovation**

Author: **Ning XU**, *School of Management, Shandong U.*
Author: **Di Zhang**, *School of Management, Shandong U.*
Author: **Yutong Li**, *School of Management, Shandong U.*

Green technology innovation is an organic combination of green development and innovation drive. To explore what kind of executive incentive contracts can truly stimulate green innovation, this study draws upon the comparison of equity incentive and reputation incentive, to distinguish their contractual elements characteristics and green governance effects. Concretely, using data from A-share listed manufacturing companies for the period from 2007 to 2020, we compare and analyze the impact of equity and reputation incentive on green innovation. We find that: (1) long-term and non-utilitarian reputation incentives can promote green technology innovation, while equity incentives linked to performance indicators inhibit it; (2) internal management behaviors in line with the concept of green development, such as adopting energy conservation measures and "three waste" management system, can weaken the inhibiting effect of equity incentives and strengthen the promoting effect of reputation incentives; and (3) External institutional factors such as environmental recognition can strengthen the promotion effect of reputation incentive. Those findings validate and expand the efficient contracting hypothesis and the rent extraction hypothesis from the perspective of green innovation, and provide useful implications for the design of green governance system in manufacturing enterprises.

TIM: **A Behavioral Perspective on Environmental Technology Search: Evidence from ICT Industry**

Author: **Hyun-Soo Kim**, *KAIST*
Author: **Hyun Ju Jung**, *KAIST*
Author: **Chul Ho Lee**, *Korea Advanced Institute of Science and Technology (KAIST), College of Business*

The literature in sustainability has emphasized external pressures as a main driver of firms' environmental responsibility. However, under similar external pressures, some firms search for environmental technology, while others do not. By focusing on information and communication technology (ICT) firms, we try to answer the question of when firms are motivated to search for renewable energy technology. Drawing on the framework of the behavioral theory of the firm, we propose that a mismatch between ICT firms' CO_2 emissions and their aspiration to a certain level of emissions induces firms to evaluate their compliance status—whether they comply well with environmental requirements—and their technology status—whether they possess sufficient technologies to reduce emissions—which in turn affects their search for renewable energy technology. We corroborate our hypotheses using data on CO_2 emissions and renewable energy patents of U.S. ICT firms from 2010 to 2018. When we compare two groups of firms—one group whose emissions are above aspiration or demonstrate poor environmental performance, and the other group whose emissions are below aspiration or demonstrate good environmental performance—we find that the former is more likely to search for renewable energy technology compared to the latter. When we focus on each of two groups, we find that firms decrease their search for renewable energy technology as emissions increase above (decrease below) aspiration for firms whose emissions are above (below) aspiration.

TIM: **A Compassion-Driven Approach to Responsibility in Innovation Organizations**

Author: **Somendra Narayan**, *Amsterdam Business School, U. of Amsterdam*
Author: **Subhadeep Datta**, *NEOMA Business School*

Compassionate innovation has the potential to play a significant role in addressing the changing needs and values of stakeholders in modern organizations. By considering the well-being and interdependence of all stakeholders in decision-making processes, organizations can create innovations that are more inclusive and equitable, and better able to anticipate and address the potential impacts of their actions on different groups and the environment. Additionally, engaging in open and transparent communication with stakeholders, fostering a culture of compassion within the organization, and incorporating ethical considerations into the design process can all contribute to the creation of more just and sustainable outcomes. This conceptual paper explores the ways in which compassionate innovation can support the creation of more equitable and sustainable outcomes, and the potential benefits for organizations in adopting this approach.

KEY TO SYMBOLS

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Selected as a Best Paper

Session Type: **Symposium**
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Scheduled: **Tuesday, Aug 8 2023 2:00PM - 3:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **209**

Putting the Scientist Front and Center

Presenter: **Larisa Cristina Cioaca**, *Fuqua School of Business, Duke U.*
Presenter: **Lia Sheer**, *Coller School of Management, Tel Aviv U.*
Presenter: **Nur Ahmed**, *MIT Sloan School of Management*
Presenter: **Amir Sariri**, *Purdue U.*

Research is typically thought of as being performed in universities and funded by the government, but many significant scientific breakthroughs have come from scientists working in the laboratories of companies. Throughout most of the 20th century, such corporations as Bell Labs and Xerox attracted talented researchers who produced Nobel Prize-winning research. However, over the last three decades, corporations have reduced their engagement in scientific research. Yet, while large firms' support for science is declining, some observers stress that smaller startup firms might be the engine of scientific and technological progress today. In this symposium, we revisit the importance of scientists in firms, including large corporate firms and smaller startups, and how their role has evolved over time.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
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Session Type: **Symposium**
Program Session: **2194** | Submission: **10540** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 3:00PM - 4:30PM ET (UTC-4)** at **Boston Park Plaza** in **Whittier Room**

Understanding the Qualitative Content of Relational Strategies

Organizer: **Amrita Saha**, *U. of Toronto, Rotman School of Management*
Presenter: **Shahzad Ansari**, *U. of Cambridge*
Presenter: **Rodrigo Canales**, *Boston U.*
Presenter: **Amrita Saha**, *U. of Toronto, Rotman School of Management*
Presenter: **Tieying Yu**, *Boston College*
Discussant: **Julia DiBenigno**, *Yale School of Management*

Scholarship in strategic management, organization theory, and social issues in management has aimed to understand the ways in which relationships affect and are affected by organizational performance. Research on relational strategies has taken multiple perspectives. These include examining how organizations and their stakeholders engage with one another and how prior histories with exchange partners impact the outcomes of transactions. A critical part of investigating relational strategies is understanding the qualitative substance of relationships which have commonly been evaluated through quantitative indicators such as tie strength, interaction frequency, or hierarchical differences. In this Symposium, we propose the presentation of four scholarly papers, each of which examines the qualitative content of modes of relating among organizational and market actors. We envision that this dialogue will advance scholarship about how relational strategies and relationships are assessed in the organizational literature.

Reframing Difficult Experiences: How Individuals Cope With Emotional Distress

Author: **Madeleine Stefanie Rauch**, *Stanford U.*
Author: **Shahzad Ansari**, *U. of Cambridge*

Healing Deep Wounds: A Case Study of Reconciliation Between the Police and the Community in Morelia

Author: **Rodrigo Canales**, *Boston U.*

Shaking off the Shackles: How Colonial Institutions Impact Relational Capabilities in the Market

Author: **Amrita Saha**, *U. of Toronto, Rotman School of Management*

The Power of Words: Word Responses in Multimarket Competition

Author: **He Gao**, *U. of Delaware*
Author: **Tieying Yu**, *Boston College*
Author: **Hyun-Soo Woo**, *U. of Mississippi*
Author: **Albert Cannella**, *Texas A&M U., College Station*

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Session Type: **Paper Session**
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Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Hyannis**

Digital Mindset

Session Moderator: **Antonia Schwaiger**, *Hirsch Porocell GmbH*

CTO: **Seeing the Forest for the Trees: How Abstract Thinking Fosters Digitalization**

Author: **Antonia Schwaiger**, *Hirsch Porocell GmbH*
Author: **Yevgen Bogodistov**, *MCI Management Center Innsbruck*
Author: **Daniel Beimborn**, *U. of Bamberg*

A digital transformation is always a process that also causes indirect, social costs, such as additional learning costs or internal discussions by business partners. These costs are a matter of perception, though. In our study, we run a combination of a randomized two-group experiment and a discrete choice experiment to investigate whether an individual's social distance and the related level of mental construal have an impact on her perception of digitalization. Analyzing 1,940 decisions, we, first, replicate results from previous studies and, second, add new psychological aspects shaping digitalization. We show that the "framing" of a digitalization project has an impact on the perception of the social costs associated. Despite the established link between the level of mental construal and willingness to pay, we show that when seeing the "forest behind the trees", i.e. when being in a high construal way of thinking, developers are more willing to trade efficiency gains against other social costs of digitalization and, thus, make it succeed.

CTO: **Diving Deeper into Digital Mindset – Development and Validation of a Scale**

Author: **Paul Goldmann**, *Zwickau U. of Applied Science*
Author: **Christina Altendorfer**, *Catholic U. Eichstätt-Ingolstadt*
Author: **Björn Schäfer**, *Free U. of Bozen-Bolzano*

An individual's digital mindset has become essential for successfully coping with digital trans-formation. Despite growing interest in digital mindset, research has lagged due to a lack of con-ceptual clarity of digital mindset and a measure of the construct. To address these issues, we provide an overview of previous digital mindset definitions, conceptualizations, and literature and conclude with a valid and suitable definition. Building on this definition, we develop the digital-mindset-scale and validate it through five phases across four samples. First, we generat-ed items for the digital mindset dimensions. Second, exploratory and confirmatory factor anal-yses supported a three-dimensional structure of digital mindset (digital consciousness, digital expertise, and digital entrepreneurship). Third, based on the results of confirmatory factor anal-yses in the second phase, we generated additional items and assessed the psychometric proper-ties and factor structure. Fourth, we established convergent and discriminant validity of the digi-tal-mindset-scale with relevant related constructs. Finally, in phase 5, we examined relations with well-established outcomes (resistance to change, innovative behavior, digital strategy per-formance, and entrepreneurial behavior). The digital-mindset-scale initiates empirical studies on the construct in research and contributes to a more nuanced approach to research and practice relating to digital mindset.

CTO: **Digital Mindset Profiles for Innovating: The Relationship Between Digital Mindset and IT Reinvention**

Author: **Yannick Hildebrandt**, *Otto-Friedrich U. Bamberg*
Author: **Daniel Beimborn**, *U. of Bamberg*

Employees' reinventive usage of IT is crucial for companies to leverage IT investments and gain competitive advantages, making it necessary to understand what drives such behavior. We hypothesize that IT reinvention is affected by the digital mindset, as this dynamic IT-specific trait unconsciously alters how individuals act in the context of digitalization through malleable thinking patterns. Building on the dual processing theory of human cognition, we investigated the relationship by conducting an online survey with 154 full-time employees that use Microsoft Powerpoint for work purposes. Our analysis using a structual equation model (SEM) and fuzzy-set comparative analysis (fsQCA) revealed that the digital mindset substantially affects IT reinvention, and three combinations of thinking patterns, respectively digital mindset profiles, exist that lead to IT reinvention. We contribute to the theory of post-adoption innovative IT use behaviors and the digital mindset by proving the effects of un-conscious dynamic IT-specific traits on rather conscious system usages. For practitioners, we provide digital mindset profiles that can be used when composing teams to increase the alignment to project goals and team effectiveness.

CTO: **Employee Identification with Digital Workplace Platforms and Employee Engagement**

Author: **Anaya Kumar**, *U. Paris-Saclay, U. Evry, IMT-BS, LITEM, Evry-Courcouronnes, France*
Author: **Anuragini Shirish**, *U. Paris-Saclay, U. Evry, IMT-BS, LITEM, Evry-Courcouronnes, France*
Author: **Imed Boughzala**, *Institut Mines-Telecom*

As companies increasingly move towards remote workplaces for both sustenance and growth motives, they face other people-centric problems such as quiet quitting and organizational (dis)identification. As a way to mitigate these situations, they heavily invest in people-centric digital workplace platforms such as employee advocacy (EA) platforms that promise both instrumental and humanistic outcomes. EA platforms aim to positively influence digital employee engagement by fostering connectedness and citizenship behavior. Past literature does not offer validity to such claims nor does it offer a way to conceptualize digital employee engagement. Leveraging the Needs-Affordances-Features perspective from the IS literature, we first conceptualize digital employee engagement to include two contextual and actualized affordances of EA platforms namely, digital employee advocacy and digital employee connectedness. We then, use the IT identity theory to offer a theoretical framework linking IT identity and the two dimensions of digital employee engagement. Using verified reviews obtained from users of several EA platforms, we test our model. We conduct lexical intensity analysis and multiple regression, the results of which support the theorized model. The study offers theoretical contributions to IT identity, digital workplace, and employee advocacy literature. We also discuss the practical implications of our work.

KEY TO SYMBOLS

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Sharing Economy

Session Moderator: **Matthias Weber**, *U. of Innsbruck*

CTO: **Opaque Overwatch: How Food-Delivery Workers Make Sense of Algorithmic Management in the Gig Economy**

Author: **Matthias Weber**, *U. of Innsbruck*
Author: **Alexander De Jong**, *U. of Innsbruck*
Author: **Ulrich Remus**, *U. of Innsbruck*

The growth of the gig economy around the globe is making the platform business model one of the most dynamic features of the global economy. To achieve this, platforms in the gig economy use algorithmic management to control and manage their workforce. With removing the human manager, the controller-controlee relation has fundamentally changed, leading to difficulties in understanding the complexity of algorithmic decision-making and control, which in turn results in technical opacity and power asymmetry, leading workers to increasingly engage in sensemaking to understand algorithmic management practices and break down the algorithmic "black boxes." Based on critical sensemaking theory and over 3 million text documents extracted from Reddit forums of different food-delivery platforms, we uncover 13 sensemaking behaviors that capture how food-delivery workers make sense of algorithmic management practices. We further theorize and divide the found sensemaking behaviors into micro- and macro sensemaking and discuss them in regards to the organizational contexts Power, Opacity, and Isolation. We provide theoretical implications for sensemaking theory by examining how technology affects sensemaking, and contribute to a better understanding of workers' responses to AM exposure by examining how gig workers make sense of the new controller-controlee relation.

CTO: **Algorithmic Management in the Gig Economy: A Quantitative Review and Research Integration**

Author: **Imran Kadolkar**, *Virginia Commonwealth U.*
Author: **Mahesh Vaidyanathan Subramony**, *Northern Illinois U.*
Author: **Sven Kepes**, *Virginia Commonwealth U.*

Rapid growth in the gig economy (GE) has been facilitated by the increased use of algorithmic management (AM) of workers on online platforms (OPs). We quantitatively reviewed the academic literature across scientific disciplines (e.g., computer science and engineering, management, sociology, law) related to AM in the GE using a combination of bibliometric techniques and natural language processing. Our quantitative review revealed 12 topics in the extant research: (1) the effect of AM on the employment relationship, (2) issues related to inequalities and discrimination, (3) occupational health and safety concerns, (4) collective organizing by gig workers, (5) algorithmic regulation, (6) evaluation and feedback mechanisms in OPs, (7) different OP forms and their influences on workers, (8) worker-platform negotiations over boundaries of control, (9) gamification as an incentive mechanism, (10) effects of AM on gig workers, (11) the role of pricing and matching strategies, and (12) AM effects on autonomy, attitudes, and behaviors. We describe these topics, noting the diversity of research areas while also integrating them using an input-process-output (IPO) framework, and highlight areas for future research.

CTO: **Algorithmic Control Configurations in Food Delivery Platforms: A Cross-National Comparative Study**

Author: **Armin Alizadeh**, *Technische U., Darmstadt*
Author: **Richard Zhi-You Schulz**, *Technische U., Darmstadt*
Author: **Kevin Gerhard Armbruster**, *Technische U. Darmstadt*
Author: **Benlian Alexander**, *Technische U., Darmstadt*
Author: **Martin Wiener**, *TU Dresden*

Millions of workers today do not have direct human supervisors but are controlled through IT systems, commonly referred to as algorithmic control (AC) systems. Due to such systems' high degree of automation, previous research often implicitly assumes that worker control through AC is applied uniformly across organizations. This study challenges this assumption by showing that, in reality, the supposedly similar control operations turn out to be very diverse across organizations, especially across organizations of different countries. Using food delivery services as a prime example of AC, this study explores similarities and differences across seven platforms in four countries. Building on organizational control theory and in-depth interviews with food delivery workers in China, India, the United States, and Germany, we found that although operations look similar from the outside, the AC systems of the platforms are configured fundamentally differently. We describe two archetypes of AC systems with loose and tight control of workers, thereby illustrating the range of possible AC configurations. The study contributes to control research by presenting and systematizing algorithmic-based control practices in food delivery platforms, enabling researchers to classify such organizations and their use of AC.

CTO: **Navigating Complexity and Uncertainty in the Gig Economy: Online Job Crafting and Resilience**

Author: **Luca Antonazzo**, *U. of Salento*
Author: **Marko Orel**, *Prague U. of Economics and Business*

The paper investigates crowdworkers' engagement with their online communities and parallel collaborative job crafting. It does so by examining the data from selected Reddit forums that connect knowledge workers who are actively engaged and connected via the four largest crowdworking platforms. To overview commonalities and differences in the online interaction of crowdworking communities, the study expands on theoretical foundations related to crowdworkers' resilience, active community engagement, collaborative job crafting, joint learning processes, and synergic skills development. Findings suggest that community engagement and collective job crafting, on the one hand, and continuous learning and skills development, on the other, can enhance crowdworkers' resilience. Despite the differences in the type of work conducted on the various platforms, sharing general and more specific business and task advice appears to be recurring. The effect of such collaborative job crafting is exhibited in the collective capacity to build and consolidate shared knowledge, institutionalised within the virtual domain of the sampled Reddit forums, which is readily available for fellow crowdworkers to solve individual problems. Accordingly, the type of concerns workers express changes depending on the platform they engage with one another. Forum-based communities prove helpful in pointing to possible courses of action to overcome or recover from. The study contributes to understanding crowdworkers' resilience in job insecurity, career fragmentation, and demand fluctuation.

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Digital Strategy 2

Session Moderator: **Yichen Sun**, *National U. of Singapore*

CTO: **Use of Externally-Sourced Digital Components and Start-ups' Time to Product Market Fit**

Author: **Yichen Sun**, *National U. of Singapore*
Author: **Shi Ying Lim**, *National U. of Singapore*
Author: **Khim Yong Goh**, *National U. of Singapore*

Increasingly, entrepreneurs integrate digital technology (DT) into their start-ups by developing them internally and/or using externally-sourced digital components (EDC). The latter enables resource-constrained entrepreneurs to reduce initial investment of resources to develop the DT when pursuing product-market-fit (PMF). However, using generic EDCs may reduce a start-up's ability to differentiate itself. In this paper, we take a real options perspective and examine the effect of the number and type of EDCs (core vs. peripheral) used on the time taken for start-ups to achieve PMF (proxied by receipt of Series A funding). We further hypothesize that the level of DT integration moderates the relationship between EDC use and the time to PMF due to the different complexities of DT development. We use data on start-ups, their funding, and the extent of EDC use from Crunchbase. To account for the endogeneity associated with entrepreneurs' self-selection in using EDCs, we employ propensity score matching in combination with the survival analysis. Our results suggest that start-ups that use more EDCs and with a higher Core-to-Peripheral EDC use ratio take longer to achieve PMF. We further find that a higher level of integration of the DT with the business weakens this relationship. Our findings contribute to the literature on digital entrepreneurship and real options and offer suggestions for how entrepreneurs should develop their DT amidst uncertainty and resource constraints in their nascent years.

CTO: **Information Technology Capability, Open Technological Innovation and Firm Growth**

Author: **Weizhi Yao**, *Southeast U.*
Author: **Liang Liu**, *Southeast U.*
Author: **Lianshui Li**, *Southeast U.*

Purpose – The flexibility and integration of information technology provide an important support platform for open technological innovation, and gradually become the core factors to promote firm growth. The purpose of this study is to analyze the effects of IT capability, including flexibility and integration of information technology, on firm growth. Then the paper examines the mediating role of the open technological innovation on IT capability and firm growth. Design/methodology/approach – According to this study, the authors chose to use the logical deductive approach for their hypotheses and analytical frameworks. And then, based on empirical data from 256 Chinese new ventures, this paper uses regression analysis and structure equation models (SPSS and AMOS) for data analysis and hypotheses testing. Findings – This study points to the effects that IT capability have on firm growth based on the mediation of the open technological innovation in China. The results first show that IT capability, including flexibility and integration of information technology, play a key role in firm growth; second, that the open technological innovation partly mediates between in IT flexibility and firm growth; third, the open technological innovation plays a significant mediating role between IT integration and firm growth. Research limitations/implications – First, the study adopted cross-sectional design to study the correlation among the constructs. In the long term, this causal relationship may change. Second, the study only investigated 256 employees in new ventures located in East and North China. It is limited by interviewees' cognition. Finally, there may be some other variables such as the organizational learning that mediate the relationship between IT capability and firm growth. Originality/value – It is the first attempt in China to systematically investigate the effects of IT capability on firm growth based on the mediation of the open technological innovation. The results provide a theoretical and methodological contribution to the study of IT capability and can thus improve managerial practice in an era of sharing economies.

CTO: **There Can be Only One: The Impact of Digital and Customer Orientation on Performance**

Author: **Thomas Reibel**, *RWTH Aachen U.*
Author: **Susan Stead**, *Institute for Technology and Innovation Management at RWTH Aachen*

Digital technologies have become increasingly important to, organizations such that digital orientation becomes a top priority of an organization's strategic orientation. Therefore, organizations adopt values that prioritize leveraging new technologies with the goal to enhance performance. While digital orientation constitutes a new element on management agendas, it is important to understand, what role this new emerging orientation plays with regards to other well-established strategic orientations such as customer orientation. To address this research gap, we perform a longitudinal study on a panel dataset of 112 hospital organizations in the English National Health Service (NHS) over a seven-year period. We utilized computer-aided text analysis to identify digital orientation from annual reports and measure customer orientation based on employee questionnaires. Interestingly, our results suggest that combining customer and digital orientation leads to reduced performance. The highest performance is achieved when the focus is solely on either digital or customer orientation. Additionally, we find that the relationship between digital orientation and organizational performance is positively moderated by employee involvement. Our findings contribute to academic discourse and practice: 1) a general direct effect of digital orientation on organizational performance does not exist, 2) digital and customer orientation are substitutional, 3) the relationship between employees and digital orientation is reciprocal. Managers should improve either digital or customer orientation and increase employee involvement to leverage the potential of digital orientation.

CTO: **Strategic Downsizing after M&A: what role for Digital Technology?**

Author: **Jasper Van Boven**, *Wageningen U.*
Author: **Hendrik Leeendert Aalbers**, *Radboud U. Nijmegen*
Author: **Wilfred Dolfsma**, *Wageningen U. & Research Center*

This study examines whether digital technologies stemming from a digital merger target influence the associations between downsizing after M&A and market reactions. Grounded in signaling theory and drawing on a sample of 201 M&A deals that took place between 2001 and 2017, we find that downsizing after a merger with a digital target can have a positive effect on the market reaction. Specifically, we find a three-way interaction between the merger target being digital, time between merger and downsizing, and magnitude of downsizing which suggests that the positive relationship between downsizing after a merger with a digital target is the most positive when downsizing takes place after more than two years while being major in magnitude. Our core contribution is to the literature on M&A related downsizing, by providing new insights into the signals stemming from downsizing in the wake of a merger and how they interact and influence market reaction. In addition, we contribute to the literature on digital M&A, by connecting digital technologies to workforce downsizing after M&A.

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Adoption of Artificial Intelligence (AI) and the Internet of Things (IoT)

Session Moderator: **Marlen Rimbeck**, *Technische U. Bergakademie Freiberg*

CTO: **Collective or Personal Self: Artificial Intelligence Adoption in Public Versus Private Contexts (WITHDRAWN)**

Author: **Justin Tan**, *York U.*
Author: **Yan Wang**, *Tianjin U.*
Author: **SHUXIN ZHONG**, *Tianjin U.*

Even as artificial intelligence (AI) revolutionizes society in various contexts, the ways in which contextual differences, such as public versus private contexts that offer varying openness, might define AI technology adoption remain unclear. With a conceptual framework based on multiple selves, this study addresses whether and how the influence of self-related factors on technology adoption varies across contexts. Collectivism (collective self) and privacy concerns (personal self) both should inform AI adoption, because consumer behavioral decisions reflect motivations derived from multiple selves. Collectivism has a stronger effect in public spheres while privacy concerns take a more imperative role in private settings. Perceived regulatory effectiveness moderate the impact of collectivism in both contexts, and perceived personalization heightens the negative effects of privacy concerns, consistent with the personalization-privacy paradox. A counterintuitive result also indicates that peers' negative experiences do not affect collectivists' technology adoption, potentially due to alternative behavioral references for collectivists or the type of peer influence. These findings help explain technology adoption in the digital era and suggest some contextual interventions that can increase customer AI adoption.

CTO: **Unfolding IoT Adoption Using A Status Quo Bias Perspective**

Author: **Marlen Rimbeck**, *Technische U. Bergakademie Freiberg*
Author: **Jutta Stumpf-Wollersheim**, *Technische U. Bergakademie Freiberg*
Author: **Alexander Richter**, *Victoria U. of Wellington*

Over the last years, the interconnecting of multiple devices based on sensors has increasingly made inroads in industry. Nevertheless, IoT solutions are still far from using their enormous potential, as misconceptions let employees face the IoT reluctantly. Consequently, employees avoid using IoT solutions and stick to established working routines, leading to an increased consumption of resources. To achieve progressive IoT adoption at the individual level, this paper analyzed 555 respondents' perceptions of benefits and costs of IoT solutions. Using the perspective of "status quo bias", the qualitative analysis reveals that the perceptions of experienced and inexperienced users partly overlap on benefits such as the reduction of errors and relief of personnel. Conversely, the perceptions diverge, as inexperienced users consider the IoT to be gimmicky, fostering mistrust. In addition, inexperienced users overestimate learning phases for interacting with IoT, leading to loss aversion and consequently to cognitive misperceptions. With the results, the study contributes to examining the gap between experienced and inexperienced user as a neglected aspect in IoT adoption. Further, identifying relevant drivers for the implementation of IoT solutions at individual level helps to extend the hitherto technical view of IoT towards known multi-layer approach that includes a holistic, human-centric perspective.

CTO: **The Health Policy Implications of Social Representations of the Internet of Things in Kenya**

Author: **Anthony Maina**, *Dedan Kimathi U. of Technology*
Author: **David Murungi**, *Bentley U.*

The Internet of Things (IoT) paradigm that is represented by health wearables, embedded devices, medical drones, and smart gadgets has emerged as the next frontier for cutting edge medical innovations. But as IoT-health has flourished, lagging policy and regulatory reforms in many low- and middle-income countries has left them exposed to imminent ethical, privacy and security risks that threaten the progress of advanced digital health services. To address this problem, we use the theoretical lens of social representations to investigate IoT's beliefs and practices from the viewpoint of Kenyan stakeholders with the aim of contributing insights for policy engagement and future research. Evaluating how different stakeholder groups represent IoT can manifest discrepancies in these representations and shed light on the impact that these discrepancies may have on development of public policy to address the concerns of this emerging digital health environment. To extend IoT-enabled health beyond the piloting and experimental stages, we argue the case for policy and regulatory reform in the environment in which the innovations are to function. Specifically, Kenya requires new guidelines on data protection laws, approval of medical devices, new data governance structures, communication guidelines, among others. Study results are relevant to policymakers and leaders working on strategies to promote the integration of IoT-health innovations in resource-constrained settings.

CTO: **Artificial Intelligence Adoption: a Pluralistic Process of Knowledge Accumulation**

Author: **Korinzia Toniolo**, *Alma Mater Studiorum U. di Bologna*

Organizations increasingly adopt Artificial Intelligence (AI) technologies to optimize their processes and augment work. This has provided opportunities for studies about the antecedents of AI adoption, in terms of organizational readiness factors, and its consequences, in terms of the impacts on work and organizing. Yet, the process unfolding between antecedents and consequences of AI adoption has been overlooked. This research paper explores how the technology and innovation adoption process changes when organizations decide to embrace AI. This multiple case study of eight AI projects reveals that AI adoption can be described as a pluralistic and knowledge accumulation process, characterized by two main dynamics: (1) a shifting locus of control between AI project's stakeholders over strategic and technological activities, and (2) in parallel, the progressive building of AI awareness at different levels of understanding (know-what, know-how, know-why) through algorithmic brokerage actions. These findings advance the technology and innovation literature, by answering to recent calls for deepening the empirical investigation of the AI technology trajectory. The study also contributes to the literature on algorithmic brokerage by extending the concept of explainable AI across the entire adoption process.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2199** | Submission: **20577** | Sponsor(s): **(CTO)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

Autonomy, Augmentation, and Privacy

Session Moderator: **Panos Constantinides**, *Alliance Manchester Business School, U. of Manchester*

CTO: **Augmenting Human-Machine Learning**

Author: **Panos Constantinides**, *Alliance Manchester Business School, U. of Manchester*
Author: **Arun Rai**, *Georgia State U.*

Deep machine learning agents (ML agents hereafter), a major class of Artificial Intelligence (AI) technology, are receiving increasing attention in information systems and other disciplines because of their unprecedented opportunities to replace tasks previously performed by human agents alone. However, there is a risk of setting a ceiling of what ML agents can accomplish according to human-level performance, while also inheriting human-associated biases, errors and power-infused interests. In this paper, we advance a novel theoretical perspective on how human-machine learning can be augmented. When we refer to augmentation, we are referring to augmentation of the learning for a task, where human and ML agents work together with their respective capabilities and vulnerabilities to create complementarities for amplifying benefits and reducing risks for the learning. We explicate the distinctive capabilities and vulnerabilities of human and ML agents with respect to three learning mechanisms: experience accumulation, knowledge articulation, and knowledge codification. We then propose three organizing mechanisms: supervision, coordination, and value exchange, to mitigate the distinct knowledge hazards in conjoined learning between human and ML agents. Guided by the role of the organizing mechanisms to achieve effective conjoined learning, we identify key avenues for future research.

CTO: **Putting the Software Developer Front and Center: How is Privacy by Design Implemented in Practice?**

Author: **Tae Gyun Kim**, *U. of Queensland*
Author: **Saeed Akhlaghpour**, *U. of Queensland*

Advancements in digital technologies give rise to new ways of using data. While being an opportunity for firms to develop systems that can promote new (or better) ways of conducting business, recent incidents suggest that such data usage can pose a greater risk of privacy breaches. Privacy by Design (PbD) is a set of principles to enforce data privacy throughout the lifecycle of information systems. For a successful PbD implementation, it is crucial to understand software developers' practices when dealing with PbD requirements. To this end, we conducted in-depth interviews with experienced software engineers from a leading multinational IT service company. Building on Cybernetic Theory, we analyzed the process in which software engineers perceive PbD-related changes, assess their status in achieving privacy and project goals, and adapt their actions to achieve the goal(s). Our findings illustrate how Cybernetic Theory can help explain the rationale behind software engineers' practices under PbD implementation. Further, we classify and explain three emergent patterns of software engineers' PbD-related practices, namely, compromise, break rules to achieve goals, and sacrifice a goal.

CTO: **Social Audio: Conceptualizing Voice-Based Online Social Networks and their Privacy Implications**

Author: **Anuschka Schmitt**, *U. of St. Gallen, Institute of Information Management*
Author: **Stefanie Rentsch**, *U. of St. Gallen (HSG)*
Author: **Andreas Janson**, *U. of St. Gallen*

This paper explores the nature and implications of social audio: online social networks (OSNs) that enable users to interact via voice. The paper contributes to basic science by offering a precise conceptualization of voice-based OSNs and their design features. We posit that the defining characteristics of traditional OSNs also hold for social audio, yet that novel features (i.e., creating rooms) and modifications of traditional features (i.e., like) through voice idiosyncrasies can be found. This work also shows how social audio introduces novel privacy implications, particularly driven by the richness and risks of voice as an interaction modality. Using three illustrative cases, we demonstrate applications of social audio and how privacy implications remain largely unaddressed. Specifically, we find that the networks considered show very few specific features addressing the risks of voice-based interaction and that current privacy policies do not reflect these risks nor offer mitigation measures. We bridge our findings and extensions for future research by discussing potential approaches in terms of network architecture features for social audio providers to pursue in order to ensure user privacy.

CTO: **Freedom, Constraint, Freedom-Constraint: Making Sense of Autonomy in the Platform Economy**

Author: **Dan O'Sullivan**, *UCL School of Management*

A growing body of literature exhibits conflicting views on whether online labour platforms facilitate autonomous work experiences. Typically, this literature treats autonomy as a black box. In a qualitative, theory-building study, making use of data from 41 semi-structured interviews, we found that platform workers made sense of their autonomy at two distinct levels, enabling them to conceptualize their autonomy within platform work simultaneously as both contradictory and non-contradictory. Workers acknowledged a common set of inherent autonomy-based contradictions in platform work but differentially interpreted these contradictions depending on their expectations of work autonomy and their feelings of reliance upon platforms. These differential interpretations facilitated vastly different experiences and perceptions of overall autonomy at work, partly explaining the conflicting results of prior studies on platform autonomy. Our theoretical insights have significant implications not only for research concerning online labour platforms but also for research on work autonomy more broadly.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2200** | Submission: **11114** | Sponsor(s): **(CTO, HR, OB)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Nantucket**

New Approaches to Studying Virtuality at Work

Organizer: **N. Sharon Hill**, *George Washington U.*
Panelist: **Bradford S. Bell**, *Cornell U.*
Panelist: **Leslie A. DeChurch**, *Northwestern U.*
Panelist: **N. Sharon Hill**, *George Washington U.*
Panelist: **Barbara Zepp Larson**, *Northeastern U.*
Panelist: **Anu Sivunen**, *U. of Jyväskylä*
Moderator: **Sumita Raghuram**, *San Jose State U.*

Virtual work, which involves interactions between employees who are not in person and occur using electronic rather than face-to-face communication, has burgeoned in recent years to encompass a broad range of employees in different types of work arrangements across varied work contexts. Yet, existing approaches to studying virtuality have primarily focused on professional knowledge work contexts, involving a high degree of virtuality, and using more traditional communication media such as email to facilitate virtual interactions. Thus, there is a need to extend the dominant lenses used in past research on virtuality to better reflect the realities of the contemporary and future workplace. This requires research to understand virtuality in previously underexamined contexts, such as those with varying degrees of virtuality (e.g., hybrid work), more complex work configurations at different levels (e.g., multiteam systems), and those involving the use of newer and emerging communication technologies (e.g., social media, virtual reality). These extensions to virtual work research may also require new approaches to conceptualizing and measuring virtuality. This panel symposium will shed light on these new approaches to studying virtuality, with the goal of developing a more nuanced understanding of how a broader range of employees in more varied contexts experience virtual work. Our panel of virtual work scholars will discuss their research that is breaking new ground in this area. We will draw on these insights to engage symposium participants in an interactive discussion to identify important future directions for advancing the study of virtuality at work.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2201** | Submission: **14145** | Sponsor(s): **(DEI)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **New Hampshire**

Multicultural Experiences: Interpersonal Perceptions and Interactions

Organizer: **Terence McElroy**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Jason HJ Moy**, *Foster School of Business*
Discussant: **Ya-Ru Chen**, *Cornell U.*
Presenter: **Terence McElroy**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **William Maddux**, *U. of North Carolina, Chapel Hill*
Participant: **Todd Woodruff**, *United States Military Academy*
Presenter: **Verity Lua**, *Singapore Management U.*
Participant: **Chi-Ying Cheng**, *Singapore Management U.*
Presenter: **Yuejun Lawrance CAI**, *HKUST Business School*
Participant: **Jung Min Choi**, *Hong Kong U. of Science and Technology*
Participant: **Melody M. Chao**, *Hong Kong U. of Science and Technology*
Presenter: **Zhu Feng**, *HEC Paris*

In light of Maddux and colleagues' (2021) award-winning Annals review of research related to multicultural experiences, it is evident that there are several interpersonal topics that remain unstudied or underexamined, including: (1) how multicultural experiences affect leadership competencies; (2) the impact of multicultural experiences on conflict resolution practices; and (3) how multicultural experiences influence others' perceptions of individuals who have lived or worked abroad. The proposed symposium advances scholarship by bringing together multimethod research that collectively identifies multicultural experiences' influence on interpersonal perceptions and interactions. Specifically, these four papers reveal that multicultural experiences can have both positive an negative effects on leadership, conflict resolution, and others' perceptions of individuals who live or work abroad, offering exciting new avenues for research that are particularly relevant as organizations increasingly prioritize cross-cultural collaboration and globalize their workforces. Strongly aligning with the Academy of Management 2023 theme, "Putting the Worker Front and Center," papers in this symposium offer a deeper and more nuanced understanding of the expanding population of workers with multicultural experience that have several theoretical and practical implications for managers and organizations.

Studying Abroad to Lead at Home: Studying Abroad Facilitates Leader Development

Author: **Terence McElroy**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **William Maddux**, *U. of North Carolina, Chapel Hill*
Author: **Todd Woodruff**, *United States Military Academy*

The Influence of Cultural Exposure on Independent Self and Conflict Resolutions

Author: **Verity Lua**, *Singapore Management U.*
Author: **Chi-Ying Cheng**, *Singapore Management U.*

Understanding Dispute Resolution Practices in a Multicultural World

Author: **Yuejun Lawrance CAI**, *HKUST Business School*
Author: **Jung Min Choi**, *Hong Kong U. of Science and Technology*
Author: **Melody M. Chao**, *Hong Kong U. of Science and Technology*

The Dark Side of "Becoming a Local" Abroad: Foreign Cultural Adoption and Social Categorization

Author: **Zhu Feng**, *HEC Paris*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2202** | Submission: **18065** | Sponsor(s): **(OMT)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Boylston**

New Research Directions on Vulnerable and Marginalized Communities

Discussant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Presenter: **Hong Bui**, *Birmingham City U.*
Presenter: **Mia Raynard**, *U. of British Columbia*
Presenter: **Bryant A. Hudson**, *IÉSEG School of Management*
Presenter: **Romain Vacquier**, *PSL, U. of Paris, Dauphine, DRM, Management & Organisation*
Presenter: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*
Presenter: **Emily S. Block**, *U. of Alberta*
Presenter: **Kelly Rubey**, *U. of Notre Dame*
Presenter: **Viva Ona Bartkus**, *U. of Notre Dame*
Presenter: **Joseph Sweeney**, *U. of Notre Dame*
Organizer: **Emma Sandström**, *Aalto U. School of Business*
Organizer: **Farah Kodeih**, *IESEG School of Management*

The growing attention to social injustices, discrimination, and other challenges faced by marginalized communities highlights the deep-seated and complex nature of these issues. The ongoing crises, including war in Ukraine, the challenges to democratic systems, the climate crisis, and the lingering effects of the Covid-19 pandemic, exacerbate the vulnerabilities and exclusions experienced by these groups. As organizational scholars, it is our moral responsibility to study these processes so that they can be better addressed and ultimately eradicated. This symposium builds upon the growing body of organizational scholarship on marginalized communities to explore the various challenges they face and the strategies that can alleviate or challenge marginalization. In a time of increased hostility towards marginalized communities and the organizations that support them, it is crucial to gain a deeper understanding of the diverse injustices and exclusions faced by these groups, how these challenges manifest in different contexts, how they can be addressed, and what might be the unintended (harmful) consequences of such efforts. Organization studies as a multi-disciplinary field is particularly well-suited to examine how institutional and organizational efforts, as well as individual responses, can help disrupt and overcome marginalization.

Modern Slavery: Unintentional Implications of Institutional and Organizational Arrangements

Author: **Hong Bui**, *Birmingham City U.*
Author: **Mia Raynard**, *U. of British Columbia*

Organizing Research On Organization Serving Senior Citizens

Author: **Bryant A. Hudson**, *IÉSEG School of Management*
Author: **Romain Vacquier**, *PSL, U. of Paris, Dauphine, DRM, Management & Organisation*

How A Colombian Peacebuilding Social Intermediary Navigates Community Exit

Author: **Andrea Caldwell Marquez**, *U. of Texas At San Antonio*
Author: **Emily S. Block**, *U. of Alberta*
Author: **Kelly Rubey**, *U. of Notre Dame*
Author: **Viva Ona Bartkus**, *U. of Notre Dame*
Author: **Joseph Sweeney**, *U. of Notre Dame*

'When the helpers need help': Finding Meaningfulness at Work In A Compound Crisis

Author: **Emma Sandström**, *Aalto U. School of Business*
Author: **Farah Kodeih**, *IESEG School of Management*

Session Type: **Showcase Symposium**
Program Session: **2203** | Submission: **16081** | Sponsor(s): **(OMT, CAR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Holmes Room**

New Approaches to Understanding Organizational Networks, Inequality, and Inclusion

Organizer: **Mabel Abraham**, *Columbia Business School*
Organizer: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*
Organizer: **Lara Yang**, *Stanford Graduate School of Business*
Discussant: **Herminia Ibarra**, *London Business School*
Presenter: **Mabel Abraham**, *Columbia Business School*
Presenter: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*
Presenter: **Bill McEvily**, *U. of Toronto*
Presenter: **Lara Yang**, *Stanford Graduate School of Business*
Presenter: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*

This symposium showcases a set of papers that deepen our understanding of the dynamic relationship between intra-organizational networks and race, ethnicity, and gender-based inequalities in workplace experiences and attainment. It brings together leading scholars to shed light on novel theoretical mechanisms, processes, and frameworks of interest to inequality, social networks, and DEI scholars. The first two papers focus on intra-organizational network inequalities, unpacking the conditions under which race, ethnicity, and gender differences in social networks emerge and persist. The latter two papers focus on unpacking the construct of inclusion by offering novel theoretical frameworks of inclusion and re-conceptualizing it as a structural, network-based phenomenon. Collectively, the four papers presented in this symposium offer novel empirical and theoretical mechanisms to explain differences in intra-organizational network characteristics, attainment, and perceptions and behaviors of inclusion. These papers employ a variety of research methods, ranging from qualitative interviews, observational data, surveys, to field interventions. In line with the AOM 2023 theme, Putting the Worker Front and Center, the four papers in this symposium unilaterally zoom in on the workers, especially workers who are members of disadvantaged groups in organizations and society, and seek to identify new ways in which social networks can be used to mitigate race and gender-based inequalities in work experience and attainment.

Gendered and Racialized Effects of New Employees' Initial Ties on Organizational Integration

Author: **Mabel Abraham**, *Columbia Business School*
Author: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*
Author: **Elizabeth Linos**, *U. of California, Berkeley*
Author: **Dawn Graham**, *Boston U.*

Differential Network Resources and Returns for Men and Women

Author: **Brian Silverman**, *U. of Toronto*
Author: **Bill McEvily**, *U. of Toronto*
Author: **Paola Criscuolo**, *Imperial College London*
Author: **Andrew Cohen**, *U. of Denver*
Author: **Martine Haas**, *The Wharton School, U. of Pennsylvania*

A Structural Framework of Inclusion at Work

Author: **Lara Yang**, *Stanford Graduate School of Business*
Author: **Francesca Gino**, *Harvard U.*
Author: **Paul Isaac Green**, *U. of Texas at Austin*
Author: **Sameer B. Srivastava**, *U. of California, Berkeley*

A Network Perspective on Inclusion: A Research Agenda

Author: **Adam M. Kleinbaum**, *Dartmouth College, Tuck School of Business*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2204** | Submission: **16213** | Sponsor(s): **(OMT, CTO)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Gloucester Room**

Advancing New Theoretical and Empirical Approaches to Categorizing Firms

Organizer: **Joel Adam Cobb**, *U. of Texas at Austin*
Organizer: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Discussant: **Gerald F. Davis**, *U. of Michigan*
Participant: **Richard A. Benton**, *U. of Illinois at Urbana-Champaign*
Participant: **Jaeho Choi**, *HKUST Business School*
Participant: **Nan Jia**, *U. of Southern California*
Participant: **Elizabeth Pontikes**, *UC Davis*

Multiple lines of inquiry within organization theory and strategic management turn on identifying a firm's relevant peers, competitors, and/or reference groups and a common way of identifying those firms relies on common membership in an industry. Yet, the categories and tools we use to understand the organization of the economy reflect the dominant understandings of their time and our common conceptualization of "industry." For example, the Standard Industrial Classification (SIC) system was developed in the 1930s and is perhaps the most ubiquitous way organizational scholars capture a firm's focal industry, and thus who are its peers and competitors. In this symposium, we bring together a diverse array of scholars who have approached the challenges with categorizing firms in the present period, offering new theoretical insights and novel empirical approaches to the problem. Our hope is to encourage organizational scholars to begin/continue thinking about the contemporary (and future) world of organizations and how our existing schemas to categorize them likely need updating and amending.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2205** | Submission: **16010** | Sponsor(s): **(OMT, CTO, TIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Newbury Room**

Sprawling Fieldwork: Tales of Many Fields

Organizer: **Alan Zhang**, *MIT Sloan School of Management*
Organizer: **Wanda J Orlikowski**, *MIT*
Presenter: **Ryan L. Raffaelli**, *Harvard Business School*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Presenter: **Alan Zhang**, *MIT Sloan School of Management*
Presenter: **Mark de Rond**, *U. of Cambridge*
Discussant: **Stephen Barley**, *U. of California, Santa Barbara*

While many organizational phenomena may be largely contained within the boundaries of a program, organization, or industry, many more overflow those boundaries and spill substantially across diverse groups, organizations, communities, forums, and initiatives whose activities interact collectively. It has become almost inevitable today that organizational actors, including workers, must align their local activities to conditions produced elsewhere, and researchers interested in studying these boundary-traversing activities in a grounded way must contend conceptually and practically with a considerable degree of sprawl across multiple geographic, temporal, material, cultural, and conceptual boundaries. In these conditions, researchers need to engage in sprawling fieldwork--interviewing, observing, and engaging within and across many bounded spaces. To address the opportunities and challenges of this approach to organizational research, this symposium will include four empirical presentations that explore and extend our understanding of what it means to study sprawling phenomena with sprawling fieldwork.

Traversing Boundaries when Studying a Novel Phenomenon: Tales from Fieldwork on Technology Reemergen

Author: **Ryan L. Raffaelli**, *Harvard Business School*

The Gig Economy as a Sprawling Field Site

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*

A Meandering Praxis: Wandering Fields and Stumbling Through Grapevines

Author: **Alan Zhang**, *MIT Sloan School of Management*

Navigating Ethnography's Rough and Tumble

Author: **Mark de Rond**, *U. of Cambridge*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2206** | Submission: **17089** | Sponsor(s): **(OMT, DEI)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cambridge Room**

Shaping Work from the Two Sides of the Labor Market: Supply & Demand-Side Views of Gender Inequality

Organizer: **Tatiana Lluent**, *ESMT Berlin*
Organizer: **Alyson Gounden Rock**, *McGill U. Desautels Faculty of Mgt/ MIT*
Discussant: **Roman V. Galperin**, *McGill U. - Desautels Faculty of Management*
Presenter: **Stephanie Chan-Ahuja**, *London Business School*
Participant: **Isabel Fernandez-Mateo**, *London Business School*
Participant: **Jan Nimczik**, *ESMT Berlin*
Presenter: **Gianluca Carnabuci**, *ESMT Berlin*
Participant: **Min Liu**, *Durham U.*
Participant: **Alexandra Feldberg**, *Harvard Business School*
Presenter: **Kelly Harrington**, -
Participant: **Kathleen L. McGinn**, *Harvard U.*

In this symposium, we follow calls for research that acknowledges the interplay between supply-side and demand-side contributors to gender inequality (Fernandez Mateo & Kaplan, 2018) and bring together papers that are 'at risk' of building greater understanding of how supply-side (worker) factors that have been dominant in past explanations of gender inequality are also influenced by demand-side (employer) factors in important ways. The papers in our symposium draw upon several contexts in which gender differences were mainly thought to be due to supply side gender factors, but that in fact also reflect demand side factors. These contexts include applications at lower and higher levels of organizations (Nimczik et al. on job entry and job ladders; Chan Ahuja and Fernandez Mateo on applications to boards); within jobs (Gounden Rock on task allocations) and in the blending of tasks between work and home (Feldberg, Harrington & McGinn).¶

Decomposing Gender Disparity in Application Rates: Starting, Dropping, and Submitting

Author: **Stephanie Chan-Ahuja**, *London Business School*
Author: **Isabel Fernandez-Mateo**, *London Business School*

Gendered hierarchical structures and the glass ceiling effect in women's organizational careers

Author: **Jan Nimczik**, *ESMT Berlin*
Author: **Gianluca Carnabuci**, *ESMT Berlin*
Author: **Min Liu**, *Durham U.*

Task Content as a Within-job Contributor to Gender Wage Inequality: the Case of US Unions

Author: **Alyson Gounden Rock**, *McGill U. Desautels Faculty of Mgt/ MIT*

How Parents' Approaches to Household Tasks Contribute to Gender Differences in Work Tasks & Outcomes

Author: **Alexandra Feldberg**, *Harvard Business School*
Author: **Kelly Harrington**, -
Author: **Kathleen L. McGinn**, *Harvard U.*

KEY TO SYMBOLS
Teaching-oriented · Practice-oriented · International-oriented · Theme-oriented · Research-oriented · Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2207** | Submission: **15886** | Sponsor(s): **(OMT, MOC, CTO)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Tremont Room**

Authenticity and Individuation in the Digital Era: Technology, Authenticity, and Occupational Work

Organizer: **Farnaz Ghaedipour**, *Stanford U.*
Organizer: **Alan Zhang**, *MIT Sloan School of Management*
Organizer: **Arvind Karunakaran**, *Stanford U.*
Presenter: **Patrick Reilly**, *U. of British Columbia*
Presenter: **Farnaz Ghaedipour**, *Stanford U.*
Presenter: **Sharon Koppman**, *U. of California, Irvine*
Presenter: **Kevin Woojin Lee**, *U. of British Columbia*
Discussant: **Beth Bechky**, *UC Davis*

With the increased prevalence of work from home arrangements, and the decline of long-term stable employment, collective norms and conventions that once provided guidance and structure for how work should be structured and who workers should strive to become are weakening. People increasingly expect and are expected to craft their own work selves and career paths, individually and authentically. Simultaneously, ubiquitous digital technology and social media platforms enable and encourage workers to make themselves and their trajectories more visible and knowable to others (i.e., employers, peers, clients). These conditions, together with a broader cultural shift towards individuation, have led to the increased significance of authenticity and individuation in contemporary work, giving rise to new occupational groups, and putting the workers front and center (AOM 2023 theme). However, it is not clear how workers experience and navigate these new expectations in the wake of digital technologies and social media platforms, and how they take on the responsibility of crafting their day-to-day work selves and lives (almost) from scratch, while keeping the results acceptable and desirable to the occupational and organizational communities that they depend on. The papers presented in this symposium and the following discussion aim to spark scholarly conversation about the implications of contemporary occupational dynamics characterized by individuation and technologically enabled visibility and offer actionable insights for workers and managers.

Creating Yourself Together: The Construction and Enactment of Self in Creative Work

Author: **Patrick Reilly**, *U. of British Columbia*

The Authenticity Mandate and the Ideal of Enterprising Self

Author: **Farnaz Ghaedipour**, *Stanford U.*
Author: **Arvind Karunakaran**, *Stanford U.*

Soulfulness: Divider of Work Between Humans and Machines

Author: **Kevin Woojin Lee**, *U. of British Columbia*

Moving Up by Moving Around? Career Distinctiveness, Organizational Advancement, and Inequality

Author: **Sharon Koppman**, *U. of California, Irvine*
Author: **Tingting Nian**, -
Author: **Ming De Leung**, *U. of California, Irvine*
Author: **Richard Lu**, *U. of California, Berkeley*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2208** | Submission: **18068** | Sponsor(s): **(OMT, OB)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Berkeley Room**

Overlooked Ties: An Examination of Neglected, Rare, or Special Relationships in Org Networks

Session Chair: **Ella Sheinfeld**, *Rutgers U.*
Session Chair: **Daniel Z. Levin**, *Rutgers U.*
Discussant: **Martin J. Kilduff**, *UCL School of Management*
Presenter: **Jason Rekus Ross**, *U. of Kentucky*
Presenter: **Ajay Mehra**, *U. of Kentucky*
Presenter: **Daniel Z. Levin**, *Rutgers U.*
Presenter: **Jorge Walter**, *George Washington U.*
Presenter: **Stephen P. Borgatti**, *U. of Kentucky*
Presenter: **Velvetina Siu Ching Lim**, *UCL School of Management*
Presenter: **Blaine Landis**, *U. College London*
Presenter: **Clarissa Cortland**, *UCL School of Management*
Presenter: **Robert Wilhelm Krause**, *Gatton College of Business and Economics, U. of Kentucky*
Presenter: **Daphne Ann Demetry**, *McGill U.*
Presenter: **Rachel Doern**, *U. of London, Goldsmiths College*
Presenter: **Ye Jin Park**, *NYU Stern*
Presenter: **Ko Kuwabara**, *INSEAD*

When one thinks of a network tie, a certain prototypical image comes to mind: a relationship where interaction is fairly frequent, active, positive, and largely routine. Most social network research examines such ties. Yet the literature has increasingly identified certain types of ties that do not necessarily fit this standard mold, such as dormant ties or negative ties, which may actually have an outsized influence beyond their numbers. Sometimes these overlooked ties are neglected and/or taken for granted but are actually much more common than can be explained by existing network theories or studies. Sometimes they are rare but provide insights into helping us to understand organizational relationships more generally. And sometimes they are special in terms of providing instrumental value or enhancing well-being beyond what is typical for most ties. This symposium is designed to bring to light these new and interesting types of relationships, with an eye towards integrating them conceptually into the field's broader understanding of how social networks operate in practice.

The Tie Over Time: Meaning, Memory, and Temporal Form

Author: **Jason Rekus Ross**, *U. of Kentucky*
Author: **Ajay Mehra**, *U. of Kentucky*
Author: **Daniel Z. Levin**, *Rutgers U.*
Author: **Jorge Walter**, *George Washington U.*
Author: **Stephen P. Borgatti**, *U. of Kentucky*

A Blessing in Disguise? Power, Imagined Ties, and Downstream Consequences

Author: **Velvetina Siu Ching Lim**, *UCL School of Management*
Author: **Blaine Landis**, *U. College London*
Author: **Clarissa Cortland**, *UCL School of Management*
Author: **Robert Wilhelm Krause**, *Gatton College of Business and Economics, U. of Kentucky*

Maintaining Ties in Creative Work: The Separation Practices of Chef Protégés From Their Mentors

Author: **Daphne Ann Demetry**, *McGill U.*
Author: **Rachel Doern**, *U. of London, Goldsmiths College*

What's So Hard About Staying in Touch? Unpacking Tie Maintenance

Author: **Ye Jin Park**, *NYU Stern*
Author: **Ko Kuwabara**, *INSEAD*

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2209** | Submission: **15848** | Sponsor(s): **(OMT, OB, MOC)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Winthrop Room**

Theorizing the Intersection of Time and Control

Discussant: **Melissa Mazmanian**, *U. of California, Irvine*
Discussant: **Abbie J. Shipp**, *Texas Christian U.*
Presenter: **Blagoy Blagoev**, *Technische U. Dresden*
Organizer: **Vanessa Conzon**, *Boston College*
Presenter: **Ellen Ernst Kossek**, *Purdue U.*
Organizer: **Mara Cable**, *Boston College*
Organizer: **Angela Ianniello**, *Boston College*
Participant: **Emily Stiehl**, *U. of Illinois at Chicago*
Participant: **Todd Bodner**, *Portland State U.*
Participant: **Dan Karreman**, *Copenhagen Business School Department of Management, Society and Communication*
Participant: **Jana Costas**, *European Uni Viadrina, Frankfurt (Oder)*
Presenter: **James Mellody**, *MIT Sloan School of Management*
Participant: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*
Participant: **Rebecca Brossoit**, *Louisiana State U.*
Participant: **Laura Maria Giurge**, *London School of Economics and Political Science*

The interconnection between time and control has long been a subject of research for management scholarship (e.g., Fredrick Taylor's Time and Motion studies). In this symposium, we bring together a series of papers that theorize regarding the relationship between these two important concepts. First, the symposium considers differences between individual and manager perceptions of controlling the boundaries between work and non-work. Then, we examine the organizational conditions that may support (or undermine) this individual-level autonomy, including how organizational controls over time are leveraged by managers, as well as how employees might resist these controls. Finally, the symposium examines concerns regarding how time affect workers' approaches to their day-to-day work, including individual (versus organizational) goals. The discussants highlight key themes and consider future research on the intersection of time and control. Ultimately, this symposium aims to further management scholars' understanding of how these key concepts interweave, interlock, and interrelate, in order to further management theory.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2210** | Submission: **16115** | Sponsor(s): **(OMT, OB, SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Hancock Room**

Micro Meets Macro: Political Ideology, Partisanship, and Organizations

Organizer: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*
Organizer: **Trevor Spelman**, *Northwestern Kellogg School of Management*
Discussant: **Donald C. Hambrick**, *Pennsylvania State U.*
Moderator: **Krishnan Nair**, *U. of Illinois Urbana-Champaign*
Panelist: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Panelist: **Philip L. Roth**, *Clemson U.*
Panelist: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Aparna Joshi**, *The Pennsylvania State U.*

Recent years have seen a rapid growth in both micro and macro research examining the role of political ideology and partisanship in shaping organizational outcomes. At the same time, the work in these two streams have developed largely independently. The purpose of this panel symposium is to bring together micro and macro scholars to explore promising directions for future research.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented | Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2211** | Submission: **18660** | Sponsor(s): **(OMT, PNP, SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Statler Room**

How Bureaucracies Address Complex Social Issues

Organizer: **Pedro Monteiro**, *Copenhagen Business School*
Organizer: **Akshay Mangla**, *Saïd Business School U. of Oxford*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Panelist: **Marya Besharov**, *Oxford U., Saïd Business School*
Panelist: **Sanjay K Pandey**, *George Washington U.*
Panelist: **Leisha DeHart-Davis**, *U. of North Carolina, Chapel Hill*
Panelist: **Aroon Manoharan**, *U. of Massachusetts*

Organizations—including bureaucratic ones—are increasingly confronted with complex social issues for which there are no clear solutions. Public bureaucracies are called upon for multiple tasks, including the framing of social problems, the deployment of public resources, and the collective mobilization of non-state actors, all the way down to the delivery of essential public services. Similarly, large, private, bureaucratic organizations' operations often span the globe and are enmeshed in the perpetuation of issues—from environmental degradation to modern-day slavery—while also holding the potential for catalyzing change given their resources and reach. While these issues fueled research in organization theory and public administration, there has been relatively little theoretical engagement across fields. We believe this is a missed opportunity. Understanding how bureaucracies can address complex social problems requires more systematic interdisciplinary conversations. This panel symposium will engage a group of scholars working across organizational theory and public administration in interactive discussions around the following topics: (1) the variety of organizational forms and practices of bureaucracy that facilitate or constrain its ability to address complex social issues; (2) how bureaucratic organizations interact with their wider contexts to build and sustain collective action for tackling complex social problems; (3) how concepts and findings in organizational theory and public administration research can better inform one another to generate a more robust understanding of bureaucracy and its relationship with social issues. By bringing together scholars across fields, we hope the symposium will stimulate synergies and enhance the impact of the scholarship on emerging challenges for organizations, management, and society.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2212** | Submission: **16001** | Sponsor(s): **(OMT, SIM, DEI)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **St. James Room**

The Punishment Ends & the Consequences Persist: Employment Challenges for The Formerly Incarcerated

Organizer: **Taryn D. Williams**, *UC Irvine*
Discussant: **Damon J. Phillips**, *The Wharton School, U. of Pennsylvania*
Presenter: **Taryn D. Williams**, *UC Irvine*
Presenter: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*
Presenter: **Audrey Holm**, *HEC Paris*
Presenter: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

Organizational scholars have shown interest in understanding how individuals with stigmatized identities navigate the labor market, in addition to the ways that organizations generate, perpetuate, and normalize inequalities in labor market opportunities. Nevertheless, such studies have predominantly focused on inequalities across race and gender. Nearly 600,000 adults reenter society from incarceration annually, yet 67 percent will be unable to secure employment in their first year at home. However, management journals have not adequately addressed the formerly incarcerated population's interaction with organizations, as well as their marginalization in the labor market. In the spirit of "Putting the Worker Front and Center," we draw attention to formerly incarcerated workers and their ever-widening inequalities. We share research highlighting some of the difficulties this population faces: balancing the demands of post-incarceration community supervision, stigmatized identity disclosure at work, labor market socialization and sense-making, and barriers to entrepreneurship. This symposium has three goals: offer theoretical and practical implications about the work-related challenges faced by a marginalized and disadvantaged group of individuals, expand the current understanding of formerly incarcerated individuals' challenges as they seek, gain, and persist in employment, and contribute to the literature on institutions' and organizations' roles and responsibilities in reducing inequality.

The Punishment Ends & the Consequences Persist: Employment Challenges for The Formerly Incarcerated

Author: **Taryn D. Williams**, *UC Irvine*
Author: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*
Author: **Wesley Helms**, *Brock U.*
Author: **Audrey Holm**, *HEC Paris*
Author: **Kylie Jiwon Hwang**, *Northwestern Kellogg School of Management*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2213** | Submission: **16411** | Sponsor(s): **(OMT, STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Exeter Room**

Moving Forward by Looking Back: Reexamining the Role of Dependence in Board of Directors Literature

Panelist: **David G. Sirmon**, *U. of Washington*
Panelist: **Steven Boivie**, *Texas A&M U.*
Panelist: **Christine Shropshire**, *Arizona State U.*
Panelist: **Christina Matz Carnes**, *Indiana U. - Kelley School of Business*
Moderator: **Brit McClellan**, *Foster School of Business*

Director independence has been one of the most studied factors across the related literature on organization governance, including strategy, organizational theory, and in practitioner settings. The empirical research regarding independence is not consistent. The previous literature has taken a rather blunt conceptualization of independence. To further explore this conversation, this panel symposium aims to invite panelists to have recently discussed the independence construct to identify the underlying implications for corporate governance. The purpose of the symposium is to aid in scholars reigniting and further refining the understanding and exploration of (in)dependence into more nuanced and less blunt recommendations for best practices in corporate governance. More specifically, this symposium aims to 1) identify the pre-agency theory arguments and find a more refined treatment of dependence, 2) evaluate the potential different types of dependence: financial and social, 3) extend past the common sample of large firms and explore how dependence manifests itself in smaller firms making impactful strategic decisions, and 4) re-anchoring logics that have been lying dormant. Attendants will leave the symposium with a renewed sense of excitement and curiosity about the role of dependence on Board of Directors' and the impact that has on corporate governance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2214** | Submission: **15925** | Sponsor(s): **(OMT, STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Stuart Room**

Hierarchy and the Changing Nature of Organizations

Organizer: **Luke Rhee**, *U. of California, Irvine*
Organizer: **John Joseph**, *U. of California, Irvine*
Panelist: **Nicolai J. Foss**, *Copenhagen Business School*
Panelist: **Samina Karim**, *Northeastern U.*
Panelist: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Panelist: **Phanish Puranam**, *INSEAD*

Building on recent work on organization design and renewed interest in the role of a hierarchy, this symposium offers a new look at hierarchies and their place in the changing nature of the modern organization. Hierarchies are a pervasive organizational structure in our society. But we have ostensibly seen a rise in alternative forms of "flat" organizing given the growing prevalence of knowledge-intensive work and the diffusion of new technologies. At the same time, many flat organizations – whether loosely coupled, networked, or federalized – still seem to be hierarchical in their structure to some extent. As a new research program, this symposium augments current research, by considering how specifically hierarchies operate in the modern economy, to understand their role alongside forms of flatter organizing. Is their role in creative, high-tech industries different from that in traditional ones? In knowledge-intensive industries, how do hierarchical organizations survive and even thrive? Given the increasing adoption of algorithmic and automation technologies, will those technologies diminish the role of hierarchies? Or will hierarchies evolve? We feature four panelists, Nicolai Foss, Samina Karim, William Ocasio and Phanish Puranam, who have taken different approaches in their examinations of this topic. They will provide their own insight into existing work and discuss new questions for future research in this area.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2215** | Submission: **16409** | Sponsor(s): **(OMT, STR, ONE)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

Beyond Information Disclosure: A Communication Perspective on Corporate Sustainability

Organizer: **Wei Wang**, *Northwestern Kellogg School of Management*
Organizer: **Klaus Weber**, *Northwestern U.*
Panelist: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Panelist: **Dror Etzion**, *U. of Vermont, Grossman School of Business, US*
Panelist: **Eun-Hee Kim**, *Fordham U.*
Panelist: **Michael Pfarrer**, *U. of Georgia*

With increased external pressure on firms to behave sustainably, disclosure of sustainability efforts and performance has become a central concern. Academic research to date, too, has focused on the notion of disclosure as accountability and reporting, studying when firms disclose what information to stakeholders, and whether the information is accurate, giving rise to questions of greenwashing and brownwashing. However, this notion of disclosure as information dissemination is arguably narrow in that it draws attention to communication formats associated with formal reporting. From a communication perspective, firms' engagement with stakeholders is more comprehensive and includes many additional dimensions. For example, how do firms frame their sustainability actions and how do stakeholders interpret corporate communications? How do different forms of communication about sustainability, for example, dialogical modes or targeted messaging to particular groups, interact with more scripted disclosures? How does communication about sustainability relate to corporate and stakeholder action? Considering sustainability information within a broader communication framework invites such a broader set of questions. In this symposium, we aim to understand firms' sustainability communications from this broader perspective. To do so, the panel brings together experts engaged in different literatures for an exchange about sustainability communication as a broader organizational practice. Panelists include scholars of corporate communication (to discuss the possible uniqueness of communication about sustainability), scholars specializing in reporting and disclosure (to address the information demanded and received by stakeholders), and scholars studying corporate sustainability practices (to address the relationship of communication with corporate strategy and action). By fostering discussion across areas of research, the symposium hopes to serve as a platform to take stock of different literatures and sketch out an agenda for more integrated research on sustainability communication.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented | Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2216** | Submission: **17170** | Sponsor(s): **(OMT, TIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Cabot Room**

Temporality and Technology: Temporal Dynamics of Technology Emergence and Development

Organizer: **Nina Granqvist**, *Aalto U.*
Organizer: **Stine Grodal**, *Northeastern U.*
Participant: **Miyoung Chang**, *Boston U. Questrom School of Business*
Panelist: **Grace Augustine**, *School of Management, U. of Bath*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Violina Rindova**, *U. of Southern California*
Panelist: **Blagoy Blagoev**, *Technische U. Dresden*

This panel symposium brings together a set of prominent scholars to discuss recent and future research with regards to developing a temporality lens to study technology emergence and development. Traditionally, the literature on technology emergence and development has tended to treat time as a continuous and unidimensional construct – as a backdrop or a timeline. Lately, scholars have begun to challenge these assumptions and explore the multiple ways in which temporality – as culturally founded and socially construed understandings of time – shape technologies. The focus then moves to temporal perceptions, meanings and practices and even systemic and institutionalized features, and how these impact various aspects of technology emergence and development. The panelists present complementary perspectives to understand and explore such phenomena.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented

Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2217** | Submission: **16471** | Sponsor(s): **(OMT, TIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Constitution Room**

Gender and the Future of Work

Discussant: **Kathleen L. McGinn**, *Harvard U.*
Organizer: **Shiya Wang**, *Harvard Business School*
Organizer: **Alexandra Feldberg**, *Harvard Business School*
Presenter: **Prasanna Parasurama**, *Emory U., Goizueta Business School*
Participant: **Panos Ipeirotis**, *NYU Stern*
Presenter: **Eliot Sherman**, *London Business School*
Participant: **Weiyi Ng**, *National U. of Singapore*
Presenter: **Julia Lee Melin**, *Stanford U.*
Participant: **Jennifer M. Merluzzi**, *George Washington U.*
Presenter: **Isabelle Solal**, *ESSEC Business School*
Participant: **Raffaele Conti**, *ESSEC Business School*
Participant: **Francesco Castellaneta**, *SKEMA Business School*

The world of work is changing. While COVID-19 has accelerated existing trends (e.g., in remote work, e-commerce, and automation), cutting- edge technologies (e.g., artificial intelligence) are fundamentally transforming the nature of work and the workplace itself. We ask in this symposium, does the changing nature of work and workplaces influence men's and women's career outlooks, outcomes, and overall satisfaction differently, and if so, how and why? To this end, we assemble and synthesize research that deepens our understanding of the potential intersections between gender and the future of work. We bring together a set of papers that applies a gendered lens to the future of work by focusing on changes in the material and non-material aspects of work, including how work is done, when work gets done, and norms and beliefs about who does what, and how changes may influence men's and women's labor market outcomes differently.

Hiring with Algorithmic Fairness Constraints: Theory and Empirics

Author: **Prasanna Parasurama**, *Emory U., Goizueta Business School*

Changes in Working Parents' Satisfaction During the COVID-19 Pandemic

Author: **Shiya Wang**, *Harvard Business School*

Employers' Shifting Views of Stay-at-Home Fathers During the COVID-19 Pandemic

Author: **Julia Lee Melin**, *Stanford U.*

How Established Firms Sustain the Gender Gap in High-Growth Technology Entrepreneurship

Author: **Eliot Sherman**, *London Business School*

Female Leadership and Corporate Inequality: Evidence from Archival and Experimental Data

Author: **Isabelle Solal**, *ESSEC Business School*

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2218** | Submission: **21007** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Beacon Hill Room**

Corporate Political Activity and Stakeholders

Session Moderator: **Colby Dwight Green**, *Southern Utah U.*

SIM: **Vertical and Horizontal Coalition Composition as a Nonmarket Strategy**

Author: **Colby Dwight Green**, *Southern Utah U.*
Author: **Douglas A. Schuler**, *Rice U.*

Scholars have devoted considerable effort to understanding firms' efforts to collaborate in achieving favorable policy. Recent work in the corporate political activity literature has begun to theorize on the composition of coalitions that firms form to affect policy change. In this paper, I develop a novel empirical approach to identify the membership of two types of coalitions: vertical, comprised of the focal firm's supply chain, and horizontal, which include ideological interest groups, local governments, and individuals not affiliated with the focal firm's industry. My approach infers a coalition from the set of organizations which publicly support a bill in a legislative committee hearing. I argue that these two coalitions produce different types of information for lawmakers: vertical coalitions tend to provide more technical information, whereas horizontal coalitions tend to provide more political information. Using data from state legislative committee hearing testimonies by hospitals and their coalitions on Medicaid expansion following the Affordable Care Act, I show that coalition support by both vertical and horizontal coalitions increases the likelihood of favorable policy adoption. Horizontal coalition support has the strongest effect in citizen legislatures, where demand for political information is highest.

SIM: **From Political Ties To NGO Donations: The Strategic Reconfiguration Of Cross-Sector Interactions**

Author: **Marina Gama**, *Fundação Getulio Vargas - EAESP*
Author: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

We study under what conditions firms and non-governmental organizations (NGOs) collaborate after an institutional shift decreases the value of corporate political ties. While such shifts should increase the likelihood of firm-NGO donations, firms' or NGOs' direct political engagement should dampen this effect. Conversely, indirect political influence via NGOs should enhance this effect except when it could compromise their independence and mission. We test our hypotheses on publicly traded firms in Brazil from 2010-2017, when the 2014 "Operation Carwash" probe altered social norms around corruption. Results reveal a rift between politically connected firms determined to donate and NGOs reticent to broker corporate political influence. We contribute to nonmarket strategy by showing how firms and NGOs react when institutional shifts alter the opportunities for synergies between them.

SIM: **Organizational Stigma, Corporate Lobbying, and the Nonmarket Boundaries of the Firm**

Author: **Mohamad Hasan Sadri Karami**, *ESSEC Business School*

Firms for which government actors and regulators are important constituencies typically engage in lobbying activities to manage nonmarket risk. This study examines whether and how firms in contested industries characterized by pervasive stakeholder disapproval respond to stigmatization by adjusting their choices pertaining to nonmarket strategy. Using a novel, hand-collected dataset that tracks criticism of arms manufacturers within the U.S. context between 1998 and 2017, we found that firms respond to being stigmatized by increasing their expenditures on outsourced lobbying; by contrast, firms respond to the stigmatization of their industry peers by increasing spending on in-house lobbying. Further analyses of the boundary conditions of the above findings reveal that their extent is contingent on the content of stigma, as well as the characteristics of the stigmatizing audience. In particular, we find stronger results when stigma is harm-based, rather than illegality-based, and when the stigma is expressed by political actors, relative to other actors. We conclude by discussing the implications of our findings for the literatures on social evaluations and nonmarket strategies.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2219** | Submission: **20999** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Brookline**

CSR Evolution and Distinctiveness

Session Moderator: **Limin Fu**, *Monash U.*

SIM: **Past as the Present, Present as the Future: The Time Dynamics of CSR**

Author: **Limin Fu**, *Monash U.*
Author: **Dirk Boehe**, *Africa Business School*

In light of prevalent greenwashing and window dressing of corporate social responsibility (CSR), stakeholders tend to rely on firms' past CSR to predict their future CSR. However, extant literature only focuses on CSR at a point in time, rendering the understanding of CSR signals incomplete and misleading. In contrast to the existing literature that adopts a clock view of time (time measured as units of resources), this conceptual article employs a process view of time whereby CSR is seen with a dynamic perspective from which we can develop a more comprehensive understanding of CSR. Drawing on signaling theory, we theorize the time dynamic of CSR connecting the past, the present, and the future, and we develop a range of propositions predicting firms' CSR. This conceptual article extends signaling theory by complementing mechanisms that generate or strengthen a separating equilibrium. We also contribute to an embryonic stream on "dynamic CSR" literature by advancing the understanding of the time dynamic of CSR.

SIM: **Different Ways of Being Different: An Exploration of Two Forms of Distinctiveness in CSR Strategy**

Author: **Eunyoung Park**, *HKUST*

How do firms differentiate themselves from others, and how do audiences respond to their distinctiveness? Optimal distinctiveness theory suggests that an intermediate level of distinctiveness is most beneficial to a firm as it addresses both competition and conformity pressures. However, empirical studies have found positive, inverted U-shaped, and U-shaped relationships between distinctiveness and audience evaluation. Using CSR strategy as a research context, I develop a theory of two forms of distinctiveness—positioning distinctiveness and topic distinctiveness—and explore each form's unique and interactive effect on audience evaluation. Building on cognitive categorization research, Specifically, I argue that a high positioning distinctiveness or a moderate level of topic distinctiveness will lead to more favorable analyst recommendations. I also predict that analysts will more positively assess a firm's topic distinctiveness when a firm has a high level of positioning distinctiveness. Utilizing the sample of S&P 500 firms from 2001 to 2018, I empirically examine the hypothesized relationships. By analyzing annual CSR reports using natural language programming and topic modeling techniques, I develop a novel measure of topic distinctiveness in CSR strategy. This paper contributes to the literature by simultaneously examining multiple forms of CSR distinctiveness and unpacking conditions under which demands for conformity and differentiation may vary.

SIM: **Being Alike or Different: Observations of Optimally Distinctive Pathways in CSR Strategies**

Author: **Xue Pang**, *Chinese U. of Hong Kong*
Author: **Carlos Wing-Hung Lo**, *Chinese U. of Hong Kong*

It is well established that firms achieve competitiveness among peers by building differentiated CSR profiles. By extending the theory of optimal distinctiveness, this study supplements this literature and explores the competitive pathways of CSR engagement separately for firms that only stick with regulatory baseline and for firms that build differentiated CSR profiles. The study conducts an exploratory fsQCA analysis in a semi-experimental research setting that firms simultaneously perceive regulatory (i.e., stock exchange regulations) and voluntary standards (i.e., CSR award schemes) to promote CSR practices in Hong Kong. We found that, instead of a single convergent optimal point for all, competitive firms have variations in their demands of being optimal. In addition, their optimal points are not static. They adapt their CSR practices when perceive the changes in social expectations. The study demonstrates that firms tend to have multiple and non-static optimal points over time. Competitive firms tend to make adaptation against the new benchmark that is compatible to their strategic positions.

SIM: **Untangling Corporate Sustainability and Corporate Social Responsibility: An Evolutionary Analysis**

Author: **Ignacio Pavez**, *Pontificia U. Católica de Chile*
Author: **Angel Sevil**, *U. del Desarrollo*
Author: **Alim J. Beveridge**, *U. of Nottingham, China*

Corporate social responsibility (CSR) and corporate sustainability (CS) are constructs that have gained traction both in academic and practitioner literature. Still, they often need clarification and are used interchangeably. This situation is problematic because it prevents knowledge creation and hampers the ability to compare and integrate findings across research streams. To address this problem, this paper traces the historical evolution of each construct through the action-network theory lens. In doing so, we pursue two goals: first, to understand the roots of constructs' evolution, and second, to shed light on the commonalities and differences between CSR and CS. Our research provides an evolutionary concept analysis that identifies CS as the dominant construct in the near future and uncovers eight dimensions that have characterized research across the two fields: legitimacy, voluntarism, driving forces, purpose, origin, stakeholders, time frame, and impact. Our analysis will help scholars identify opportunities for future research and practitioners to acknowledge the role of businesses in making our world a more sustainable place.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2220** | Submission: **21000** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Emerson Room**

The Role of Media and other Gatekeepers on CSR and Legitimacy

Session Moderator: **Anja Nadja Fessmann**, *West Virginia U.*

SIM: **Does Strategic CSR Pay Off? A Study of CSR Events, CSR Portfolio and Media Favorability**

Author: **Anja Nadja Fessmann**, *West Virginia U.*
Author: **Olga Bruyaka**, *West Virginia U.*
Author: **Alanna Hirshman**, *Texas Tech U.*
Author: **David Dawley**, *West Virginia U.*

Drawing from signaling theory we investigate how the media as a signal receiver interprets firms' CSR signals with varying degrees of strategic orientation. Strategic orientation (SO) of firms' CSR initiatives (i.e., strategic CSR) characterizes socially beneficial activities that can also be strategically justified as contributing to firm performance. We argue that strategic CSR is a multifaceted signal including centrality, specificity, and visibility dimensions. The SO of a firm's CSR initiative is conceptualized as a point signal, while the average SO of individual CSR initiatives in a firm's CSR portfolio is a flow signal. We argue that the media interprets CSR point signals relative to the flow signals – both historical (average SO of a firm's CSR portfolio) and comparative (average SO of rival firms' CSR portfolios). Our key premise is that a high degree of SO in general and relative to both historical and comparative SO will be associated with increased media favorability. We tested our predictions on a sample of the 12 biggest oil and gas multinationals that announced 511 CSR initiatives in 2015-2018. While we confirm that strategic CSR signals are favorably perceived by the media, increasing SO of CSR initiatives relative to firms' historical CSR portfolio decreases media favorability.

SIM: **From Start-up to Market Leader: Google's, Facebook's and Twitter's Legitimacy Discourse in the Media**

Author: **Julia Roloff**, *Rennes School of Business*
Author: **Anke Piepenbrink**, *Rennes School of Business*

How does media report on the actions of Google, Facebook and Twitter and how these reports signal with a more or less emotional delivery that these corporations and their acts are or fail to be legitimate? We are analysing articles published between 2000 and 2021 with a mixed-method design based on topic modelling, emotion and sentiment analysis and qualitative, comparative analysis. We observe a turning point in the reporting around 2017 moving from supporting descriptions of rule-breaking innovativeness to critical reporting as the firms become instrumental in creating polarized societies and furthering populism. Other serious problems linked to the corporations such as unfair competition and negative impact on user mental health were less relevant in the legitimacy discourse. We conclude that legitimacy loss is mainly driven by expectations of political responsibilities as these firms contribute to public governance, the provision of public goods and the restriction of public bads.

SIM: **Gatekeepers: What They Are, What They Do, and What They Ought to Do**

Author: **Miguel Angel Alzola**, *Fordham U.*

The role of intermediaries as gatekeepers has become increasingly popular in the last three decades. This paper aims to bridge the gap between descriptive and normative research on gatekeepers as a way to contribute to an understanding of gatekeepers, what they are, and what they do. Through an examination of the uses of the term gatekeeper in the sociological and the philosophical literature, this paper provides a taxonomy of gatekeepers, which can be categorized on a spectrum according to their agency, the gate they keep, the way they gatekeep, and the nature and durability of their ties with clients and third parties. This classification helps understand what gatekeepers do as a matter of fact and what they ought to do as a matter of ethics, which offers a comparative framework to assess gatekeeper performance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2221** | Submission: **21008** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Grand Ballroom B**

Social Entrepreneurship: Emergence, Effectiveness, and Survival

Session Moderator: **Jennifer Brenton**, *U. of Michigan*

SIM: **Leveraging Place in Community-based Enterprises to Create Long-Term Impact**

Author: **Jennifer Brenton**, *U. of Michigan*

Community-based enterprises (CBEs) are organizations embedded in communities that aim to address local challenges and contribute to community development. Within research on CBEs, it is often assumed that these organizations typically emerge in contexts of high community support. This paper challenges this core assumption through a case study of the Bonne Bay Cottage Hospital Heritage Corporation (BBCHHC), a CBE that launched with limited initial community support and yet contributed to local development for twenty years. This study shows how the BBCHHC was able to increase community support for their organization by leveraging their embeddedness in the community to foster a sense of place among community members for a local heritage building. As more community members developed a deeper connection and attachment to this building, they began to value the work of the BBCHHC, and local support for the organization slowly grew. This increasing community support enabled the organization to become more financially sustainable, pursue new local initiatives, and create long-term impact in the community.

SIM: **Walking a Middle Road: The Relative Survival of Social Enterprises**

Author: **John Callaghan**, *Imperial College Business School*

While social entrepreneurship has gained considerable interest, the survival of social enterprises has received little attention. To improve understanding, I take an abductive approach, comparing the social enterprise with its two hybrid organisation antecedents, the commercial enterprise and the charity. Using data on UK organisations spanning 15 years, I generate Kaplan-Meier survival curves for complete organisation populations and analyse matched samples with Cox proportional hazards regression models. I find that the survival rates of social enterprises are higher than those of commercial enterprises but lower than those of charities, which suggests that in terms of survival, social enterprises 'walk a middle road' between charities and commercial enterprises. I reason that the survival rate differences are due to variations among the organisation types along two dimensions, concern for beneficiaries and insulation from commercial markets, and support this argument with additional empirical evidence.

SIM: **Organizing Hybrid Circularity: Understanding Logics of Complex Social and Environmental Problems**

Author: **Chia-Hao Ho**, *Brunel Business School*
Author: **Steffen Boehm**, *U. of Exeter Business School*
Author: **David Monciardini**, *U. of Exeter Business School*

To tackle complex social and environmental problems, this article goes beyond existing hybridity scholarship, which is mostly focused on managing hybrid tensions at organizational and intra-organizational levels. Instead, we outline the inter-organizational and systemic dynamics of hybrid organizing to unveil how different logics integrate across scales, i.e., social, ecological, and eco-efficiency logics. Bringing together the social entrepreneur approach in the hybridity literature and the circular economy approach in the socio-ecological systems perspective, we develop a theoretical framework of four logics of hybrid circularity at systems level. We discuss the trade-offs and synergies between these logics, illustrating our argument with brief case studies from the circular economy domain. Our framework suggests that effective processes of hybrid circularity depend on the scope and boundary setting of the social and environmental problems faced.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2222** | Submission: **20988** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **Terrace Room**

Identifying, Commodifying, and Forgiving Stakeholders

Session Moderator: **Samuel Mortimer**, *Saïd Business School U. of Oxford*

SIM: **On Commodifying What Is Irreplaceable**

Author: **Samuel Mortimer**, *Saïd Business School U. of Oxford*

This essay has two objectives. The first is to describe and differentiate two distinct ways of valuing things: as exchangeable and as irreplaceable. We value something as exchangeable when we are prepared in principle to relinquish it for something else of sufficient value. By contrast, we value something as irreplaceable when we do not recognize relinquishing it as an option. The second is to provide a normative critique of business practices that commodify entities valued as irreplaceable by stakeholders. In particular, I argue that when a company's stakeholders value something as irreplaceable, the company has a duty to avoid violating it (such as by destroying or damaging it, otherwise altering it, or withholding it from stakeholders, depending on what it is about the entity that the stakeholders value as irreplaceable).

SIM: **Knowing through Artist-led Practices for the Inclusion of Nature as a Stakeholder**

Author: **Nil Gulari**, *Assistant Professor, Audencia Business School*
Author: **Anna Dziuba**, *Hanken School of Economics*
Author: **Anna Heikkinen**, *Tampere U.*
Author: **Johanna Kujala**, *Tampere U.*

Stakeholder theory has become an influential framework for addressing current managerial and organizational challenges, including issues related to sustainability. Stakeholder research has suggested that nonhuman nature can be included as an organizational stakeholder in addition to the human stakeholders. This article answers recent calls to identify alternative ways of knowing and examine how they can advance the (non-anthropocentric) inclusion of nonhuman stakeholders in organizational activities. We turn to art and examine artist-led practices by focusing on the projects of two pioneering eco-artists, Helen Mayer Harrison and Newton Harrison. We suggest that artist-led practices, firstly, expose the temporal, spatial, and transformative aspects of the human-nonhuman distinction that hinder nonhuman stakeholder inclusion, and secondly, provide propositional, emotional, and imaginative ways of knowing that are necessary for challenging and overcoming the distinction. The article contributes to stakeholder theory by providing a non-anthropocentric way of knowing and including nature as a stakeholder. This advances the practical applicability of stakeholder theory to respond to urgent environmental challenges.

SIM: **A Typology of Nonhuman Stakeholders**

Author: **Anna Heikkinen**, *Tampere U.*
Author: **Johanna Kujala**, *Tampere U.*
Author: **Sybille Sachs**, *U. of Applied Sciences in Business Administration Zurich*

Stakeholder theory has considerably discussed the acknowledgement of nonhuman nature as a stakeholder. However, it has not yet been able to fully explain how firms identify nonhuman nature in business activities. Thus, stakeholder theory is limited in providing managers with tools for identifying benefits and risks in relation to nonhuman stakeholders. Our aim in this article is to examine what types of nonhuman stakeholders firms can identify when they consider nonhuman nature as a stakeholder in their activities. Building on previous research, we propose a typology with two dimensions: an intrinsic vs. instrumental view of nonhuman value and a primary vs. secondary classification of nonhuman relevance. Based on this typology, we discuss four types of nonhuman stakeholders: setting, resource, protected, and partner. We contribute to stakeholder theory by complementing the current human-focused stakeholder approach with a particularized view of the different types of nonhuman nature stakeholders.

SIM: **Forgiving Stakeholders**

Author: **Jeffrey S. Harrison**, *U. of Richmond*
Author: **Violet Ho**, *U. of Richmond*
Author: **Robert A. Phillips**, *Schulich School of Business, York U.*

Trust is a central concept in stakeholder theory, and understanding firm responses to breaches of trust is critical to understanding relationships between firms and stakeholders, and how those relationships evolve over time. While forgiveness is a critical link in the trust-repair process, stakeholder theory has yet to comprehensively examine or integrate the concept of forgiveness. This paper fills that void by building on the trust restoration, forgiveness, and stakeholder culture literatures to develop theory that predicts the level of forgiveness a firm is likely to extend to a stakeholder after a breach of trust. We first examine stakeholder culture and forgiveness climate, and how they provide a complementary understanding of the propensity of a firm to forgive. We then develop and explain a model that can help predict the level of forgiveness a stakeholder can expect to receive from a firm following an actual transgression. In addressing the topic of stakeholder forgiveness, this study contributes to the stakeholder literature by adding forgiveness as another ethical value that influences relationships between firms and their stakeholders, and extends the trust restoration and forgiveness literatures to the firm-to-firm level.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2223** | Submission: **21003** | Sponsor(s): **(SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Park Plaza** in **White Hill Room**

Trust and Authenticity versus Fraud and Corruption

Session Moderator: **Wim Vandekerckhove**, *EDHEC Business School*

SIM: **Trustworthiness in Handling Whistleblowing** ☯

Author: **Wim Vandekerckhove**, *EDHEC Business School*
Author: **Marianna Fotaki**, *Warwick Business School*
Author: **Kate Kenny**, *Queen's U. Belfast*
Author: **Derya Ozdemir-Kaya**, *U. of Sussex Business School*
Author: **Ide Humantito**, *Warwick Business School*

The increase of whistleblowing to a regulator or media have sparked organizational efforts to keep whistleblowing internal. However, there is scant research on what such internal speaking up arrangements look like or which organizational dynamics make them credible and effective. This article is focused on how organizational actors attempt to make internal whistleblowing arrangements trustworthy. Research on trust in organizations has mainly focused on dimensions of trust and trustworthiness in single trustor settings. Little is known about the dynamic relation between different trust dimensions including individual, organizational and systemic trust. We propose that whistleblowing represents an ideal case-in-point for examining interactions between dimensions of trustworthiness in multi-trustor and multi-level trust settings. We argue first, that an absence of trust at the individual level towards the line manager that whistleblowers often report does not always translate into the lack of trust at the organizational level, in fact this is what makes reporting wrongdoing possible. Second, internal whistleblowing recipient as the trust referent needs to signal trustworthiness to different internal stakeholders and they do so in different and often contradicting ways vis-a-vis different potential trustors. Our research is based on interviews with 30 operators of internal whistleblowing channels and consultants from four organizations across different sectors involving engineering, banking, health care and public administration. Our findings lead us to theorize that temporality in trustworthiness is more complex than has been theorized to date, specifically that signaling trustworthiness comprises both synchronic and diachronic tensions.

SIM: **What Does it Take to Be Authentic?**

Author: **Christina Lara Kannegiesser**, *U. of Mannheim*
Author: **Lukas Krenz**, *U. of Mannheim*
Author: **Laura Marie Edinger-Schons**, *U. of Hamburg*

Individuals have become critical evaluators of companies' sustainability activities, and research on the conditions under which these activities are well received by external stakeholders is still inconclusive. One concept that has gained increasing attention among scholars to explain external stakeholders' reactions to sustainability activities is authenticity. However, previous research has argued that authenticity judgments in the sustainability context are undertheorized and lack a clear conceptualization. Thus, in this paper we develop a conceptual framework of how external stakeholders form an authenticity judgment about a company's sustainability activities. We do so based on comprehensive qualitative data stemming from focus group discussions (10 focus groups comprising 46 participants). In this framework we argue that external stakeholders attribute a sustainability character to companies. This character encompasses the perceived sustainability-orientation of the company's purpose and its system of values, beliefs, and principles, as well as the firm's attributed intrinsic motives for sustainability. We further propose that external stakeholders only judge a company's sustainability activities as authentic if they perceive that it has such a sustainability character, and postulate that external stakeholders form this character using observations and interpretations of a company's characteristics (e.g., firm size) and actions (e.g., public statements). Our findings have implications for research on authenticity, sustainability perceptions, and social evaluations.

SIM: **Firm Visibility as a Liability After Financial Fraud: The Case of South Korean Business Groups** ✈ 💻

Author: **Dong Shin Kim**, *U. of North Georgia*

While firms often maintain political connections to benefit firm performance, do firms keep the same level of political connections after committing financial fraud? In this paper, we argue that political connection can be a doubled-edged sword and might backfire in the case of fraud, as it could increase firm visibility and in turn close scrutiny from external stakeholders. Examining South Korean business groups, so-called chaebols in our research context, we find that chaebol firms are less likely to be politically connected through board members with political connections after committing financial frauds We further find that such a relationship is weakened when the incumbent government is conservative, which is generally business group friendly, but strengthened when the focal firm is a holding company of the chaebol.

SIM: **Code of Ethics and the Anticorruption Fight in the Construction Industry**

Author: **Tristano Sainati**, *U. of Leeds*
Author: **Giacomo Dei**, *Politecnico di Milano*
Author: **Armando Castro**, *UCL*
Author: **Giorgio Locatelli**, *Politecnico di Milano School of Management*

This study investigates how construction companies' Codes of Ethics (CoEs) address anti-corruption. This is the first research of its kind to leverage a thematic analysis of the CoEs of the world's largest construction companies. Our findings indicate there are still controversial areas in construction companies' CoEs related to anti-corruption, specifically facilitation payments and whistleblowing processes. We explore how CoEs of Construction companies are not aligned in terms of the harmful effects of facilitation payments, providing contrasting guidelines. We also emphasize the importance of internal whistleblowing processes in CoEs, including anti-retaliation measures and increased whistleblowing opportunities through multiple and anonymous reporting channels. Our findings contribute to the discussion by highlighting some of the main limitations affecting CoEs in the construction sector. We emphasize the missed opportunity of construction companies in increasing anti-corruption standards compared with the existing law. CoEs may provide partial value in specifying bespoke legal provisions in more detail, though many CoEs still lack sufficient details concerning areas such as managerial accountability and whistleblowing.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2224** | Submission: **20687** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boston University**

Decision-Making and Heuristics

Session Moderator: **Shinhye Gloria Ahn**, *Seoul National U.*

STR: **Evaluating Innovation Strategies: The Influence of Linguistic Framing**

Author: **Shinhye Gloria Ahn**, *Seoul National U.*
Author: **Cecile K. Cho**, *Korea U.*
Author: **Theresa Cho**, *Seoul National U.*

This study investigates the influence of the innovation strategies and impression-management tactics of technology firms on security analysts' judgments. We theorize that security analysts' interpretations of innovation strategies are significantly influenced by the linguistic framings firms employ. Specifically, we predict that while novelty in firms' new research and development (R&D) projects in general negatively affects security analysts' investment recommendations, these evaluative judgments are significantly moderated by the firms' linguistic framing strategies. More specifically, the framing of communication targets analysts' cognitive tendencies related to loss aversion (promotion and prevention framings), uncertainty aversion (certainty and tentative framings), and path dependency (ambidexterity framing of construal levels). An empirical analysis of the global biopharmaceutical industry over 18 years offers general support for our predictions. The results have rich implications for managers in technology firms and their strategic communication with stakeholders.

STR: **Structural Causal Models in Strategy: Opportunities and Boundaries**

Author: **Carla Schmitt**, *Maastricht U., School of Business & Economics*
Author: **Jermain Christopher Kaminski**, *Maastricht U., School of Business & Economics*
Author: **Paul Huenermund**, *Copenhagen Business School*

Causality is at the center of all scientific endeavors. From prior research, we know that just like scientists, business leaders, too, make causal assumptions about their environment to guide strategic choices. Causal machine learning has consequently been subject to growing attention in strategic management research and practice. While causal AI promises significant opportunities for improved data-driven decisions about strategy and strategic action, its successful application to strategy seems far from trivial. In this text, we explore how causal AI can be incorporate into firms' strategizing and analyze opportunities and boundaries of such application. We submit Structural Causal Models as a framework for managerial theorizing and find that careful application can address strategic challenges of fairness, explainable and robustness in AI which present an important obstacle to data-driven decisions. We conclude with a discussion of the boundaries of causal analysis in strategy.

STR: **Causation, Effectuation and Bricolage: Making Sense of Decision-making Recipes Under Uncertainty**

Author: **Gaurav Gupta**, *NEOMA Business School*
Author: **Marc Lenglet**, *NEOMA Business School*
Author: **Laurence Gialdini**, *Aix-Marseille U.*

This article draws on an extended ethnographic study of European financial markets to examine how organizations deal with the conjugated effects of successive crises. While the literature on organization and management theory has predominantly used causation and effectuation logics to make sense of strategic decision making under uncertainty, there is still limited knowledge on how businesses traverse from one crisis to another with little congruence in their nature and scale, despite the fact that such situations appear frequently, and that they threaten their very existence. Our article aims to bridge this gap by shedding light into whether, which and how one or more of these decision-making logics align better with businesses facing such consequent crises.

STR: **Make No Mistake – Performance of Extreme Precision Tasks under Pressure and the Role of Gender**

Author: **Leo Schmallenbach**, *U. of Mannheim*

This study investigates the relationship between pressure and performance in extreme precision tasks, which are cognitively demanding tasks performed under high levels of physical activation. Contrary to the dominant view that individuals "choke" under pressure, It is suggested that pressure can be beneficial for the performance of these tasks. This is because pressure can potentially help individuals to shift attention towards cognitive processes and consciously adaptat their behavior. The study also considers gender as a contingency factor, examining whether performance of extreme precision tasks under pressure differs between men and women. The empirical context of this study is professional biathlon, an Olympic Winter sport that combines cross-country skiing with rifle shooting. Results from a longitudinal study of 391 professional biathlon athletes and over 50,000 shooting rounds support the hypothesis that women perform better under pressure in extreme precision tasks, as they miss fewer shots at the Olympics compared to non-Olympic races, while men do not show this difference.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2225** | Submission: **20731** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Resource Acquisition and Redeployment

Session Moderator: **Joon Mahn Lee**, *Seoul National U.*

STR: **Does Anticipated Employee Adverse Behavior Affect the Likelihood of Acquisition?**

Author: **Joon Mahn Lee**, *Seoul National U.*
Author: **Jingoo Kang**, *Nanyang Technological U.*
Author: **Jaemin Lee**, *Korea U.*

We draw on prior studies on acquisitions and employee adverse behavior to examine how anticipated post-acquisition employee adverse behavior in a firm affects the likelihood of the firm becoming an acquisition target. We argue that the potential for adverse employee behavior from a public firm will be reflected in the potential acquirers' evaluations of the firm's future value and shape their acquisition decision. We exploit plausibly exogenous changes in state unemployment insurance (UI) benefits and empirically test how they affect a firm's likelihood of being an acquisition target from 1999 to 2017. Overall, the results strongly support our theory and are robust against potential alternative mechanisms and endogeneity concerns.

STR: **Flexible Resource Allocation Strategies: Resource Redeployment and Resource Idling**

Author: **Toby Li**, *Texas A&M U.*
Author: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*
Author: **Arkadiy V. Sakhartov**, *U. of Illinois at Urbana-Champaign*

Resource redeployment and resource idling are two important resource allocation strategies that have always been considered separately from each other. This study develops a formal model that demonstrates that resource idling is an important precursor to resource redeployment. Not only does idling directly increase the use of redeployment but it also significantly enhances the effects of the inducement and cost to redeploy, which are two key determinants of redeployment. These theoretical predictions are tested with data on oil wells drilled in Texas over 25 years. The resource that can be idled and redeployed in this context is the rig owned by an oil-drilling contractor. Empirical analyses corroborate the theoretical predictions and demonstrate that the results are economically meaningful. In addition, the study demonstrates the biases that exist when redeployment is considered separately from idling.

STR: **Behavioral Biases In Resource Redeployment: The Role of Upfront Investments in Flexibility**

Author: **Harald Puhr**, *U. of Innsbruck*
Author: **Bjoern Schmeisser**, *NHH Norwegian School of Economics*

Corporate advantage of diversified firms is underpinned by the opportunity to redeploy resources between related but separable businesses in response to changes in these businesses' market prospects. We recognize that resource redeployment hinges on ex-ante investments in flexibility for transferring resources dynamically across businesses in response to market developments. We propose a decision-making framework for resource redeployment as a switching option that stretches over multiple periods. The model acknowledges that the initial decision for investing in flexibility and the decision to exploit this flexibility are taken in different decision-making environments characterized by distinct types of uncertainties over the future vs. current states of market demands. We argue and show by means of computational simulations that when mapping these interrelated decisions over multiple periods, two distinct types of behavioral biases may occur that individually and, in their combination, impair attainable performance outcomes of resource redeployment.

STR: **Kodak's Surprisingly Long Journey Towards Strategic Renewal**

Author: **Natalya Vinokurova**, *Lehigh U.*
Author: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

Kodak's failure to transition from film to digital technology has become a canonical example of a dominant incumbent failing in the face of an industry transition. In this paper, we undertake a systematic study of Kodak's decision-making from its earliest efforts in digital technology in the 1960s and 1970s through its bankruptcy in 2012. We draw on a comprehensive combination of primary and secondary sources that include the company's internal documents such as organizational charts, speeches by the company executives, employee newspaper, and technical reports on individual technologies as well as letters to the shareholders, annual reports, and SEC filings. Our analysis of Kodak's decision-making over the half-century leading up to its bankruptcy finds limited evidence of inertia and extensive evidence of strategic renewal efforts which included sustained substantial R&D investment, commercialization of multiple digital products, as well as acquisitions of firms with promising imaging technologies. From 1980s onwards, Kodak dedicated standalone business units to developing and commercializing digital technology, incubated start-ups, and diversified by leveraging its competencies in adjacent fields. In understanding why these efforts fell short of staving off Kodak's demise, we consider how high aspirations and uncertainty with respect to emerging technology shaped Kodak's exploratory search. Our findings point to the need to consider incumbent aspirations and technology substitution dynamics in understanding incumbent performance in industry transitions.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2226** | Submission: **20772** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Falmouth**

Dynamics in Corporate Strategy

Session Moderator: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*

STR: **Exploring Acquisition Clusters: Antecedents and Consequences**

Author: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*
Author: **Kalin D. Kolev**, *Marquette U.*
Author: **Jerayr M. Haleblian**, *U. of California, Riverside*

Prior work suggests superior acquisition outcomes result from following a symmetric pattern of experience accumulation in which acquisitions do not cluster but rather are equally spaced in time. In practice, though, firms generally accumulate acquisition experience in asymmetric patterns, which include acquisition clusters. Yet, little is known about the existence and impact of such patterns. Accordingly, we examine why firms are inclined to cluster acquisitions closely in time, whether they are inclined to expand time between acquisitions after clustering, and why these different patterns matter. Overall, our findings extend organizational learning research to reveal the antecedents and consequences of asymmetric experience accumulation. Moreover, we contribute to the strategic management literature as we add new insight into the relationship between speed and performance.

STR: **Horizontal Acquisitions and Rival Stock Reactions: A Competitive Dynamics Perspective**

Author: **Dimitrija Kalanoski**, *Alliance Manchester Business School, U. of Manchester*
Author: **Goce Andrevski**, *Queen's School of Business, Canada*
Author: **Kamyar Goudarzi**, *Smith School of Business, Queen's U.*

We explore the impact of horizontal acquisitions on rivals' stock performance. Prior research proposes conflicting explanations about why investors might expect rivals to benefit or lose market value upon an acquisition announcement, predicting both positive and negative effects. Unfortunately, this research fails to explain why these expectations diverge. We adopt a competitive dynamics perspective to argue that past competitive behavior signals acquirer intentions, motivations, and capabilities, which shape investor expectations. Specifically, we find that horizontal acquisitions erode rival returns when investors perceive acquirers to be competitively aggressive, but benefit returns when acquirers are seen to be either passive or excessively aggressive. These effects are moderated by both acquirer competence and rival aggressiveness and competence. We find that horizontal acquisitions hurt rival stock performance when investors perceive aggressive acquirers to be competitively competent, but benefit rival performance otherwise. Rivals benefit also when their level of competitive aggressiveness has kept pace with that of acquirers.

STR: **Does Corporate Creditors Delay the Timing of Entry into Merger and Acquisition Waves?**

Author: **Zhengyi Zhang**, *Capital U. of Economics and Business*
Author: **Zhihan Shen**, *Capital U. of Economics and Business*

Motivated by the tremendous financial and strategic advantages of participating in M&A waves early, we investigate the causes of the timing of firm entry into an M&A wave from a corporate governance perspective. Drawing on agency theory, we argue that creditors are risk-averse and limit risky strategic moves of borrowing firms. Based on a large sample of industry M&A waves worldwide, we provide compelling evidence that the higher the proportion of bank loans a firm owns, the later the firm enters an M&A wave, and this delaying effect is more pronounced for firms conducting industry-unrelated or cross-border M&As than conducting industry-related or domestic M&As. In addition, CEO tenure amplifies while institutional ownership attenuates the delaying effect of debt on the timing of firm action within M&A waves. The present study offers agency-grounded theoretical and empirical insights into the role of creditors in the timing of firm action within M&A waves, thereby contributing to the M&A and corporate governance literature.

STR: **What Drives Cross-border M&As?: How Current Market Dynamics Influence its Landscape**

Author: **Jeonghwan Lee**, *Myongji U.*
Author: **Jung Hyun Kim**, *Myongji U.*

This study aims how the soft power affects cross-border M&As in three aspects, economic, social, and political dimensions. We investigated the effect of Soft power and cross-border M&As by sing the data of all 472 firms' M&A transactions within 172 countries in 2017. We forecasted that acquire home states' higher degree in soft power would finalize more M&As deal completion. Also, when the gap increases positively between acquire and target states' soft power, it will play an important role as increasing the M&As deal completion between acquire and target. Consequently, there were meaningful outcomes showing the relationships between economic, social soft power and cross-border M&A events. nevertheless, there was an insignificant results showing the correlations between political soft power and cross-border M&As.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2227** | Submission: **13644** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Orleans**

Advancing our Understanding of Organizational Culture's Relationship to Strategy and Innovation

Organizer: **Christopher Law**, *Texas A&M U.*
Discussant: **Jordan Siegel**, *U. of Michigan, Ross School of Business*

Organizational culture and strategy have long been studied independently. Recently, scholars have given more attention to the interdependent relationship between organizational culture and strategy. How can culture be a strategic resource in innovation and entrepreneurship? Can we leverage new methods to advance our theoretical understanding of culture? While scholars and practitioners acknowledge the importance of culture, efforts to define and strategically utilize culture often prove frustrating and dissatisfying. This symposium showcases research that can expand our understanding organizational culture's relationship to innovation and strategy.

Decoding Culture: Tools for Behavioral Strategists

Author: **Ozgecan Kocak**, *Emory U., Goizueta Business School*

Functional Equivalence Between Culture and Hierarchy

Author: **Arianna Marchetti**, *London Business School*

Consequences of Cultural Atypicality for Startups

Author: **Yeonsin Ahn**, *INSEAD*

Methodological Pluralism in Data-Driven Organizational Cultures

Author: **Ryan Allen**, *U. of Washington*

Cultural Consensus and Innovation

Author: **Kramer Quist**, *Massachusetts Institute of Technology*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2228** | Submission: **20701** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Provincetown**

Social Issues and Resource Allocation

Session Moderator: **Yoo Jung Ha**, *U. of York*

STR: **Resource Redeployment and the Pursuit of Multiple Categories in a Stigmatized Industry**

Author: **Yoo Jung Ha**, *U. of York*

This paper explores factors that determine a firm's use of category dilution strategy in the stigmatized sector. We found that in the nuclear sector key human capital has been redeployed from stigmatized to stigma-free technologies, confirming evidence of category dilution at the resource level. Category dilution strategy is slowed down during a trauma event. The negative effect on category dilution strategy however will be decreased by spatial proximity from the trauma event and stigma spillovers from the general public to national policy-making. we offer a theoretical explanation about reasons of oscillation in a firm's category dilution strategy by building on category theory and multiple-goal theory.

STR: **Synergy or Redeployment? Examining Environmental Pollution Spillovers in Multi-Unit Firms**

Author: **Teresa Antonia Dickler**, *Philipps-U. Marburg*
Author: **Juan Santalo**, *IE Business School*

We study how environmental regulation affecting one unit of a firm impacts sibling units belonging to the same firm. A resource redeployment perspective would suggest shifting pollution activities from regulatory constrained units to sibling units. On the contrary, the forced adoption of pro-environmental practices in the regulated units may have positive spillovers on sibling units if cleaner operating practices are adopted all across the firm. Examining this theoretical tension, we do not only find evidence of both logics, but more importantly, demonstrate that multi-unit firms face a trade-off between pollution redeployment and knowledge sharing about pro-environmental practices. Consistent with this trade-off, we report how firms that redeploy pollution are less likely to share best environmental practices. Overall, our findings indicate that multi-plant firms have weaker environmental performance than single-plant firms especially those that opt for a pollution redeployment strategy.

STR: **A Resource Allocation Perspective of Corporate Social Responsibility**

Author: **Sai Chittaranjan Kalubandi**, *Indian Institute of Management, Bangalore*
Author: **Amit Karna**, *Indian Institute of Management, Ahmedabad*
Author: **Anish Sugathan**, *Indian Institute of Management, Bangalore*
Author: **Rakesh Basant**, -
Author: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*

Firms realize benefits from resource allocation for CSR, a complementary nonmarket strategy, in their resource and product markets. In this study we adopt a resource allocation perspective and analyze data from 9148 Indian firms between 2004-2012 to study the relationship between firm level and business level characteristics that influence the strategic decision of resource allocation for CSR. First, we find an inverted U-shaped relationship between firm size and resource allocation for CSR. Second, in contrast with existing literature we find that for firms of similar size business group affiliates allocate lesser resources for CSR. Third, we find that business group structure and the focal affiliate's relative position within the business group influence the resource allocation decision of business group affiliate firms.

STR: **Corporate Social Intangible Resource Sharing Across Common Group Identity**

Author: **Anish Sugathan**, *Indian Institute of Management, Bangalore*
Author: **Sai Chittaranjan Kalubandi**, *Indian Institute of Management, Bangalore*
Author: **Rama Mohana Turaga**, *Indian Institute of Management, Ahmedabad*

This paper investigates the sharing and spillover of social intangible resources among affiliates of a business group with a common group identity. We posit that the extent of spillover is affected by the transferability of the social intangibles, the within group strategic centrality of the affiliate firm, and the dominant owner's proclivity to tunnel away the benefits. We empirically test our predictions using a decade-long panel with firm-level micro-data on different types of corporate social expenditures. We trace the intra-group propagation of exogenous industry-level social spending shocks and analyze the sharing of social intangibles among affiliates of a business group. Our empirical findings suggest that the sharing of social intangibles is an important mechanism of social expenditure allocation and intangible value distribution within business groups.

KEY TO SYMBOLS
Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2229** | Submission: **20691** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Regis**

Environmental Strategies and Sustainability

Session Moderator: **Kendall Cox Park**, *Vanderbilt U.*

STR: **Firms' Partisan Positionings and Responses to the US's Decision to Withdraw From the Paris Agreement**

Author: **Chang Liu**, *Chinese U. of Hong Kong*
Author: **Stephanie L. Wang**, *Indiana U., Bloomington*
Author: **Dan Li**, *Indiana U.*

This paper examines how firms' partisan positionings influence their responses to the shock of the United States exiting from the Paris Agreement (hereafter, Paris Exit). Drawing on the literature on corporate political activity, we propose that stakeholders perceive Republican-leaning firms as advocating the Republican Party's stance on Paris Exit and subsequently view Republican-leaning firms as lacking environmental responsibility. We argue that such negative perceptions and suddenly heightened scrutiny of stakeholders motivate Republican-leaning firms to avoid environmental misconduct in response, at least temporarily. Moreover, we propose that Republican-leaning firms that have adopted comprehensive climate actions are even more motivated to self-regulate their environmental misconduct after Paris Exit to safeguard their existing green images. A difference-in-differences analysis using S&P 1500 firms around Paris Exit supports our hypotheses.

STR: **Do Female Directors Promote Environmental Innovation? The Roles of Flexibility and Diversity Policy**

Author: **Huafang Liu**, *Zicklin School of Business, Baruch College, City U. of New York*
Author: **Kendall Cox Park**, *Vanderbilt U.*
Author: **Mary Triana**, *Owen Graduate School of Management Vanderbilt U.*

In this study, we investigate both why and in what contexts female directors affect environmental innovation. Drawing from social role theory and stakeholder engagement theory, we develop mediating-moderating hypotheses that examine the roles of flexible working arrangements and diversity and inclusion policies to explain the relationship between female directors and environmental innovation. We argue that more women's representation on boards of directors are associated with increased environmental innovation because female directors prioritize addressing environmental issues as predicted by social role theory; and they also foster innovation and an entrepreneurial spirit in organizations by engaging all levels of stakeholders and cultivating mutual trust and collaboration among them. We tested these hypotheses using a large panel dataset with S&P 1500 firms over the period of 2002-2020 and found supportive evidence for them. Our results suggest the provision of flexible working arrangements is the key mechanism through which female directors shape environmental innovation and there is a synergistic interaction effect between diversity and inclusion policies and female directors and their impact on flexible working arrangements and environmental innovation.

STR: **Reinforcing ESG Performance and Investors' Commitment in Times of Corporate Financial Crisis**

Author: **Elena Mellado García**, *U. de Granada*
Author: **Natalia Ortiz-de-Mandojana**, *U. of Granada*
Author: **Juan-Alberto Aragon-Correa**, *U. of Granada*

Reinforcing ESG performance and preserving legitimacy during a corporate financial crisis lead to relevant advantages for the in-crisis firm. Drawing on legitimacy theory, this paper studies how ESG initiatives and legitimate behaviors increase the main investors' commitment and reduce the period of recovery after a corporate financial crisis. We also highlight that some institutional dimensions moderate these relationships. We analyze 182 in-crisis firms from 2015 to 2021 and our findings show that ESG-performance both decreases the time to recover and increases main investors' commitment. This investors' commitment mediates the relationship between ESG-performing firms and recovery period. Moreover, the analysis also shows that economic conditions moderate the relationship between main investors' commitment and period to recover, by reducing it when firm is located in a country with an advanced economic context. This study contributes to both legitimacy and resiliency theories, and it mitigates the existing academic debate of the impact of legitimacy coming with ESG performance on investor's commitment in a period of corporate financial crisis.

STR: **Does Competition Increase pollution? Evidence from the US Hydraulic Fracturing Industry**

Author: **Divya Saxena**, *London Business School*

I examine the effect of competition on the usage of toxic chemicals by firms in shale oil and gas wells in the US oil and gas hydraulic fracking industry between 2011 and 2017 in the states which require the disclosure of fracking chemicals by firms. Since the relationship between competition and pollution is endogenous, in this study, I utilize the negative oil price shock of 2014 as a source of exogenous variation to competition in the oil and gas industry. Using a novel, fine-grained dataset, I show that competition is positively associated with toxic chemical usage by firms because competition dilutes the likelihood of detection. I also show that the relationship is stronger when the competitors also use toxic chemicals indicating that firms free-ride on their competitors who use toxic chemicals. I highlight the conditions under which competition can be detrimental to public and environmental health.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2230** | Submission: **20676** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon A**

Nascent Industries and Markets

Session Moderator: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*

STR: **Entrepreneurship Training and Founders' Perceptions of Ability: A RCT with Entrepreneurs in Tanzania**

Author: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Andrea Coali**, *Bocconi U.*
Author: **Audra Wormald**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

This paper studies the effects of training entrepreneurs in low-income countries to apply different approaches to strategic decision-making under uncertainty on their subjective perceptions of ability to cope with different challenges that can affect the development of new ventures. While entrepreneurs in these settings operate under extreme uncertainty and resource constraints, interventions to help them cope with those challenges are largely limited to short courses on basic business skills. Conversely, we use a field experiment with entrepreneurs in three regions of Tanzania to show that strategy-based training has important effects on their perceived ability to cope with different sources of uncertainty that can hinder the development of new ventures. Our findings suggest that training entrepreneurs in low-income countries to apply a theory-based approach to strategic decision-making increases their perceived ability to deal with uncertainty stemming from the development of a viable business model, and that this can have positive implications for business outcomes. We elaborate on the mechanisms behind these results and discuss the implications for current and future research.

STR: **A Configuration Perspective to Predicting High Growth and Its Persistence**

Author: **Yassine Lamrani**, *Erasmus U. Rotterdam*
Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*
Author: **Reddi R. Kotha**, *Singapore Management U.*

A Firm's high growth remains a largely unpredictable phenomenon despite its significant implications for economic development, productivity, and firm performance. Previous research has found that the explanatory power of high growth predictors is low and that out-of-sample prediction accuracy is poor (i.e. R2 ~10%), leading some scholars to conclude that high growth is a random event and not relevant as a performance measure. This study challenges this conclusion by demonstrating that high growth can be predicted with higher accuracy (i.e. R2 ~31%) using a theoretically grounded machine learning (ML) approach. We propose that high growth may be influenced by unique configurations of managerial actions, and present a novel method to unpack the "black box" predictions of ML techniques that is likely more potent to generate configuration-based theories. We find that managerial growth-related actions and executive change are important predictors and that specific configurations of managerial actions play the largest role in predicting high growth but differ depending on the firm's past growth (i.e. R2 ~25%). Based on these findings, we advance a new theory for high growth and its persistence and make several contributions to the fields of high growth, growth strategy, and resource configuration.

STR: **Framing Firms' Technological Investment Strategy in Nascent Industries and a Research Agenda**

Author: **Fabio Busicchia**, *Politecnico di Milano School of Management*
Author: **Cristina Rossi Lamastra**, *Politecnico di Milano School of Management*

Although a pre-commercialization period of nascent industries is not new in industry evolution literature, recent studies properly defined it as the incubation stage of a nascent industry. The incubation stage is a vibrant period of experimentation, firms' technological investments, and the development of industry knowledge bases even before a product-market had existed. Given the presence of investing firms in the industry before industry inception, explaining the entry of market pioneers in nascent industries as a result of a single concept, such as "dominance by birthright", seems to undermine the variety of decisions undertaken by managers and entrepreneurs. Based on 45 selected papers mentioning firms' strategic decisions during the pre-commercialization period of industries, we developed a conceptual framework for firms' technological investment strategy in the incubation stage of nascent industries. We conceptualized technological investment strategy (1) as a sequence of events, distinguishing the technological entry from (subsequent) technological investments; and (2) influenced by interdependent decisions over and across five dimensions: whether/who?, when?, where?, what?, how?. After we described each dimension, we linked firms' decisions and underlying antecedents to firm- and industry-level outcomes. Mechanisms and contingencies enabling market entry and industry emergence arose. Against this background, we highlighted important avenues in a research agenda.

STR: **Responding to Innovation Shocks in the Pre-commercialization Phase of an Industry**

Author: **Lyda S. Bigelow**, *U. of Utah*
Author: **Won Kyung Min**, *Fordham U.*

Recent research has renewed attention as to how firms respond to innovation shocks using the theory of comparative adjustment, transaction, and opportunity costs. This work hypothesizes when and to where firms chose to reposition in response to an innovation shock is a function of these costs. However, this new approach has not considered how firms might reposition in response to a shock in the incubation or pre-commercialization period of an industry. Using insights from a new set of research studies on this very early period of industry evolution, we develop propositions about firm response in this highly uncertain phase, with an appreciation for the enduring impact such decisions have on future positioning in the industry. We develop our ideas in the context of the innovation shock of blue LED technology in the solid-state lighting industry.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2231** | Submission: **20706** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon B**

Network, Platform, and Ecosystem

Session Moderator: **Kijong Kim**, *Darla Moore School of Business, U. of South Carolina*

STR: **Ecosystem Structure and Institutional Restrictions: A Study of Zero Waste Certificate Adoption**

Author: **Kijong Kim**, *Darla Moore School of Business, U. of South Carolina*
Author: **Sali Li**, *U. of South Carolina*

Ecosystem governance of activities has gained extensive attention in scholarly research. Contrary to the prevailing focus on the coordination of downstream actor's activities, we examine how the ecosystem leader may promote specific practices to upstream actors such as suppliers. Expanding upon the traditional network relationships, we address the multilateral interdependencies within an ecosystem and how the ecosystem leader can motivate the suppliers to adopt best practices. Based on a sample of 201 Apple's suppliers between 2015 and 2020, we find that the suppliers with industrial proximity to the ecosystem leader is more likely to adopt the zero-waste certification. Moreover, the suppliers with higher levels of relative centrality to the adopter has a higher likelihood of certification adoption. However, this effect diminishes when the suppliers are located in institutionally restricted countries, entailing alignment challenges by the ecosystem leader. This article contributes to research on networks, ecosystem structure, and promotion of best practices in an ecosystem perspective.

STR: **Going Beyond "Winner-take-all": A Closer Look at Digital Platform Strategies**

Author: **Meaghan Jean Girard**, *HEC Montreal*

Although digital platforms are often associated with the Big Five and winner-takes-all-or-most outcomes, more recent literature on network effects, ecosystems and complementors have raised doubts on the ubiquity of this scenario. In light of this need for more nuance as it relates to platform strategy, this paper proposes a new integrative typology of digital platform strategic stances that is a function of firm boundaries and various network characteristics, which can in turn be used to classify a greater variety of platform scenarios that can allow platform firms to scale, as well as the associated risks and opportunities. In addition to proposing a certain equifinality for scaling, this typology makes several theoretical contributions, including stances in which platform firms can replace indirect network effects with data network effects, the trade-offs between ecosystem control, platform specialization and platform generativity, and a stronger theoretical integration of the platform, innovation ecosystem and network literatures.

STR: **"In Medio Stat Virtus": Targeted Ad in Social Media Platforms with Heterogeneous Participants**

Author: **Pietro Morino**, *Department of Management and Technology, Bocconi U.*
Author: **Claudio Panico**, *Bocconi U.*
Author: **Carmelo Cennamo**, *Copenhagen Business School*

Social media platforms face a strategic trade-off when addressing the needs of different user groups: while content providers would like to reach many users with their ads, users are not always interested in the advertised content and may suffer a disutility from advertising. How to create value for and thus attract participants from both sides? Using a formal model, we examine how the platform manages this positive-negative externalities trade-off by resorting to targeted advertising to minimize users' disutility from advertising. We find that contrary to mainstream theory's prediction of positive, self-reinforcing indirect network effects, platform configurations can have an unbalanced number of participants on the two sides. We show that "in medio stat virtus" principle applies indeed to this governance trade-off: the optimal governance strategy for the platform lies in-between the pricing level maximizing user benefits and that maximizing provider benefits.

STR: **Integrating Research on Alliances and Ecosystems**

Author: **Nudrat Mahmood**, *Schulich School of Business*
Author: **Anoop Madhok**, *Schulich School of Business*

In this paper we draw together the alliance and ecosystem literatures. We start by noting that alliances and ecosystems share in common the objective of value co-creation through bringing together resources of a modular and complementary nature, the main distinction being the number of actors who participate in the value creation process. We refer to this as differences in degree. In contrast, whereas the value creation process in alliances entails the bringing together of known resources belonging to known actors, in the case of ecosystems neither the actors nor the resources they possess are necessarily known ex ante. The notion of generativity captures this idea and results in differences between the two organizational forms with respect to processes of governance and outcomes of interest. We refer to these as differences in kind. Because generativity leads to differences in kind, we contend that generativity is a key distinctive feature that uniquely characterizes ecosystems and distinguishes them from other interorganizational forms of organizing, even more so than modularity and complementarity, which are largely present in alliances to varying degrees. We also extend our analysis to alliance portfolios and find that while they are similar to ecosystems in that they both require the focal firm to manage external actors as a whole, the means of doing so differs between the two, as alliance portfolios entail managing many different objectives while ecosystems entail orchestrating one system-level goal. Taken together we suggest that a partial integration between alliance and ecosystem literatures has the potential to generate fresh insights and spark new and potentially fruitful research directions in both streams.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2232** | Submission: **20758** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon C**

Managing Various Resources

Session Moderator: **Mohammad Afif Sallatu**, *Department of Business Administration, National Chengchi U.*

STR: **The Substitute Role of Reputation on Firm Survivability: The Resource-Based View Perspective**

Author: **Mohammad Afif Sallatu**, *Department of Business Administration, National Chengchi U.*
Author: **Kuo-Feng Huang**, *National Chengchi U.*

This study examines the substitute role of a firm's reputation for other intangible resources (i.e., human capital, social network) in affecting its survivability. The discourses are based on the resource-based view (RBV) perspective, which further emphasizes the other form of interactions between intangible resources that are not solely enhancing each other. This is based on 111 survey data from university-based firms in Indonesia as it is perceived to be relevant in the reputation discourses. In sum, this study found that although human capital, social network, and reputation all individually positively affect survivability, when they are put in interaction terms, reputation reduces the importance of the social network in affecting survivability. On the other hand, no evidence is found for the substitute effect between human capital and reputation. Such findings offer several insights and recommendations elaborated more in the paper to contribute to the ongoing discussion on the substitute effect of intangible resources in the RBV theory. Notably in the topic of a firm's reputation.

STR: **Concrete versus Abstract: How Innovators' Language of Framing Impacts Public Resource Acquisition?**

Author: **Lun Li**, *Business School, Beijing Normal U.*
Author: **Jizhen Li**, *Tsinghua U.*
Author: **Hao Jiao**, *Beijing Normal U.*

Innovators have been found to use distinct framing strategies to acquire the financial resources needed to sustain and grow their ideas. Using unique video-recorded transcripts of an Innofund presentation, we explore how innovators' framing language attribute influences their access to public resources. Building on the framing and linguistics literature, we hypothesize that innovators' framing language concreteness associates with positive public fund reviewers' evaluation of the innovation project. We further posit that this relationship is weaker for the focal project receiving external investment previously while stronger for the focal project with a high ratio of female presenters. Our results support the hypotheses and, thus, offer important insights into the framing, uncertainty regulation, and funding decision literature.

STR: **Labor Union Power and Long-term Hiring Management**

Author: **Ying Li**, *U. of Washington, Bothell*
Author: **Kiyoung Chang**, *U. of South Florida*

We hypothesize that the long-term employment characteristic of union workers would encourage (enhanced) long-term hiring management at union firms and that long-term hiring management therein is likely to be value-creating due to its complementarity. We present empirical evidence for long-term hiring management at U.S. union firms: 1. Employment growth is less sensitive to industry growth shocks and 2. Higher-than-expected hiring is associated with improved future firm value. We show that both relationships are causal, by using the adoption of right-to-work laws in different states at different times as a source of exogenous variation in union power. Whereas complementarity encourages long-term hiring management at union firms, we show that managerial ability is critical for it to be value-creating. Further exploration suggests that labor adjustment cost is likely the reason for long-term hiring management at union firms as we observe similar positive relation between future firm value and unexpected hiring at firms which face high labor adjustment cost, for example, those located in states with wrongful discharge laws and those relying heavily on skilled and non-routine labor.

STR: **Killing the Golden Goose: A Resource-Based Theory Perspective on Hedge Fund Activism**

Author: **Adam Clark**, *Chapman U.*

Under resource-based theory's model of profit generation, stakeholders who contribute profit-generating resources to a firm act as residual claimants on the economic profits their contributions helped generate. Accordingly, firms pursuing successful stakeholder management strategies may allocate economic profits to non-shareholder stakeholders in order to maintain the profit-generating potential of their bundle of resources. When such firms are targeted by activist hedge funds, managers may respond by shifting the economic profits being allocated to those stakeholders to shareholders instead, resulting in a decline in the firm's total economic profits. Using the context of hedge fund activism, this paper analyzes 540 instances of shareholders attempting to assert control over management between 2000 and 2018. This analysis offers support for the theory developed in this paper. This paper concludes by discussing the implications for stakeholder theory, agency theory, and the literature on hedge fund activism.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2233** | Submission: **20746** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon D**

CEO Behaviors and Other Top Executives

Session Moderator: **Toru Yoshikawa**, *Lee Kong Chian School of Business, Singapore Management U.*

STR: **Female CHRO Appointments: A Crack in the Glass Ceiling?**

Author: **Toru Yoshikawa**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Daisuke Uchida**, *Kyushu U.*
Author: **Richard R. Smith**, *Johns Hopkins Carey Business School*

The ongoing underrepresentation of women in the top management positions is well noted. Despite this underrepresentation, we observe an increase in the number of women appointed to the Chief Human Resource Officer (CHRO). While this potentially holds promise for top management gender diversity, we do not know much about how women have been appointed to this position especially after a male predecessor. We thus examine the competing forces of social role perception and social categorization on a gender shift in the CHRO position. Social role theory predicts that the appointment of a female CHRO would be promoted due to gender stereotypes, while social categorization theory predicts that the appointment of a female executive including the CHRO would be avoided due to the outsider status of women. We find that the firm is less likely to appoint a female CHRO following a male predecessor, consistent with social categorization theory. However, our results further show that CEOs' board position in a firm with a female CHRO and the industry-level diffusion of a female CHRO facilitate a change from a male CHRO to a female CHRO. These results suggest that the effect of social role perception is triggered under some circumstances.

STR: **Overconfident CEOs Reluctance to Delegate**

Author: **Matthew Josefy**, *Indiana U. - Kelley School of Business*
Author: **Jared Smith**, *North Carolina State U.*
Author: **Daniel Greene**, *College of Business, Clemson U.*

This research considers delegation as a key mechanism by which CEOs can affect firm outcomes and examines how one particular attribute, overconfidence, can alter delegation tendencies. We develop theory to explain how overconfident CEOs approach the cost-benefit assessment of delegation differently and that these tendencies lead to a sub-optimal approach to involving other executives. We test our predictions using a large sample of mergers and acquisitions, finding that overconfident CEOs delegate less frequently than other CEOs and that this is particularly discernable for less strategic deals. The sub-optimal delegation of overconfident CEOs is associated with a higher likelihood of subsequent firm exit via acquisition.

STR: **CEO Advice-seeking Differentiation, TMT Relationship Conflict, and Firm Ambidextrous Strategic Orie**

Author: **Xue Wan**, *Tongji U.*
Author: **Stephen Xu Zhang**, *U. of Adelaide*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Author: **Yang Lyu**, *NU SKIN CHINA DAILY USE PRODUCTS CORPORATION LTD*

Studies call into question of TMT collective model of strategic decision-making. One of the next research frontiers for upper echelons scholars is suggested to study the varying involvement of executives in strategic decision-making. We integrate CEO advice-seeking and upper echelons research to study the varying interaction of CEO advice-seeking from TMT members in strategic decision-making. We also distinguish the overall level of CEO advice-seeking from TMT and the differentiated interaction of CEO advice-seeking from TMT. Using three-wave survey data from the 154 SMEs, we find that CEO advice-seeking differentiation is significantly related to TMT and organizational effectiveness while CEO advice-seeking level is not. And the cost of CEO advice-seeking differentiation is only for male CEOs. The new conceptualization of CEO advice-seeking (i.e., CEO advice-seeking differentiation) charts a new direction to advance research on strategic decision-making.

STR: **CFO Turnover Frequency and Post-succession Performance**

Author: **Dasol Sim**, *Florida International U.*
Author: **Hami Usta**, -
Author: **Martyna Aleksandra Jacenko**, *Florida International U.*

Prior research has shown that the CFO is a key executive influencing firm strategy and performance. However, even if the importance of the CFO position, less research has been done on how CFO turnover affects firm performance. Thus, this study examines the relationship between the CFO turnover frequency and post-succession performance based on executive succession and human capital literature. Emphasizing the adaptation and the disruption views, we hypothesize CFO turnover frequency has an inverted U-shaped relationship with post-succession performance. Empirical tests based on a sample of S&P 1500 firms support our argument, and this relationship is moderated by other TMT members' tenure.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2234** | Submission: **20739** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon E**

Executive Succession

Session Moderator: **Kexin Wang**, *Guanghua School of Management, Peking U.*

STR: **Interim CEO Successions: CEO Transition Disruption versus Improved Candidate Selection**

Author: **Rob Langan**, *U. of Geneva*
Author: **TIll Nicolas Deuschel**, *U. Carlos III de Madrid*

This paper compares the performance associated with CEOs appointed following an interim period with the performance of CEOs appointed in a direct succession. We posit that both succession types result in different performance outcomes as each uniquely affects the two main components of CEO succession: the candidate selection process and the CEO transition process. We argue that post-succession firm performance following an interim period is, on average, poorer than following direct CEO succession because it disrupts the transition process. However, we argue that this effect diminishes in challenging selection contexts, as the interim period enables boards to avoid the pitfalls of escalating their commitment to existing succession practices and instead allows them to adapt their selection processes to the firm's present needs. We focus on three aspects that may drive difficulty in CEO selection: the firm's environment, the firm itself, and the desired candidate. Using a sample of CEO successions that occurred in S&P 1,500 firms between the years 2002 and 2016, we find support for our hypotheses. This paper thus extends theory on CEO successions by elucidating the implications of the two succession components and their effect on firm performance. The paper also contributes to theory building on interim CEO successions by looking past the immediate, short-term effects of interim CEO appointments and instead examining the performance consequences associated with the permanent CEO ultimately hired.

STR: **Structural Power Equality Between New and Retained TMT Members and New CEOs' Early Survival Prospect**

Author: **Kexin Wang**, *Guanghua School of Management, Peking U.*
Author: **Xiwei Yi**, *Peking U.*

Establishing top management teams is one of the most important tasks for new CEOs in the leadership transition period. This study examines how power dynamics during the TMT change process affect new CEOs' early survival prospects. We define structural power equality as the relative power distribution between newly appointed TMT members (i.e., those who are appointed during CEO succession) and retained TMT members (i.e., those who have worked with the predecessor CEO and remained TMT when the new CEO succeed) in terms of titles, compensation, and representation on the board of directors. Drawing on dominant coalition theory, we propose that greater equality in structural power increases new CEOs' early dismissal rate, as it intensifies the political struggles across newly appointed and retained TMT members. Moreover, we propose that this relationship is weakened by TMT reward interdependence and CEO charismatic leadership. Using a sample of CEO succession in S&P 1500 firms between 2002-2012, we find strong support for our theoretical predictions.

STR: **You Are the One: Nomination Committees and the Market Reaction to CEO Succession**

Author: **Michelle Lang**, *U. of Goettingen*
Author: **Katharina Kemmerich**, *U. of Goettingen*

In this study, we empirically examine the role of nomination committees (NCs) for the se-lection of new CEOs from a resource provision perspective. We conceptualize the new CEO se-lection process from the NC's perspective along three main pillars: demand, supply, and process. We hypothesize that NC competency as the sum of the individual pillar competencies generally leads to higher quality CEO selection decisions, reflected in positive capital market reactions to new CEO announcements. Yet, we propose that industry complexity, the unavailability of an heir apparent, and forced CEO turnover represent unpredictable and challenging succession environ-ments that accentuate the need for individual NC competencies. Using 2,278 CEO succession announcement in S&P1500 firms between 2004-2019, we find NC competency to positively af-fect the market reaction to new CEO announcements. We further find that industry complexity strengthens the relation between NC demand competency and announcement CARs, and forced CEO turnover situations strengthen the relationship between NC process competency and an-nouncement CARs. Our findings underline the need for analyzing critical leadership transition as a committee-level determinant from a resource perspective. Accordingly, we make important con-tributions to both the CEO succession literature and the board committee literature.

STR: **Why do Firms Hire Experienced CEOs? Succession Circumstances, Board Characteristics and CEO Power**

Author: **Juan Carlos Morales**, *West Texas A&M U.*
Author: **Vincent L. Barker**, *U. of Kansas*
Author: **Donald Joseph Schepker**, *U. of South Carolina*

While boards put significant effort into appointing the most suitable CEOs to address their firm's circumstances, the reasons firms hire experienced CEOs (i.e., executives who were formerly CEOs of other firms) have not been substantially examined. Building on resource dependence theory, we posit that boards of directors reach out to experienced CEOs when their firms have substantial uncertainty in their succession situations, coming from the existing CEO being dismissed for corporate misconduct or poor firm performance. Such dismissals may create a chaotic situation within the firm's top executive ranks, and an experienced former CEO may be seen as a steadying force, which may be a highly needed top executive resource in a tumultuous strategic leadership situation. Further, we examine the effects of (1) powerful departing CEOs and (2) board and ownership characteristics on the likelihood of hiring an experienced CEO. We test our hypotheses using a propensity-score matched sample of S&P 1500 firms that hired experienced CEOs with those that did not hire such CEOs when having a succession between 1999 and 2020. We find that firms hiring experienced CEOs were more likely to have dismissed their previous CEO for performance problems, have more independent directors, and have a former CEO who had less power.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2235** | Submission: **20736** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Succession in Family Firms

Session Moderator: **Yijie Min**, *Guanghua School of Management, Peking U.*

STR: **Estranged Bedfellows: Familiar Appointment and Non-family TMT Turnover in Lone-founder Firms**

Author: **Yijie Min**, *Guanghua School of Management, Peking U.*
Author: **Xiangru Zhou**, *Peking U.*
Author: **Yufeng Xia**, *Peking U.*
Author: **Junyan Lu**, *Guanghua School of Management, Peking U.*
Author: **Wanfang Hou**, *School of Information Management, Nanjing U.*

Recent studies indicate some founders can be retained as firms mature. This study thus extends the temporal scope of founder-TMT interface discussion to late entrepreneurial phases, in which exit and succession replace survival and growth as core issues for founders. Our findings indicate that founder's first-time familial appointment, as an indication of exit and succession route, is positively related with non-family TMT members' voluntary turnover rate. Further, this main effect is two-way moderated by founder-side factors including celebrity status and entrepreneurial narrative and three-way moderated by TMT-side factor of non-family TMT ownership. These findings show the uniqueness of founder-TMT interface in late entrepreneurial phases and contribute to TMT role structure literature.

STR: **CEOs' Regulatory Focus and Successor Choice in Family Firms: A Holistic Picture of Financial and Non**

Author: **YuRu Zhou**, *School of Business and Management, Shanghai International Studies U.*
Author: **Feifei Lu**, *Shanghai U.*
Author: **Fulin Hao**, *School of Business and Management, Shanghai International Studies U.*

By integrating upper echelon theory, socioemotional wealth (SEW) and regulatory fit perspective, this paper examines how CEO promotion and prevention focus affect successor choice in family firms and theorizes how the relationships are moderated by financial and SEW performance feedback. Using a sample of 442 Chinese family business CEOs, we found that CEO prevention focus is positively related to the probability of selecting a family member to succeed and this relationship is accentuated by both performance loss and SEW loss. However, CEO promotion focus is negatively related to the probability of selecting a family member to succeed and this relationship is accentuated by performance loss but attenuated by SEW loss. This paper enhances research on CEO regulatory focus by spotlighting the boundary conditions of its effects on family business succession.

STR: **The Influence of CEO Possession Attachment on Successor Choice in Family Business**

Author: **YuRu Zhou**, *School of Business and Management, Shanghai International Studies U.*
Author: **Hao Gao**, *Tsinghua U.*
Author: **YanLing Lian**, *Faculty of Economics and Management, East China Normal U.*

Based on attachment theory, this paper investigates why and when incumbent CEO possession attachment to the family business has an impact on their successor choice. The hypotheses are tested based on the experimental manipulation of 280 MBA students and the questionnaire survey of 112 incumbent CEOs in family business. The results showed that the higher CEO possession attachment to the family business, the more likely they tend to choose offspring as the successor. Furthermore, we found that the positive effect of CEO possession attachment on succession choice (offspring) preference is magnified by CEO past focus. Results also indicated a three-way interaction effect in which CEOs with high possession attachment conducted the highest levels of succession choice (offspring) preference when both pre-succession firm performance and CEO present focus were high. By exploring a new antecedent and expanding the boundary conditions of family business successor selection from the micro lens, this paper contributes to the research on family business succession and provides enlightenment for the management practice.

STR: **Succession Processes in Family Firms: A New Perspective**

Author: **Christine Scheef**, *U. of St. Gallen*
Author: **Thomas Markus Zellweger**, *U. of St. Gallen*

Succession is the most prominent topic in family business research and the succession path that a family chooses will likely impact the future performance of the business. Yet surprisingly little is known about succession paths: The sequence, pace, and rhythm with which the CEO, board chair, director, and owner roles are transitioned from one generation to the next. Using an inductive, theory-building approach based on sequence analysis and evidence from succession paths in 142 public family firms in the US, we address this gap. Our study reveals five distinct sequences of how the CEO, board chair, director, and owner roles are transitioned over time. These sequences not only vary in their pace and rhythm, but also in their performance consequences. Specifically, we find that family firms with fast-paced succession paths and those with slow-paced, rhythmic succession paths outperform those with irregular rhythms. Further, early-ownership transitions benefit firm performance. Establishing succession paths as a meaningful new concept in family business research, this study not only advances our understanding of the succession phenomenon but also extends our theoretical insights into temporal processes in family firm successions.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2236** | Submission: **20742** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

CEO Values and Ideology

Session Moderator: **Weiguo Zhong**, *Peking U.*

STR: **CEO Ideology and Firm Performance**

Author: **Weiguo Zhong**, *Peking U.*
Author: **Ya Lin**, *Chinese U. of Hong Kong*
Author: **Haiyin Tu**, *Nanjing U.*
Author: **Huaxi Gao**, *Guanghua School of Management, Peking U.*

Whether CEOs assume human nature to be inherently good or evil ("CEO humanity ideology") fundamentally influences the ways that CEOs view their employees and organizations. Drawing on upper echelon theory, we contend that CEO humanity ideology impacts firm performance via distinct strategic leadership behaviors. Specifically, we argue that an evil assumption about human nature promotes directive leadership while constraining empowering leadership. Such leadership styles mediate the relationship between CEO humanity ideology and firm performance. In addition, organizational human capital further moderates the relationship between directive (or empowering) leadership and firm performance. Analyses of a two-year matched survey sample of CEOs largely confirm our hypotheses. By examining CEO humanity ideology, our study investigates a core component of CEO ideology that focuses on human nature and explores its rippling effects on leadership behaviors and firm outcomes, advancing upper echelons research.

STR: **CEO Rationalization and Corporate Misconduct: A Meta-Analytic Structural Equation Model**

Author: **Max Braun**, *Freie U. Berlin*
Author: **Karen Schnatterly**, *Virginia Tech*

The rationalization of unethical behaviors is key to understanding why corporate leaders engage in corporate misconduct. The ability to rationalize misconduct is determined by personal disposition as well as situationally induced by organizational environments such as incentives and monitoring structures in corporations. We differentiate the dispositional and situational facets of rationalization, by using a meta-analytical structural equation modeling approach to analyze the data of 224 primary studies covering samples from 19 countries for a period between 1970 and 2019. The results suggest that among all factors in our study, a CEO's disposition to rationalize is most strongly related to corporate misconduct. Our results also show that situational rationalization is selective. While organizational incentives situationally increase a CEO's ability to rationalize, monitoring does not reduce it. We supplement these results with an alternative way of social-psychological rationalization on the board level. The results of rationalization by board homophily emphasize the central role CEOs and their rationalization take in the commission of corporate misconduct. Our results reveal the role of dispositional, environmentally induced, and social-psychological aspects of rationalization and inform the behavioral aspects involved in corporate misconduct and corporate governance.

STR: **A Moral Foundations Perspective on CEO Political Ideology and Moral Behavior**

Author: **Marc Kowalzick**, *U. of Mannheim*
Author: **Moritz Appels**, *Rotterdam School of Management, Erasmus U.*
Author: **Michael Woywode**, *U. of Mannheim*

As an integral component of their value system, CEOs' political ideology has come to be regarded a major determinant for (ir)responsible behaviors. Yet, prior work remains inconclusive on whether it is a more liberal or a more conservative ideological leaning that leads CEOs to engage in more or less (ir)responsible behavior. We argue that this is, at least partly, due to a reliance on the theory of political ideology as motivated cognition rather than the consideration of ideological differences from the perspective of moral psychology. Integrating moral foundations theory into the upper echelons perspective, we theorize that what distinguishes the (ir)responsibility of liberal versus conservative-leaning CEOs may at times be its nature rather than its degree and depend on individual and contextual characteristics. Correspondingly, we show that higher degrees of liberalism and conservatism induce CEOs to increasingly engage in higher degrees of responsible behavior (CSR). In the domain of irresponsible behavior, we likewise observe comparability in CEOs' degree of earnings management and demonstrate that liberal and conservative-leaning CEOs' ways of managing earnings follow their ideological reliance on differential moral foundations. As such, we offer a new vantage on CEOs' political ideologies and their organizational ramifications in (ir)responsibly laden contexts.

STR: **Shareholder Activists' Reaction to CEO Sociopolitical Activism**

Author: **Yuting Yang**, *Iowa State U.*
Author: **Elle Hyunjung Yoon**, *Iowa State U.*

CEOs are increasingly expressing their stance on social or political issues in public, and this phenomenon, referred to as CEO sociopolitical activism, has received recent attention from scholars. This study attempts to further scholarly discussion on this topic and examines how shareholder activists react to CEO sociopolitical activism. Drawing on expectancy violation theory, we first theorize that CEO sociopolitical activism falls below governance-focused shareholder activists' expectations of CEO actions (i.e., negative violation), prompting greater activism behavior among governance-focused shareholder activists. We also theorize that CEO sociopolitical activism exceeds socially focused shareholder activists' expectations of CEO behavior (i.e., positive violation), giving rise to more active responses from socially focused shareholder activists. We argue that the political ideology alignment between CEOs and shareholder activists attenuates the positive relationship between CEO sociopolitical activism and governance-focused shareholder activists but strengthens the positive relationship between CEO sociopolitical activism and socially focused shareholder activists. Using a sample of CEOs of S&P 500 firms from 2011 to 2018, we found evidence supporting the positive effect of CEO sociopolitical activism on governance-focused shareholder activism.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2237** | Submission: **20773** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Knowledge Management

Session Moderator: **Jarrod Haar**, *Massey U. Business School*

STR: **Knowledge Hiding Climate & Firm Performance: Mediating Effects of Entrepreneurial Orientation**

Author: **Jarrod Haar**, *Massey U. Business School*
Author: **Conor O'Kane**, *U. of Otago*
Author: **Urs S. Daellenbach**, *Te Herenga Waka - Victoria U. of Wellington*
Author: **David Brougham**, *Massey U. Palmerston North*
Author: **Paula Marie O'Kane**, *U. of Otago*

Knowledge hiding climate (KHC) is a climate of knowledge hiding within teams, departments, organizations, and their workforces. Emerging evidence suggests it is detrimental to firm performance. However, how KHC detrimentally influences firm performance remains untested. The present study explores KHC to financial and development performance and then tests the effects of entrepreneurial orientation (EO). Here, we expect KHC to undermine EO but for EO to mediate the direct effects of KHC on firm performance. Hence, the study adds to the knowledge hiding literature by attempting to show that KHC undermines the entrepreneurial process (innovation, risk-taking, and proactiveness), which is how firm performance is ultimately affected. To improve methodological confidence, we conducted three studies on New Zealand private sector firms: (1) 402 firms (single-sourced), (2) 300 firms (time-lagged performance data) and (3) 217 firms (time-lagged performance data and EO). Overall, KHC is negatively related to EO and firm performance outcomes across all studies. However, while EO significantly predicts firm performance and fully mediates the effects of KHC, significant indirect effects remain, highlighting the detrimental and lasting effects of KHC. Overall, the study confirms the detrimental influence of KHC on firms' ability to perform by undermining the entrepreneurial process.

STR: **The Interplay Between its Destabilizing Attributes and the Inventing Firm's Existing IP**

Author: **H Kevin Steensma**, *U. of Washington*
Author: **Jiyao Chen**, *Oregon State U.*
Author: **Shaokun Fan**, *Oregon State U.*

Understanding conditions that enable firms to appropriate greater value from their inventions has been a long-standing pursuit. We explore how the value of a newly patented invention to the inventing firm is contingent on the composition of the firm's existing intellectual property holdings. We find that the inventing firm appropriates greater economic and generative value from its trajectory-destabilizing inventions when its existing portfolio of intellectual property is technologically diverse. In such cases, the inventing firm has the diverse knowledge components that enable it to develop particularly valuable complementary intellectual property specific to the trajectory-destabilizing invention. Moreover, having invented the trajectory-destabilizing invention, the firm has unique insights vis-à-vis others into how to recombine the invention with such diverse components.

STR: **Knowledge Governance in Open Source Contributions: The Role of Gatekeepers**

Author: **Shaoqin Tang**, *U. of Colorado, Boulder*
Author: **Zhiyi Wang**, *U. of Colorado, Boulder*
Author: **Tony Tong**, *U. of Colorado, Boulder*

Firms increasingly engage in online communities to source external knowledge from voluntary contributors. Although prior literature examines how to incentivize contributors' continued knowledge contribution, scant research has studied how to balance between continued participation and high-quality contribution. We aim to fill this gap by examining how organizational gatekeepers' interactions with contributors affect the latter's continued participation and the quality of contribution. Predictions are formalized in an analytical model that analyzes how contributors' belief updating process is affected by gatekeepers' input acceptance and knowledge sharing activities. Utilizing data on 115,948 new contributors' participation in firm-owned OSS projects on GitHub, we find that gatekeepers' knowledge sharing and input acceptance in initial interactions with newcomers have positive effects on the latter's continued participation. In addition, sharing specific knowledge related to the contributors' performance is positively associated with newcomers' work quality in their subsequent participation, while input acceptance and sharing general knowledge decrease the quality of subsequent contributions.

STR: **Is knowledge the Most Important Strategic Resource? A Meta-analytic Investigation**

Author: **Laura D'Oria**, *Iowa State U.*
Author: **Thomas R. Crook**, *U. of Tennessee, Knoxville*

The knowledge-based view of the firm holds that knowledge is the most important strategic resource. We test this assertion using a meta-analysis of the accumulated empirical evidence from 1991 through 2021 on the relationship between strategic resources, firm growth, and performance. Findings from 307 samples reporting 170,359 firm-level observations show that knowledge resources have the highest positive association with growth while intangible resources have the highest positive association with financial performance. In addition, when averaged across both growth and performance, knowledge has the highest overall positive associations. Overall, the evidence suggests that knowledge meets its designation as the most important strategic resource. A key implication is that the knowledge-based view of the firm has broader applications than its depiction as a "special case of resource-based thinking."

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2238** | Submission: **20762** | Sponsor(s): **(STR)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vineyard**

Behavioral Approaches to Exploration and Exploitation

Session Moderator: **Addis Gedefaw Birhanu**, *EMLYON Business School*

STR: **Behavioral Considerations in Patent Exploitation by Family Firms**

Author: **Addis Gedefaw Birhanu**, *EMLYON Business School*
Author: **Alfonso Gambardella**, *Bocconi U.*

This paper examines the relationship between family ownership and patent use strategy using primary data from a patent survey, and patent and firm-level data from secondary sources. We find that family firms are less likely than non-family firms to license and more than non-family firms to internally commercialize their patents. Family firms' decision to license less is not driven by their lower patent quality or inefficient use of patents. Instead, it is due to their preference for patent uses that give them more control over values they can appropriate from their innovations. To this end, family firms leverage their managerial discretion to explore and seize internal patent commercialization opportunities by deviating from intended patent uses.

STR: **Balancing Exploration and Exploitation in an Industry in Transition**

Author: **Julia Hartmann**, *EBS U. of Business and Law*
Author: **Andrew Inkpen**, *Thunderbird School of Global Management at ASU*
Author: **Kannan Ramaswamy**, *Thunderbird School of Global Management at ASU*

Every firm is faced with the reality that over time, industry competitive dynamics will shift. As competitive dynamics shift, firms must make strategic choices in response to the evolving competitive environment. As the world shifts from oil and gas to new sources of energy, questions about the strategies of oil and gas firms can be viewed as attempts to establish a balance between exploitation and exploration. Our longitudinal empirical study spanning ten years shows that although incumbent firms that are richly endowed with accumulated assets tend to favor exploitation initiatives, markets reward those firms that embrace more exploration intensive behaviors. Firms that exhibit ambidexterity are the ones most favored by investors. Further, organizational slack has a curvilinear impact on the exploitation versus exploration balance with firms adopting more exploitation behaviors at lower levels of slack until a point of inflection, beyond which higher levels of slack are associated with a greater propensity towards exploration.

STR: **Go with the Flow: Competitive Dynamics and Firms' Exploration**

Author: **Prakash Raj Paudel**, *BI Norwegian Business School*
Author: **Pengfei Wang**, *BI Norwegian Business School*

How do firms react to competitors' exploration? Prior literature has emphasized vicarious learning and postulated that firms will follow their competitors to explore. However, such perspective overlooks the direction of competitors' exploration. Specifically, because exploration is defined from the viewpoint of a given firm, competitors' exploration is not necessarily considered exploratory by the focal firm. Building on the spatial competition perspective, we emphasize that competitors may explore either away from or closer towards a firm's position, which will have very different implications for its exploration tendencies. Specifically, we argue that a firm will make more exploratory efforts if competitors explore towards its market positions, which escalates competitive pressure. However, if competitors explore to positions that are distant from the firm, it may exhibit less exploratory (more exploitative) tendencies. By analyzing product market repositioning of public firms in the U.S. from 1997 to 2017, we find general support to our conjectures. The findings extend our understanding about market competition and firm exploration.

STR: **Mesa Landscapes: An Ethnographic View of Exploration and Performance Landscapes**

Author: **Thomas Steinberger**, *Korea Advanced Institute of Science and Technology (KAIST)*
Author: **Ju Yeon Jung**, *U. of Michigan, Ann Arbor*

How do firms explore performance landscapes? Research in strategy has mostly studied this question using simulations or lab experiments that assume relatively simple actions to explore rugged, but mostly given landscapes. This paper presents an ethnographic case study of a problem-solving process to study exploration where feedback is sparse. Sparse feedback means that the landscape has only low and high areas, such that the landscape topology is more like a mesa than a set of rugged local peaks and reaching high areas require richer exploratory actions. To set up our case study, we first lay out a conceptual framework that connects ethnographic views of action with research from the AI field on exploring with sparse feedback. Drawing on a case of the repair of an integrated circuit board, we then identify actions for exploring 'mesa landscapes' of representation and reasoning about constraints. By providing ethnographic insight into exploring a mesa landscape, this paper extends our understanding of how firms explore novel solutions to problems as well as the methodological toolbox in the landscape literature.

KEY TO SYMBOLS
Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2239** | Submission: **13189** | Sponsor(s): **(STR, ONE, SIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Suffolk**

Measuring Corporate Environmental Sustainability Performance: Current Approaches & the Path Forward

Organizer: **Narae Lee**, *Singapore Management U.*
Organizer: **Franziska Hittmair**, *NOVA School of Business and Economics*
Participant: **Florian Berg**, *Massachusetts Institute of Technology*
Participant: **Michael L. Barnett**, *Rutgers U.*
Participant: **Nilanjana Dutt**, *Bocconi U.*
Participant: **Andrew King**, *Boston U. Questrom School of Business*
Participant: **Ethan Rouen**, *Harvard Business School*
Participant: **Jasjit Singh**, *INSEAD*

In this panel symposium, we seek to discuss current approaches on measuring corporate environmental performance, their advantages and drawbacks, and promising paths for moving forward not only for management scholars but also for practitioners. To that end, we structure the symposium along three core topics; 1) context specific advantages and disadvantages of using different measures and the possible ways to overcome identified disadvantages; 2) reflection on the recent efforts in standardizing and mandating the reporting of sustainability performance; and 3) broader societal implications of using the advanced measurement. We conclude the symposium by inviting the audience to Q&A and discussion.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2240** | Submission: **13652** | Sponsor(s): **(STR, TIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Vermont**

Connecting the Dots: Bridging Nonmarket Strategy and Corporate Innovation

Organizer: **Nicole West**, *U. of Texas at Dallas*
Organizer: **Nur Ahmed**, *MIT Sloan School of Management*
Presenter: **David Tan**, *U. of Washington*
Presenter: **Elie J. Sung**, *HEC Paris*
Presenter: **John P. Walsh**, *Georgia Institute of Technology*
Presenter: **Nur Ahmed**, *MIT Sloan School of Management*
Presenter: **Nicole West**, *U. of Texas at Dallas*
Presenter: **Michael Park**, *INSEAD*
Discussant: **Jiao Luo**, *U. of Minnesota*
Discussant: **Francisco Polidoro**, *U. of Texas at Austin*

This symposium introduces a series of studies exploring the intersection of innovation and non-market strategy literature. It examines the private incentives and performance implications for firms that utilize their corporate scientific research to influence policy outcomes. The evidence from the studies indicates that firms may choose to utilize scientific information in order to sway policymakers based on the belief that such information is perceived as objective and unbiased. However, the effectiveness of this strategy varies depending on the specific actors targeted and the nature of the scientific information employed. The research also finds that the use of scientific information can help counter the perception that firms provide biased information to policymakers, however. We also highlight the fundamental tension while disclosing scientific information that this is not always effective and can potentially also lead to knowledge leakage to competitors. This work contributes to the innovation literature by focusing on "integrated strategy" which combines both nonmarket and market strategy, and to the nonmarket strategy literature by examining the relationship between scientific publications, lobbying, and influence on policy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2241** | Submission: **11910** | Sponsor(s): **(STR, TIM)**
Scheduled: **Tuesday, Aug 8 2023 4:00PM - 5:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

Not All Black-Boxes Are the Same: Unpacking and Theorizing Different Algorithmic Technologies

Organizer: **Sung Ho Park**, *U. of Washington, Seattle*
Panelist: **Callen Anthony**, *New York U.*
Panelist: **Sarah Lebovitz**, *U. of Virginia*
Panelist: **Alex Michael Murray**, *U. of Oregon*
Panelist: **Stella Pachidi**, *U. of Cambridge*

Algorithmic technologies such as data analytics, a/b testing kits, blockchain applications, and other machine-learning tools are becoming more widely adopted among both entrepreneurial ventures and established organizations. However, despite the wide variety of algorithmic technologies being scrutinized, our current understanding of the typology of algorithmic technologies is in its infancy due to the lack of granularized theorization of the heterogeneities among these technologies. Specifically, we currently lack a concrete understanding of the differences in why/how/when/for whom each type of algorithmic technology induces or deters effective learning, decision- making, and action. In light of this gap, scholars have initiated a dialogue by unpacking the insides/components of these technologies that highlight the differences. To further the conversation, this panel symposium aims to invite scholars who have expertise in algorithmic technologies used in various contexts in the broader management literature to 1) clearly define the boundaries and categories of algorithmic technologies, 2) outline the unique properties of algorithmic technologies compared to prior assisting technologies and share how the differences affect organizations/organizational constituents, 3) outline the differences among a variety of algorithmic technologies and discuss how the differences influence/relate to existing theories often employed in management literatures, and 4) introduce empirical contexts and sources of data that can be used to study algorithmic technologies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2242** | Submission: **21296** | Sponsor(s): **(EXH)**
Scheduled: **Sunday, Aug 6 2023 4:45PM - 6:15PM ET (UTC-4)** at **Boston Hynes Convention Center** in **101**

Building a Legacy in LATAM

At Tecnológico de Monterrey Business School & EGADE Business School at Tecnológico de Monterrey we believe in Latin America, and think that education is the best way to transform our society. Meet with our Faculty of Excellence, Raj Sisodia, FEMSA Distinguished University Professor in Conscious Enterprise, and Juan Ignacio Sánchez, Distinguished Visiting Professor in Organizational Behavior and Human Capital, and learn firsthand their experience in building a legacy in Latin America by working closely with students, faculty, and industry leaders to develop better businesses and organizations.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2243** | Submission: **12245** | Sponsor(s): **(AFAM)**
Scheduled: **Monday, Aug 7 2023 6:30PM - 8:30PM ET (UTC-4)** at **Offsite** in **Estella**

Africa Academy of Management Social

Participant: **Samuel Aryee**, *U. of Surrey*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **2244** | Submission: **22312** | Sponsor(s): **(STR)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 1:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Wellesley**

STR Managing the Dissertation Workshop

Session Chair: **Anparasan Mahalingam**, *Syracuse U. Whitman School of Management*
Organizer: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Organizer: **Agnes Guenther**, *U. of Utah, David Eccles School of Business*
Organizer: **Christopher Albert Sabel**, *Rotterdam School of Management, Erasmus U.*
Organizer: **Daniel Sands**, *UCL School of Management*
Distinguished Speaker: **Richard Makadok**, *Ohio State U.*
Panelist: **Sendil Ethiraj**, *London Business School*
Panelist: **Amir Sasson**, *BI Norwegian Business School*
Distinguished Speaker: **Aleksandra Joanna Kacperczyk**, *London Business School*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Gino Cattani**, *New York U.*
Panelist: **Tony Tong**, *U. of Colorado, Boulder*

This workshop offers practical advice to doctoral students on completing their dissertations and transitioning to their first academic positions. It is anticipated that the workshop will be held in live on-site format. The workshop is open to all doctoral students. Pre-registration will be required. The workshop will be conducted in an informal setting where students will be able to interact with faculty and other students in small groups. The finalists for last year's STR Outstanding Dissertation Award share the coordination of the workshop. The format of the PDW will include presentations and perspectives from last year's finalists and a panel of senior faculty. Attendees will break out into groups to meet with faculty and Q&A will be held after all sessions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2245** | Submission: **22305** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 10:15AM - 11:45AM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Foyer**

Hynes Conference Break - Sunday

Come enjoy refreshments and a light snack while you engage with your colleagues and browse the aisles of the Exhibit Hall.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2246** | Submission: **22306** | Sponsor(s): **(AAA)**
Scheduled: **Sunday, Aug 6 2023 2:45PM - 3:15PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A Foyer**

Hynes Conference Break - Sunday PM

Come enjoy refreshments and a light snack while you engage with your colleagues and browse the aisles of the Exhibit Hall.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2247** | Submission: **22307** | Sponsor(s): **(AAA)**
Scheduled: **Friday, Aug 4 2023 7:30AM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A and Pre-Function Area**

AOM Networking Hub - Hynes Friday

AOM Hubs are located in each of the main hotels and the Hynes Convention Center. The Convention Center will be offering morning coffee breaks on Friday, Monday and Tuesday from 07:30-09:00AM, as well as conference breaks on Saturday and Sunday from 10:15-10:45AM and 2:45-3:15PM. AOM Hubs will remain open throughout the day with seating and charging stations for attendees to take a break, recharge, or meet with a colleague. To save time, you can pick up your badge right around the corner at one of our AOM Self Check-In Kiosk. Kiosks are also located at the Marriott Boston Copley Place, Sheraton Boston Hotel, Westin Copley Place, Hilton Back Bay and Boston Park Plaza.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2248** | Submission: **22313** | Sponsor(s): **(MED)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 8:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Clarendon AB**

MED Junior Faculty and Doctoral Students Consortium – Opening Reception

Session Chair: **Preeti Wadhwa**, *Cal Poly Pomona*
Session Chair: **Robert Lee Bonner**, *San Francisco State U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2249** | Submission: **22314** | Sponsor(s): **(MED)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 10:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax B**

MED Junior Faculty and Doctoral Students Consortium – Breakfast

Session Chair: **Preeti Wadhwa**, *Cal Poly Pomona*
Session Chair: **Robert Lee Bonner**, *San Francisco State U.*

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2250** | Submission: **22315** | Sponsor(s): **(MBR)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Annual Meeting Career Fair

Recruiters and Job Seekers! Be ready to meet face-to-face during this year's Career Fair at AOM2023! Participants can take advantage of dozens of opportunities to interview for positions with a global range of institutions and industry recruiters. Interviews are typically informative in nature and tend to last 30 minutes so be sure to schedule appointments ahead of time to set your pace. https://career-center.aom.org/

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2251** | Submission: **22316** | Sponsor(s): **(MBR)**
Scheduled: **Saturday, Aug 5 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Annual Meeting Career Fair

Recruiters and Job Seekers! Be ready to meet face-to-face during this year's Career Fair at AOM2023! Participants can take advantage of dozens of opportunities to interview for positions with a global range of institutions and industry recruiters. Interviews are typically informative in nature and tend to last 30 minutes so be sure to schedule appointments ahead of time to set your pace. https://career-center.aom.org/

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2252** | Submission: **22317** | Sponsor(s): **(MBR)**
Scheduled: **Sunday, Aug 6 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Annual Meeting Career Fair

Recruiters and Job Seekers! Be ready to meet face-to-face during this year's Career Fair at AOM2023! Participants can take advantage of dozens of opportunities to interview for positions with a global range of institutions and industry recruiters. Interviews are typically informative in nature and tend to last 30 minutes so be sure to schedule appointments ahead of time to set your pace. https://career-center.aom.org/

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2253** | Submission: **22318** | Sponsor(s): **(MBR)**
Scheduled: **Monday, Aug 7 2023 8:00AM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Annual Meeting Career Fair

Recruiters and Job Seekers! Be ready to meet face-to-face during this year's Career Fair at AOM2023! Participants can take advantage of dozens of opportunities to interview for positions with a global range of institutions and industry recruiters. Interviews are typically informative in nature and tend to last 30 minutes so be sure to schedule appointments ahead of time to set your pace. https://career-center.aom.org/

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2254** | Submission: **22319** | Sponsor(s): **(MBR)**
Scheduled: **Tuesday, Aug 8 2023 8:00AM - 12:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **3rd Floor**

Annual Meeting Career Fair

Recruiters and Job Seekers! Be ready to meet face-to-face during this year's Career Fair at AOM2023! Participants can take advantage of dozens of opportunities to interview for positions with a global range of institutions and industry recruiters. Interviews are typically informative in nature and tend to last 30 minutes so be sure to schedule appointments ahead of time to set your pace. https://career-center.aom.org/

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2255** | Submission: **22320** | Sponsor(s): **(EXH)**
Scheduled: **Saturday, Aug 5 2023 2:45PM - 3:45PM ET (UTC-4)** at **Boston Hynes Convention Center** in **Exhibit Hall A**

Meet Art Kleiner, author of The AI Dilemma, at Berrett-Koehler Publishers, booth 421!

Art Kleiner, author of The Age of Heretics and former editor of strategy+business magazine, will be signing copies of his new book, The AI Dilemma: 7 Principles for Responsible Technology (coauthored with Juliette Powell) at the Berrett-Koehler Publishers booth (421) on Saturday, August 5, at 2:45-3:45. Incorporating the perspectives of engineers, businesspeople, government officials, and social activists, this book will help us realize the unprecedented benefits and opportunities AI systems can provide.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2256** | Submission: **22321** | Sponsor(s): **(INDAM)**
Scheduled: **Monday, Aug 7 2023 8:30AM - 10:30AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Franklin**

INDAM Executive Committee Meeting

Organizer: **Sushanta Kumar Mishra**, *Indian Institute of Management, Bangalore*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2257** | Submission: **21206** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton AB**

MMD at AOM - Debriefing and learning points (1)

Organizer: **Lise Balslev**, *CBS (MMD)*

Master of Management Development (MMD), an executive leadership programme from Copenhagen Business School (CBS), is hosting debriefing sessions every day during the AOM Conference. The purpose is to share observations and develop learning points about leadership, organization and knowledge – in the wake of new questions, sudden insights, wonders and frustrations inspired by the AOM experience.

Facilitator: Professor Jan Molin, CBS. Language: Danish. Host: MMD.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2258** | Submission: **21207** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

MMD at AOM - Debriefing and learning points (2)

Organizer: **Lise Balslev**, *CBS (MMD)*

Master of Management Development (MMD), an executive leadership programme from Copenhagen Business School (CBS), is hosting debriefing sessions every day during the AOM Conference. The purpose is to share observations and develop learning points about leadership, organization and knowledge – in the wake of new questions, sudden insights, wonders and frustrations inspired by the AOM experience.

Facilitator: Professor Jan Molin, CBS. Language: Danish. Host: MMD.

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2259** | Submission: **21208** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

MMD at AOM - Debriefing and learning points (3)

Organizer: **Lise Balslev**, *CBS (MMD)*

Master of Management Development (MMD), an executive leadership programme from Copenhagen Business School (CBS), is hosting debriefing sessions every day during the AOM Conference. The purpose is to share observations and develop learning points about leadership, organization and knowledge – in the wake of new questions, sudden insights, wonders and frustrations inspired by the AOM experience.

Facilitator: Professor Jan Molin, CBS. Language: Danish. Host: MMD.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2260** | Submission: **21209** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 6:00PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Boston Common**

MMD at AOM - Debriefing and learning points (4)

Organizer: **Lise Balslev**, *CBS (MMD)*

Master of Management Development (MMD), an executive leadership programme from Copenhagen Business School (CBS), is hosting debriefing sessions every day during the AOM Conference. The purpose is to share observations and develop learning points about leadership, organization and knowledge – in the wake of new questions, sudden insights, wonders and frustrations inspired by the AOM experience.

Facilitator: Professor Jan Molin, CBS. Language: Danish. Host: MMD.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2261** | Submission: **21211** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

University of Liverpool Managment School Networking and Drinks Reception

Organizer: **Katie Ann Chin**, *U. of Liverpool Management School*

University of Liverpool Managment School Networking and Drinks Reception

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2262** | Submission: **21212** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 8:30PM - 10:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon F**

Michigan Ross, Management & Organizations and Strategy Reception

Organizer: **Lisa G. Kolander**, *U. of Michigan*

University of Michigan, Ross School of Business Management & Organizations and Strategy Reception

None

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2263** | Submission: **21215** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 5:00PM - 7:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Arnold Arboretum**

Reception

Organizer: **Gilmar Lima**, *MIT Sloan Management Review*

We would like to host a small reception for our authors on 8/5 at the Sheraton Hotel. The hotel informed us we need AOM approval in order to reserve a space.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2264** | Submission: **21216** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 5:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **311**

Association of Korean Management Scholars Meeting

Organizer: **Tae-Youn Park**, *Sungkyunkwan (SKK) U.*

This session includes a Doctoral Student Consortium and an annual meeting for members of the Association of Korean Management Scholars (AKMS). Any management scholars and students who are currently associated with the AKMS or are interested in joining the AKMS are welcome to attend this session.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2265** | Submission: **21218** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 4 2023 3:30PM - 5:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon H**

Journal of Management Inquiry (JMI) Editorial Board Meeting

Organizer: **Richard W. Stackman**, *U. of San Francisco*

The annual meeting of the Journal of Management Inquiry (JMI) editorial board. This meeting is open to anyone interested in the mission, aims and scope of JMI.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2266** | Submission: **21224** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 4 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

NOCA Debriefing Friday

Organizer: **Cecilie Zielke-Jacobsen**, *Human Resource Management*

Debriefing for the NOCA group

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2267** | Submission: **21225** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Park Plaza** in **Charles River Room**

NOCA Debriefing Sat

Organizer: **Cecilie Zielke-Jacobsen**, *Human Resource Management*

Debriefing for the NOCA group

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2268** | Submission: **21226** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 7:00PM ET (UTC-4)** at **Boston Park Plaza** in **Franklin Room**

NOCA Debriefing Sun

Organizer: **Cecilie Zielke-Jacobsen**, *Human Resource Management*

Debriefing for the NOCA group

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2269** | Submission: **21227** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 5:30PM - 8:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **305**

NOCA Debriefing Mon

Organizer: **Cecilie Zielke-Jacobsen**, *Human Resource Management*

Debriefing for the NOCA group

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2270** | Submission: **21229** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 7:30AM - 9:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom CD**

Gathering of POS Scholars at AOM: Putting Workers' (And Our Own) Untold Stories Front and Center

Organizer: **Gabriella Ring**, *Center for Positive Organizations, Ross School of Business, U. of Michigan*

Join us for this year's gathering where we lean into the AOM theme of putting the worker front and center to consider how we as POS scholars can put the untold stories of ourselves and others into research and practice. More specifically, the goal of this year's gathering is to practice how to cultivate and share untold stories that have historically been overlooked or viewed as taboo within the Academy, be they stories of marginalized or overlooked research populations, our own stories as we conduct research that challenges our minds or spirits, personal stories about navigating the Academy, and more. We will engage in interactive activities that will facilitate the surfacing and sharing of these stories, in order to inform more positive, holistic, and connected scholarship that can also be generative for teaching and community outreach. In doing so, this session aims to raise awareness about narratives that may be forgotten or buried under more 'mainstream' narratives and topics that exist within the literature. Ultimately, we aim to unlock positive resources within our community that may otherwise remain out of sight, allowing us to use those resources to encourage ourselves and others to put these important stories at the heart of the work we do.

This breakfast experience organized by the Center for Positive Organizations gathers together the community of scholars applying the concepts and theories in the field of Positive Organizational Scholarship in their research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2271** | Submission: **21223** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 5:00PM - 9:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom B**

ZJUSOM Reception

Organizer: **Chen Gao**, *Zhejiang U.*

ZJUSOM invites applications for faculty positions at all levels in various fields. The School provides a supportive research and teaching environment, competitive research funding, and state-of-the-art facilities and also offers attractive salaries, start-up research funds and other fringe benefits. More information about the school can be found at http://en.som.zju.edu.cn.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2272** | Submission: **21231** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 12:00PM - 2:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Journal of Management Studies Reception

Organizer: **Joanne Cheseldine**, *Journal of Management Studies*

JMS/SAMS Reception by invitation only

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2273** | Submission: **21232** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 2:30PM - 4:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Columbus I**

JMS Editors Meeting

Organizer: **Joanne Cheseldine**, *Journal of Management Studies*

JMS Editors Meeting - Invitation only

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2274** | Submission: **21233** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 2:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence AB**

JMS Strategic Advisory Board and Editorial Review Board Meeting

Organizer: **Joanne Cheseldine**, *Journal of Management Studies*

JMS ERB and SAB board meeting - invitation only

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2275** | Submission: **21278** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 4 2023 8:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter AB**

Evidence-Based Management for ESMT Berlin Executive MBAs at the AOM

Organizer: **Konstantin Korotov**, *ESMT Berlin*

This is a session supporting participants from the ESMT Executive MBA program who attend the AoM conference. During the session, we will discuss how evidence from academic and practitioner research can be used for solving current managerial challenges. Special attention will be paid to working with research outputs in preparation of the Master Theses or Practice Projects.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2276** | Submission: **21284** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 10:30AM - 12:00PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Personnel Psychology Editorial Board Meeting

Organizer: **Zhen Zhang**, *Southern Methodist U.*

Business meeting for the Editorial Board Members of Personnel Psychology.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2277** | Submission: **21287** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 1:00PM - 3:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tufts**

SAMS Council Meeting

Organizer: **Joanne Cheseldine**, *Journal of Management Studies*

meeting for the members of the Society for the Advancement of Management Studies

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2278** | Submission: **21289** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 10:00PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Grand Ballroom**

INSEAD Cocktail

Organizer: **Philipp Meyer-Doyle**, *INSEAD*

On behalf of the INSEAD community, it is with great pleasure that we extend to you a formal invitation to join us for a cocktail reception.

8.30 pm -10 pm Fairmont Copley

Session Type: **Meeting**
Program Session: **2279** | Submission: **21293** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 8:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Salon G**

Tsinghua University Reception

Organizer: **Fang Hou**, *School of Economics and Management Tsinghua U.*

The School of Economics and Management at Tsinghua University is going to hold a reception at the AOM meeting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2280** | Submission: **21297** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 8:30AM - 10:00AM ET (UTC-4)** at **Hilton Boston Back Bay** in **Westminster**

WU Vienna Breakfast Reception

Organizer: **Clemens Rogi**, *WU Vienna*

Breakfast Reception for friends and partners of WU Vienna University of Economics and Business

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2281** | Submission: **22303** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 7:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **102**

Adam Smith Business School and European Management Journal Reception

Organizer: **Belgin Okay-Somerville**, *U. of Glasgow*

The University of Glasgow Adam Smith Business School is inviting you to celebrate Adam Smith's 300th and European Management Journal's 40th anniversaries!

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2282** | Submission: **21269** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 7:00PM - 10:00PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Grand Ballroom Foyer**

BYU Ice Cream Social featuring Dave Ulrich

Organizer: **Delanie Webb**, *Brigham Young U.*

Come and enjoy this special opportunity to hear from Dave Ulrich on his career and life in Academia followed by ice cream and mingling.

7:00 - 10:00PM

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2283** | Submission: **21279** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 9:00AM - 12:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Exeter AB**

ASQ Editors Meeting

Organizer: **Ashleigh Imus**, *Cornell SC Johnson College of Business*

Meeting by invitation for members of ASQ's editorial team.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2284** | Submission: **21280** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 2:00PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom A**

ASQ Editorial Board Meeting

Organizer: **Ashleigh Imus**, *Cornell SC Johnson College of Business*

Meeting by invitation for members of ASQ's editorial board.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2285** | Submission: **21282** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 3:00PM - 5:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Belvidere Ballroom**

ASQ reception

Organizer: **Ashleigh Imus**, *Cornell SC Johnson College of Business*

Reception for ASQ community.

Reception for ASQ editors, authors, editorial board members, reviewers, blog team members, and other members of the ASQ community.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2286** | Submission: **21213** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 8:30PM - 10:30PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Simmons**

CWRU, WSOM Organizational Behavior and DBA Program Annual Reception

Organizer: **Lila E. Robinson**, *Weatherhead School of Management, Case Western Reserve U.*

This annual reception is for Faculty, Staff, Students and Colleagues of Case Western Reserve University, Weatherhead School of Management, Organizational Behavior Department and Doctor of Business Administration Programs.

Please bring your BUSINESS CARD for entry. There will be a cash bar, reception hors d'oerves, and excellent academic social interaction!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2287** | Submission: **21294** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 4 2023 6:00PM - 9:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Boylston**

Kalle Lyytinen Reception (by invitation)

Organizer: **Lila E. Robinson**, *Weatherhead School of Management, Case Western Reserve U.*

Private reception honoring Kalle Lyytinen's contributions to the field of Management and Doctoral Studies on the occasion of his 70th Birthday.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2288** | Submission: **21255** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 3:00PM - 5:00PM ET (UTC-4)** at **Boston Park Plaza** in **Brandeis Room**

Human Relations Editorial Team Meeting

Organizer: **Megan Davies**, *Tavistock Institute*

Meeting for the Editorial Team of Human Relations journal

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2289** | Submission: **21256** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 6:00PM - 8:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom D**

Human Relations Reviewers Reception

Organizer: **Megan Davies**, *Tavistock Institute*

Annual Human Relations reception to celebrate and thank reviewers, authors, editorial team, editorial board members and friends of the journal.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2290** | Submission: **21257** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 7:00PM - 9:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Berkeley B**

Human Relations Editorial Board Dinner

Organizer: **Megan Davies**, *Tavistock Institute*

Dinner for Human Relations Editorial Board

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2291** | Submission: **22297** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 11:30AM - 12:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **206**

Editorial Board Meeting of the Journal of Organization Design

Organizer: **Tobias Kretschmer**, *LMU Munich*

Editorial Board Meeting of the Journal of Organization Design

Session Type: **Meeting**
Program Session: **2292** | Submission: **21205** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 10:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom A**

Alliance Manchester Business School, University of Manchester drinks reception

Organizer: **Rebecca Allen**, *Alliance Manchester Business School, U. of Manchester*

Alliance Manchester Business School, University of Manchester drinks reception

Alliance Manchester Business School, University of Manchester drinks reception

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2293** | Submission: **21214** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 4:30PM - 6:00PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **State Suite AB Combined**

Journal of Management and JOMSR joint Editorial Board Meeting and Reception

Organizer: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*

The Editors of Journal of Management (Cindy Devers) and Journal of Management Scientific Reports (Maria Kraimer) are holding a joint reception, with a brief meeting, for their editorial board members. This event is by invitation only.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2294** | Submission: **21219** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 10:00PM ET (UTC-4)** at **Hilton Boston Back Bay** in **Washington**

Management Faculty of Color Association (MFCA) Business Meeting & Social

Organizer: **Paul Prosper**, *Adjunct Faculty*

The MFCA will be holding its annual Business Meeting followed by its annual social. Light food and beverages will be provided during the social. Stop by for the meeting or social to mingle, talk research, play dominoes, Spades, Bid Whist or just to enjoy the family reunion vibes of the MFCA.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2295** | Submission: **21221** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 7:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Liberty Ballroom Combined**

Reception of China Europe International Business School (CEIBS)

Organizer: **Daisy Li**, *China Europe International Business School (CEIBS)*

Welcome to join us for the CEIBS open-to-all reception!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2296** | Submission: **21222** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 5:00PM - 9:00PM ET (UTC-4)** at **Boston Marriott Copley Place** in **Tremont**

Reception for alumni and friends of Wuhan University

Organizer: **Xueyuan Liu**, *Wuhan U.*

Welcome remarks to the alumni and friends of Wuhan University; Introduction to the Economics and management School of Wuhan University; Future plan and goals of the School's development

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2297** | Submission: **21228** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 5:30PM - 8:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Hampton AB**

VIP Reception of China Europe International Business School (CEIBS)

Organizer: **Daisy Li**, *China Europe International Business School (CEIBS)*

By invitation only.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2298** | Submission: **21290** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 6:00PM - 9:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom C**

Cocktail Reception - Department of Management and Marketing, The Hong Kong Polytechnic University

Organizer: **Wu Liu**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Cocktail Reception organized by the Department of Management and Marketing, The Hong Kong Polytechnic University

By invitation

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2299** | Submission: **21292** | Sponsor(s): **(ICW)**
Scheduled: **Tuesday, Aug 8 2023 1:00PM - 5:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Independence A**

JOM Editorial Team Meeting

Organizer: **Cynthia E. Devers**, *Virginia Tech*

Editorial Team (EIC, SEs, & AEs) Meeting

By invitation only

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2300** | Submission: **22300** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 12:00PM - 4:00PM ET (UTC-4)** at **The Fairmont Copley Plaza Hotel** in **Grand Ballroom Foyer**

Journal of Organizational Behavior Annual Luncheon

Organizer: **Ellen Dunkerton**, *Wiley*

Annual meeting of Journal of Organizational Behavior editorial board

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2301** | Submission: **22301** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 1:00PM - 3:00PM ET (UTC-4)** at **Westin Copley Place Boston** in **Great Republic**

Human Resource Management Editorial Board Meeting

Organizer: **Ellen Dunkerton**, *Wiley*

Human Resource Management Editorial Board Meeting

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2302** | Submission: **22302** | Sponsor(s): **(ICW)**
Scheduled: **Friday, Aug 4 2023 1:00PM - 3:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Fairfax A**

Human Resource Management JOURNAL Editorial Board Meeting

Organizer: **Ellen Dunkerton**, *Wiley*

Human Resource Management JOURNAL Editorial Board Meeting

KEY TO SYMBOLS

Teaching-oriented   Practice-oriented   International-oriented   Theme-oriented   Research-oriented   Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2303** | Submission: **22298** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 11:00AM - 12:30PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence East**

Journal of Organizational Behavior and Human Decision Processes Editorial Board Meeting

Organizer: **Casandra Ciuchina-Szabo**, *Elsevier*

Meeting of the editors of the Journal of Organizational Behavior and Human Decision Processes.

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2304** | Submission: **21210** | Sponsor(s): **(ICW)**
Scheduled: **Saturday, Aug 5 2023 7:30PM - 9:30PM ET (UTC-4)** at **Boston Hynes Convention Center** in **107**

Chinese Management Scholars Community (CMSC), 2023 Reunion

Organizer: **Xiumei Li**, *U. of Manitoba*

Join us for the highly anticipated CMSC 2023 Open Reunion! It is an excellent opportunity for all attendees to network and connect with Chinese or Chinese speaking management scholars.

KEY TO SYMBOLS

Teaching-oriented | Practice-oriented | International-oriented | Theme-oriented | Research-oriented | Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2305** | Submission: **21230** | Sponsor(s): **(ICW)**
Scheduled: **Sunday, Aug 6 2023 7:00PM - 11:00PM ET (UTC-4)** at **Sheraton Boston Hotel** in **Back Bay Ballroom B**

Brazilian Academy of Management (ANPAD) reception

Organizer: **Alketa Peci**, *EBAPE/FGV*

Reception for members of the Brazilian Academy of Management and international researchers and scholars who attend the AOM's 83rd Annual Meeting, integrating the Brazilian and international community that are interested in the themes of teaching and research in Brazil.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2306** | Submission: **21283** | Sponsor(s): **(ICW)**
Scheduled: **Monday, Aug 7 2023 7:00AM - 8:00AM ET (UTC-4)** at **Sheraton Boston Hotel** in **Independence West**

Christian Management Scholars Network Breakfast

Organizer: **Mitchell J. Neubert**, *Baylor U.*

The Christian Management Scholars Network Breakfast is a gathering of faculty and graduate students with an interest in discussing the relevance of their Christian faith to teaching and research and developing relationships with like-minded colleagues.

The breakfast is open to all, but a RSVP is appreciated to plan catering. To RSVP, please contact Sandi_Stuit@baylor.edu

KEY TO SYMBOLS
Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2307** | Submission: **22325** | Sponsor(s): **(EXH)**
Scheduled: **Sunday, Aug 6 2023 1:15PM - 2:45PM ET (UTC-4)** at **Boston Hynes Convention Center** in **101**

Problematizing the Classroom

Three key trends underscore the need for professors to consider the use of problem-based learning (PBL) in their teaching. One involves the changing demographic profile of students. Generation Y and Z students prefer to learn via active learning techniques and the principles of andragogy. The second entails the infusion of technology into teaching and students' preferences for digital learning. Finally, employers believe that college graduates are not career ready, which reinforces the need to develop students' critical thinking and problem-solving skills. The overall purpose of this workshop is to stimulate discussion and application of PBL within our teaching. Participants will leave the session with two key outcomes. First, participants will understand the characteristics of PBL and how they can be implemented in both face-to-face and online venues. Second, participants will understand how to use a video case and a simulation to foster PBL in their classes.

KEY TO SYMBOLS

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Selected as a Best Paper