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Workplace Generations in Latin America: An Examination of Value Similarities and Differences

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Presenter(s) / Author(s)

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S·M·A
SOUTHERN
MANAGEMENT
ASSOCIATION

Southern
Management
Association

2012 MEETING

October 30 -
November 3, 2012.
Ft Lauderdale,
Florida.

Table of Contents

WELCOME TO THE 2012 MEETING OF THE SOUTHERN MANAGEMENT ASSOCIATION	1
PROGRAM HIGHLIGHTS	2
ABOUT SMA	3
SMA 2012 SPONSORS & EXHIBITORS.....	3
SMA OFFICERS	4
SMA 2012 PROGRAM COMMITTEE.....	4
SMA BOARD MEMBERS.....	4
JOURNAL OF MANAGEMENT EDITORS	4
SMA FELLOWS.....	4
SMA PAST PRESIDENTS (LISTED BY YEAR)	5
SUSTAINED OUTSTANDING SERVICE AWARD WINNERS (LISTED BY YEAR).....	6
SMA 2012 TRACK CHAIRS.....	6
AWARDS COMMITTEES.....	7
2012 SMA AWARDS.....	8
SMA 2012 REVIEWERS	10
SMA 2012 PROGRAM SCHEDULE.....	14
TUESDAY	14
WEDNESDAY.....	14
THURSDAY	15
FRIDAY	35
SATURDAY	54
PARTICIPANT INDEX	61
SMA 2013 - CALL FOR PAPERS	64
SMA PLACEMENT SERVICES INFORMATION	66
WESTIN BEACH RESORT AND SPA – CONFERENCE CENTER LAYOUT	<i>Back Outside Cover</i>

Welcome to the 2012 Meeting of the Southern Management Association

Welcome to Ft. Lauderdale and the 2012 SMA Meeting. This is our first visit ever to sunny Ft. Lauderdale, and the SMA conference, as always, provides an intellectually stimulating environment through both its formal and informal activities.

Wednesday's pre-conference activities include two doctoral consortia (chaired by Kelly Zellars and coordinated by Amy Henley, and Tyge Payne) that are designed specifically for early (1st and 2nd year) and late program doctoral students, respectively. For the first time, our pre-conference activities will include a consortium designed for students who have not begun doctoral studies. This pre-doctoral consortium is co-chaired by Lucy Ford and Jonathon Halbesleben.

The conference program begins Thursday and runs through noon on Saturday. This year we received a record number of submissions (500) across nine research tracks. We have more than 230 different sessions on the program, including paper sessions, workshops, symposia, and panels, which cover a wide range of topics in the field. Also, throughout the program you'll find a number of methods and teaching workshops (organized by Tim Barnett). In short, there is something for everyone, and it won't be difficult to find sessions that are highly relevant to your particular areas of interest.

Of course, much of the excitement and value of the conference comes before, during, and after sessions, when you have the opportunity to meet up with current colleagues and get to know new ones. We encourage you to attend Thursday morning's networking breakfast and to take advantage of the various networking breaks during the conference. After a successful debut last year, the research and teaching collaboration luncheon will return on Thursday. We also hope that you will attend the SMA Business Meeting Thursday evening, where we will recognize this year's award winners, and the reception that follows, at which we will recognize this year's winner of the Hunt Sustained Outstanding Service Award and the service of our SMA President. There are receptions each evening, including the conference party on Friday night, which will have a food inspired by South Florida and Cuba and include a Salsa Dance demonstration and instruction.

Although you'll be busy with conference activities, do take the opportunity to enjoy the beautiful beach and other tourist attractions as well as the many outstanding restaurants and social venues that are within easy walking distance of the hotel.

It takes the efforts of many people to make the SMA Conference possible. In addition to those already mentioned, huge thanks go to the Track Chairs (Matt Bowler, Cyndy Cycyota, Justin Davis, Jonathon Halbesleben, Michael Holmes, Tim Munyon, Shannon Taylor, Jack Walker, and Kathleen Voges), to GERALYN FRANKLIN (Site Coordinator), Joy Karriker (Conference On-Site Coordinator), and Rahul Sawhney (IT expert). Thanks also to all those who submitted, reviewed papers, and served in any capacity on the program. This program could not happen without the efforts of SMA volunteers.

Again, our warmest welcome to all of you joining us for SMA 2012. We hope that you enjoy your visit to Ft. Lauderdale and that you find this year's program interesting and rewarding.

Sincerely,

Christopher Shook, Vice President and Program Chair
Bennett Tepper, President

Program Highlights

In addition to Wednesday's doctoral consortia and pre-doctoral consortium, and the outstanding competitive paper sessions and competitive symposia/workshops in the program from Thursday to Saturday, please note the following professional development sessions and other special events in this year's program. Additional information on these special sessions and events, including full descriptions and list of coordinators/presenters, can be found in the daily program schedule.

Thursday (November 1)

- **7:00am - 8:30am in Las Olas Prefunction** - SMA Networking Breakfast
- **7:00am - 8:30am in Rio Vista Prefunction** – Pre-Doctoral Poster Session
- **8:00am-9:30am in Las Olas VI** - Professional Development Institute: Post-Hoc Methods for Dealing with Common Method Variance (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:30am -12:30pm in Las Olas VI** - Professional Development Institute: Basic Techniques in Structural Equation Modeling (co-sponsored by CARMA)
- **12:00pm – 1:15pm in Rio Vista I and II** - SMA Research/Teaching Collaboration Luncheon (pre-registration required)
- **1:00pm -3:00pm in Las Olas VI** - Professional Development Institute: Hierarchical Linear Modeling (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:00pm -5:00pm in Las Olas VI** - Professional Development Institute: Teaching Excellence Workshop – “Rules of Engagement”
- **5:15pm – 6:15pm in Las Olas I ,II, and III** - SMA Business Meeting
- **6:30pm – 8:00pm in Sky Terrace** - SMA Presidential and Annual Membership Reception and James G. (Jerry) Hunt SMA Sustained Outstanding Service Award

Friday (November 2)

- **8:00am -9:30am in Las Olas VI** - Professional Development Institute: Experience Sampling Methodology: A Primer (co-sponsored by the Research Methods Division of the Academy of Management)
- **10:30am -12:30pm in in Las Olas VI** - Professional Development Institute: Advanced Techniques in Structural Equation Modeling (co-sponsored by CARMA)
- **1:00pm -3:00pm in in Las Olas VI** - Professional Development Institute: Content Analysis as an Empirical Research Tool (co-sponsored by the Research Methods Division of the Academy of Management)
- **1:15pm -2:45pm in in Las Olas I** - More than Just Another Brick in the Wall: JOM Editors on Designing, Implementing, and Publishing High Impact Research
- **3:00pm -5:00pm in Las Olas VI** - Professional Development Institute: Conducting Meta-Analysis (co-sponsored by the Research Methods Division of the Academy of Management)
- **3:15pm -4:45pm in Rio Vista II** - The Seven Habits of Highly Successful Academicians: A SMA Fellows panel discussion
- **6:30pm – 9:30pm in Las Olas Ballroom** - SMA Networking Social and Party: Come enjoy food and drink inspired by South Florida and Cuba. Enjoy a Salsa Dancing demonstration and lessons.

Southern Management Association

The Southern Management Association (SMA), a regional affiliate of the Academy of Management, is a society of professionals drawn together through a common interest in the field of management. Its purpose is to promote excellence in management through research, writing, teaching and increased colleague interaction.

SMA membership numbers over 1000 individuals representing more than 400 colleges, universities and business firms in 45 states and several foreign countries. The primary mission of the SMA is to foster the general advancement of research, learning, teaching, and practice in the field of management. Towards these ends, SMA provides many professional development opportunities and activities, for faculty who are interested in the study of management.

The objectives of SMA include mentoring new entrants into the management profession and encouraging the development, and dissemination of new approaches to the study and teaching of management. We strive to maintain the currency of knowledge and educational skills of all members, promote collegial professional relationships, and share expertise about how to achieve excellence in performing our roles.

SMA Mission Statement

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

SMA Welcomes...

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MEMPHIS

Department of Management
Fogelman College of Business & Economics

Our 2012 Meeting Exhibitors

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Southern Management Association

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Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

Placement Director

Patricia A. Lanier, University of Louisiana at Lafayette

Associate Placement Director

W. Lee Grubb III, East Carolina University

2012 PROGRAM COMMITTEE

VP & Program Chair

Christopher Shook, Auburn University

Conference Site Coordinator

Geralyn McClure Franklin, University of Dallas

Conference On-Site Coordinator

Joy H. Karriker, East Carolina University

BOARD MEMBERS

2009-2012 Term

Franz Kellermanns, University of Tennessee

Lucy L. Gilson, University of Connecticut

G. Tyge Payne, Texas Tech University

2010-2013 Term

Garry Adams, Auburn University

Jonathon R. B. Halbesleben, University of Alabama

Amy Henley, Kennesaw State University

2011-2014 Term

Janaki Gooty, UNC Charlotte

Matt Bowler, Oklahoma State University

Annette Ranft, University of Tennessee

JOURNAL OF MANAGEMENT

Editor:

Deborah E. Rupp, Purdue University

Senior Associate Editor:

Patrick M. Wright, University of South Carolina

Associate Editor Team:

Karl Aquino, The University of British Columbia

Dan J. Beal, University of Texas, San Antonio

Michelle K. Duffy, University of Minnesota

Gary J. Greguras, Singapore Management University

Mark Griffin, The University of Western Australia

Eden B. King, George Mason University

Catherine Maritan, Syracuse University

Steven C. Michael, University of Illinois, Urbana-Champaign

Sucheta Nadkarni, Drexel University

Fred Oswald, Rice University

Annette L. Ranft, The University of Tennessee

Marshall Schminke, University of Central Florida

Jeremy C. Short, University of Oklahoma

Donald M. Truxillo, Portland State University

J. Craig Wallace, Oklahoma State University

FELLOWS

New Fellow

Charles A. Pierce, University of Memphis

Active Fellows

Achilles Armenakis, Auburn University

Arthur G. Bedeian, Louisiana State University

John D. Blair, Texas Tech University

M. Ronald (Mike) Buckley, University of Oklahoma

Archie B. Carroll, University of Georgia

James G. Combs, Florida State University

Russell S. Cropanzano, University of Arizona

Angelo DeNisi, Tulane University

W. Jack Duncan, University of Alabama in Birmingham

Daniel C. Feldman, University of Georgia

Gerald R. Ferris, Florida State University

Robert C. Ford, University of Central Florida

Myron D. Fottler, University of Central Florida

William L. Gardner, Texas Tech University

Mark B. Gavin, West Virginia University

Charles R. Greer, Texas Christian University

Ricky W. Griffin, Texas A&M University

Theodore T. Herbert, Rollins College

Wayne Hochwarter, Florida State University

K. Michele (Micki) Kacmar, University of Alabama

Dave Ketchen, Auburn University

Mark J. Martinko, University of Queensland

Bruce M. Meglino, University of South Carolina

Kevin W. Mossholder, Auburn University

Pamela Perrewé, Florida State University

Terri A. Scandura, University of Miami

Chester Schriesheim, University of Miami

Anson Seers, Virginia Commonwealth University

Sherry Sullivan, Bowling Green University

Bennett Tepper, Georgia State University

Robert Vandenberg, University of Georgia

David D. Van Fleet, Arizona State University

Margaret "Peg" Williams, Wayne State University

Daniel A. Wren, University of Oklahoma

Shaker A. Zahra, University of Minnesota

Inactive Fellows

William Fox

Robert Fulmer, Pepperdine University

Bill Holley, Auburn University

J. Bernard Keys

Dennis Ray

Vida Scarpello, Georgia State University

In Memoriam

Robert P. Vecchio

James G. "Jerry" Hunt

Leon Megginson

Charles R. Scott

Max S. Wortman, Jr.

PAST PRESIDENTS*

Mark B. Gavin	Oklahoma State University	(2010-2011)
Margaret L. Williams	Wayne State University	(2009-2010)
Allen C. Amason	University of Georgia	(2008-2009)
Charlotte D. Sutton	Auburn University	(2007-2008)
William L. Gardner	Texas Tech University	(2006-2007)
Anson K. Seers	Virginia Commonwealth University	(2005-2006)
Christine M. Riordan	Texas Christian University	(2004-2005)
Terri A. Scandura	University of Miami	(2003-2004)
Kevin W. Mossholder	Louisiana State University	(2002-2003)
Donna E. Ledgerwood	University of North Texas	(2001-2002)
Tammy G. Hunt	UNC Wilmington	(2000-2001)
Pamela L. Perrewé	Florida State University	(1999-2000)
Vida G. Scarpello	Georgia State University	(1998-1999)
Chester A. Schriesheim	University of Miami	(1997-1998)
Mark J. Martinko	Florida State University	(1996-1997)
Rose L. Knotts	University of North Texas	(1995-1996)
David D. Van Fleet	Arizona State University West	(1994-1995)
Robert C. Ford	University of Central Florida	(1993-1994)
J. Bernard Keys	Georgia Southern University	(1992-1993)
Charles R. Greer	Texas Christian University	(1991-1992)
Daniel S. Cochran	Mississippi State University	(1990-1991)
John A. Pearce II	George Mason University	(1989-1990)
James G. Hunt	Texas Tech University	(1988-1989)
W. Alan Randolph	University of South Carolina	(1987-1988)
B. Wayne Kemp	University of Tennessee-Martin	(1986-1987)
Achilles A. Armenakis	Auburn University	(1985-1986)
W. Jack Duncan	University of Alabama at Birmingham	(1984-1985)
William H. Holley, Jr.	Auburn University	(1983-1984)
Arthur G. Bedeian	Auburn University	(1982-1983)
Dorothy N. Harlow	University of South Florida	(1981-1982)
Dennis F. Ray	Mississippi State University	(1980-1981)
Vince P. Luchsinger, Jr.	Texas Tech University	(1979-1980)
John E. Logan	University of South Carolina	(1978-1979)
Ogden H. Hall	University of New Orleans	(1977-1978)
Jay T. Knippen	University of South Florida	(1976-1977)
James M. Todd	University of Memphis	(1975-1976)
John T. DeVogt	Washington & Lee University	(1974-1975)
Daniel A. Wren	University of Oklahoma	(1973-1974)
Leon C. Megginson	Louisiana State University	(1972-1973)
Richard I. Levin	UNC Chapel Hill	(1971-1972)
Max B. Jones	Old Dominion University	(1970-1971)
Robert M. Fulmer	Georgia State University	(1969-1970)
Bernard J. Bienvenu	University of Southwestern Louisiana	(1968-1969)
Burnard H. Sord	University of Texas-Austin	(1967-1968)
Claude S. George, Jr.	UNC Chapel Hill	(1966-1967)
Herbert G. Hicks	Louisiana State University	(1965-1966)
Charles R. Scott, Jr.	University of Alabama	(1964-1965)
William M. Fox	University of Florida	(1963-1964)
Joseph L. Massie	University of Kentucky	(1962-1963)
**William M. Fox	University of Florida	(1962-1963)
**Leon C. Megginson	Louisiana State University	(1961-1962)
**Claude S. George, Jr.	UNC Chapel Hill	(1960-1961)
***Howard R. Smith	University of Florida	(1957-1958)
***Edward H. Anderson	University of Florida	(1955-1956)
***Gustav T. Schwenning	University of Florida	(1947-1948)

* *Affiliations are at time of office.*

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

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

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

Mark J. Martinko	University of Queensland	2012
Geralyn McClure Franklin	Stephen F. Austin State University	2011
K. Michele Kacmar	University of Alabama	2010
Chester A. Schriesheim	University of Miami	2009
Pamela W. Perrewé	Florida State University	2008
W. Jack Duncan	University of Alabama at Birmingham	2007
Robert C. Ford	University of Central Florida	2006
David D. Van Fleet	Arizona State University – West	2005
Arthur G. Bedeian	Louisiana State University	2004
James G. (Jerry) Hunt	Texas Tech University	2003

**Affiliations are at time of award*

SMA 2012 TRACK CHAIRS

Organizational Behavior

Matt Bowler, Oklahoma State University

Strategic Management/Organizational Theory/ International Management

R. Michael Holmes Jr., Florida State University

Human Resources/Careers

Harvell Jackson Walker III, Texas Tech University

Research Methods

Timothy Paul Munyon, University of Tennessee

Management History/Management Education

Shannon G. Taylor, University of Central Florida

Entrepreneurship/Information Technology/Innovation

Justin L. Davis, Ohio University

Ethics/Social Issues/Diversity

Cynthia Cycyota, United States Air Force Academy

Health Care/Hospitality Management/Public Administration

Kathleen Elizabeth Voges, Texas A&M University-San Antonio

Pre-doctoral Student Research Track

Jonathon R. B. Halbesleben, University of Alabama

BEST PAPER COMMITTEES

Best Overall Conference Paper

Garry Adams, Auburn University
David G. Allen, University of Memphis
Talya Bauer, Portland State University
Annette Ranft, University of Tennessee
Deborah E. Rupp, Purdue University

Best Overall Doctoral Student Paper

Brian L. Connelly, Auburn University
Jonathon R. B. Halbesleben, University of Alabama
Carla D. Jones, University of Houston
Charles A. Pierce, University of Memphis

BEST PAPER IN TRACK COMMITTEES

Track 1: Organizational Behavior

Michael Lance Frazier, Old Dominion University
Jerry Bryan Fuller, Louisiana Tech University
Laura M. Little, University of Georgia
Anthony R. Wheeler, University of Rhode Island

Track 2: Strategic Management/Organizational Theory/ International Management: Best Track Paper Committee

Cynthia E Devers, Michigan State University
Lorraine Eden, Texas A&M University
Annette Ranft, University of Tennessee
Christoph Zott, IESE

Track 2: Strategic Management/Organizational Theory/ International Management: Best Doctoral Paper Committee

Brian L. Connelly, Auburn University
Peter G. Klein, University of Missouri
Gwendolyn K. Lee, University of Florida

Track 3: Human Resources/Careers: Best Track Paper Committee

Robyn Brouer, University at Buffalo, SUNY
Brad Harris, University of Illinois at Urbana-Champaign
William Becker, Texas Christian University

Track 3: Human Resources/Careers: Best Doctoral Paper Committee

Walter D. Davis, University of Mississippi
Brian Dineen, University of Kentucky
Eric Gresch, Georgia Gwinnett College

Track 4: Research Methods

T. Russell Crook, University of Tennessee
Robert J. Vandenberg, University of Georgia
David J. Woehr, UNC Charlotte

Track 5: Management History/Management Education

John Norman Davis, Hardin-Simmons University
Rosemary Maellaro, University of Dallas
Josh Daspit, Mississippi State University

Track 6: Entrepreneurship/Information Technology/Innovation:

Best Track Paper Committee

Greg Bell, University of Dallas
Sean Lux, University of South Florida
David W. Williams, University of Tennessee

Track 6: Entrepreneurship/Information Technology/Innovation:

Best Doctoral Paper Committee

Gary Castrogiovanni, Florida Atlantic University
Josh Daspit, Mississippi State University
Andrew J. Fodor, Ohio University

Track 7: Ethics/Social Issues/Diversity

Claudia Ferrante, United States Air Force Academy
Myrtle P. Bell, University of Texas at Arlington
Jill A. Brown, Lehigh University
Brooklyn Cole, University of North Texas
Julia Herchen, University of North Texas

Track 8: Health Care/Hospitality Management/Public Administration: Best Track Paper Committee

Tom J. Sanders, University of Montevallo
Judith W. Alexander, University of South Carolina
Ferhat Devrim Zengul, University of Alabama at Birmingham

Track 8: Health Care/Hospitality Management/Public Administration: Best Doctoral Paper Committee

James M. Vardaman, Mississippi State University
Mark A. Thompson, Texas Tech University

MOST INNOVATIVE SESSION AWARD COMMITTEE

Justin L. Davis, Ohio University
Kathleen Elizabeth Voges, Texas A&M University-San Antonio
Matthew James Mazzei, Auburn University

2012 SMA Awards

BEST OVERALL CONFERENCE PAPER

**FROM NEGATIVE ACT TO NEGATIVE RELATIONSHIP:
UNDERSTANDING HOW PATTERNS OF ABUSIVE
SUPERVISION EMERGE AND DEVELOP OVER TIME**

Lauren Simon, *Portland State University*
Charlice Hurst, *Western University*
Timothy A. Judge, *University of Notre Dame*

Presented: Friday, 3:15pm - 4:45pm in Atlantic VI

BEST OVERALL DOCTORAL STUDENT PAPER

**ACROSS LEVELS, OVER TIME: MULTI-LEVEL
INFLUENCES ON CORPORATE ENTREPRENEURSHIP**

Matthew James Mazzei, *Auburn University*
Garry Adams, *Auburn University*

Presented: Thursday, 8:30am - 10:00am in Atlantic I

BEST TRACK PAPERS

Track 1: Organizational Behavior

**FROM NEGATIVE ACT TO NEGATIVE RELATIONSHIP:
UNDERSTANDING HOW PATTERNS OF ABUSIVE
SUPERVISION EMERGE AND DEVELOP OVER TIME**

Lauren Simon, *Portland State University*
Charlice Hurst, *Western University*
Timothy A. Judge, *University of Notre Dame*

Presented: Friday, 3:15pm - 4:45pm in Atlantic VI

Track 2: Strategic Management/Organizational Theory/ International Management

**TOWARD A COMPREHENSIVE MODEL OF CEO HUBRIS:
EFFECTS ON FIRM RISK-TAKING AND U.S. CROSS-
BORDER ACQUISITIONS**

Alexander Reinhold, *Google Inc.*
Taco Reus, *Erasmus University Rotterdam*

Presented: Saturday, 10:30am - 12:00pm in Las Olas III

Track 3: Human Resources/Careers

**FORMAL OR INFORMAL MENTORING: WHAT DRIVES
EMPLOYEES TO SEEK INFORMAL MENTORS?**

Daniel T. Holt, *Mississippi State University*
Gery Markova, *Wichita State University*

Presented: Thursday, 10:30am - 12:00pm in Atlantic II

Track 4: Research Methods

**MISSING THE MARK: PROBLEMS WITH MARKER
VARIABLE CHOICE, REPORTING, AND
INTERPRETATION IN THE DETECTION OF COMMON
METHOD VARIANCE**

Marcia J. Simmering, *Louisiana Tech University*
Christie M. Fuller, *Louisiana Tech University*
Yasemin Ocal, *Auburn University Montgomery*
Guclu Atinc, *Drake University*
Hettie A. Richardson, *Louisiana State University*

Presented: Thursday, 10:30am - 12:00pm in Las Olas V

Track 5: Management History/Management Education

**LEADER DEVELOPMENT: WOULD YOU TELL ME,
PLEASE, WHICH WAY I OUGHT TO GO FROM HERE?**

Nathan S. Hartman, *Illinois State University*
Scott Allen, *John Carroll University*
Rosanna F. Miguel III, *John Carroll University*

Presented: Thursday, 8:30am - 10:00am in Atlantic VI

Track 6: Entrepreneurship/Information Technology/Innovation

**DEVELOPMENT OF A SCALE TO MEASURE THE
IMPORTANCE OF SOCIOEMOTIONAL WEALTH IN
FAMILY FIRMS**

Bart Jan Debicki, *Towson University*
Barbara A. Spencer, *Mississippi State University*
Franz Kellermanns, *University of Tennessee*
Allison Pearson, *Mississippi State University*
James J. Chrisman, *Mississippi State University*

Presented: Friday, 8:30am - 10:00am in Atlantic I

Track 7: Ethics/Social Issues/Diversity

**HOW DO FEELINGS OF JOB INSECURITY IMPACT
EMPLOYEE ENGAGEMENT IN UNETHICAL BEHAVIORS?**

Ericka Ruggs Lawrence, *East Carolina University*
K. Michele Kacmar, *University of Alabama*
C. Justice Tillman, *University of Texas at Dallas*

Presented: Thursday, 8:30am - 10:00am in Las Olas V

Track 8: Health Care/Hospitality Management/Public Administration

**THE PLACE MAKES THE PLACE, TOO: THE ROLE OF
WORKING CONDITIONS IN NURSE TURNOVER
INTENTIONS**

James M. Vardaman, *Mississippi State University*
David G. Allen, *University of Memphis*
Maria B. Gondo, *University of New Mexico*
Paul Cornell, *HPX LLC*

Presented: Saturday, 10:30am - 12:00pm in Atlantic VI

BEST DOCTORAL STUDENT PAPERS BY TRACK

Track 1: Organizational Behavior

**EMERGING VISIONARIES OR SELF-SERVING
PRETENDERS? SHARED LEADERSHIP, NARCISSISM, AND
TASK PERFORMANCE**

G. James Lemoine Jr., *Georgia Institute of Technology*
Terry C. Blum, *Georgia Institute of Technology*

Presented: Friday, 1:15pm - 2:45pm in Atlantic III

Track 2: Strategic Management/Organizational Theory/ International Management

**INTEGRATING SCHOLAR AND PRACTITIONER INSIGHTS
TO UNDERSTAND NATIONAL COMPETITIVE
ADVANTAGE**

Murad A. Mithani, *Rensselaer Polytechnic Institute*

Presented: Thursday, 8:30am - 10:00am in Las Olas III

Track 3: Human Resources/Careers

**INTERVIEW OUTCOMES AS A FUNCTION OF
IMPRESSION MANAGEMENT TACTICS AND
INTERVIEWERS ACCOUNTABILITY**

Corinna Diekmann, *University of Bonn*

Presented: Saturday, 10:30am - 12:00pm in Atlantic II

Track 4: Research Methods

-No Best Doctoral Student Paper awarded this year-

Track 5: Management History/Management Education

-No Best Doctoral Student Paper awarded this year-

Track 6: Entrepreneurship/Information Technology/Innovation **ACROSS LEVELS, OVER TIME: MULTI-LEVEL INFLUENCES ON CORPORATE ENTREPRENEURSHIP**

Matthew James Mazzei, *Auburn University*
Garry Adams, *Auburn University*

Presented: Thursday, 8:30am - 10:00am in Atlantic I

Track 7: Ethics/Social Issues/Diversity

**THE IMPACT OF NARCISSISM ON THE EMOTIONAL
PATHWAYS FROM WORKPLACE VICTIMIZATION TO
ETHICAL PERFORMANCE**

Jeffrey Bentley, *University at Buffalo, SUNY*
Stephanie R. Seitz, *University at Buffalo, SUNY*
Darren C. Treadway, *University at Buffalo, SUNY*

Presented: Thursday, 8:30am - 10:00am in Las Olas V

Track 8: Health Care/Hospitality Management/Public Administration

**PROCEDURAL JUSTICE, AFFECTIVE COMMITMENT,
AND THE MEDIATING ROLE OF PERCEIVED SUPPORT
AND TRUST: A MULTIFOCI PERSPECTIVE**

Alankrita Pandey, *University of Texas at Arlington*
Jennifer G. Manegold, *University of Texas at Arlington*
Jim Lavelle, *University of Texas at Arlington*
Gary C. McMahan, *University of Texas at Arlington*

Presented: Saturday, 10:30am - 12:00pm in Atlantic VI

SMA MOST INNOVATIVE SESSION AWARD

-No SMA Most Innovative Session Award awarded this year-

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

Mark J. Martinko, *University of Queensland*

SMA 2012 Reviewers

BEST REVIEWERS BY TRACK

Track 1: Organizational Behavior

Hettie A. Richardson, Louisiana State University
Stacey R. Kessler, Montclair State University

Track 2: Strategic Management/Organizational Theory/International Management

Amy J. Guerber, University of Arkansas
Rhonda K. Reger, University of Maryland, College Park

Track 3: Human Resources/Careers

Frankie Jason Weinberg, Loyola University New Orleans
Tom Kuypers, Maastricht University

Track 4: Research Methods

George Christopher Banks, Virginia Commonwealth University

Track 5: Management History/Management Education

Josh Daspit, Mississippi State University

Track 6: Entrepreneurship/Information Technology/Innovation

Josh Daspit, Mississippi State University

Track 7: Ethics/Social Issues/Diversity

Julia Herchen, University of North Texas

Track 8: Health Care/Hospitality Management/Public Administration

James M. Vardaman, Mississippi State University

Track 9: Pre-doctoral Student Research Track

Garry Adams, Auburn University

SMA 2012 REVIEWERS – FULL LISTING

★: *Outstanding Reviewer*

Samir Abdelkader Abdelmoteleb, U. of Southampton, UK; U. of Port Said, Egypt

Kristie Abston, Tusculum College

Garry Adams, Auburn U.

Isaac Yao Addae, Morgan St. U.

Ismail Shola Ahmodu-Tijani, Lagos St. U.

Mona Al-Amin, Suffolk U.

Judith W. Alexander, U. of South Carolina

David G. Allen, U. of Memphis

Thomas H. Allison, U. of Oklahoma

★Anthony (Tony) Paul Ammeter, U. of Mississippi

Michael Anastasis Anastasiou, InterNapa College

Martha C. Andrews, UNC Wilmington

Yetunde Anibaba, Lagos Business School

Akbar Mohd Ansari, Indian Institute of Management, Lucknow

Carmen F. Armstrong, Benedictine U.

Felix F. Arndt, U. of Lausanne

Tammy Yates Arthur, Mississippi College

Neal M. Ashkanasy, U. of Queensland

Guclu Atinc, Drake U.

Alex Avramenko, U. of Abertay Dundee

★Ginger Azbik, U. of Alabama at Birmingham

Vernon Bachor, St. Cloud St. U.

H. Eugene Baker III, U. of North Florida

LaKami T. Baker, Auburn U.

Diane Bandow, Troy U.

George Christopher Banks, Virginia Commonwealth U.

Barry Barnes, Nova Southeastern U.

Jane E. Barnes, Meredith College

Marcelo Bernardo Barrios, EDDE

Tim Basadur, Concordia U. Chicago

Connie Bateman, U. of North Dakota

Safal Batra, Indian Institute of Management, Ahmedabad

William Becker, Texas Christian U.

Michael Becraft

Greg Bell, U. of Dallas

★Myrtle P. Bell, U. of Texas at Arlington

Josh Bendickson, Louisiana St. U.

★Scott Benjamin, Florida Institute of Technology

Diane Bergeron, Case Western Reserve U.

Shawn Bergman, Appalachian St. U.

James W. Bishop, New Mexico St. U.

Malay Biswas, Indian Institute of Management, Rohtak

Lauren V. Blackwell, Oak Ridge National Laboratory

Gerhard Blickle, Universität Bonn

Janet A. Boekhorst, York U.

Joel F. Bolton, Southeast Missouri St. U.

Kevin A. Bottino, U. of Oklahoma

Colin F. Bowen, U. of Miami

Mark C. Bowler, East Carolina U.

Dennis Bozeman, U. of Houston

Constantin Bratianu, Academy of Economic Studies

Wayne Brock, U. of Phoenix

Robyn Brouer, U. at Buffalo, SUNY

★Jill A. Brown, Lehigh U.

Lee Warren Brown, U. of Texas at Arlington

Shannon Brown, Benedictine U.

David Bryant, Capella U.

Sandra Renee Bryant, U. of Phoenix

Jonathan Nicholas Bundy, U. of Georgia

Gardenia Burks, Benedictine U.

Stephanie Kristen Burns, Florida St. U.

★Frank Christopher Butler, U. of Tennessee, Chattanooga

Leigh Ann Bynum, Belmont U.

Candace C. Cabbil, SisterSong Women of Color Reproductive Health Collective

Michael Camarata, Kent St. U.

Maria Emilia Camargo, U. of Caxias do Sul

Nathanael S. Campbell, Henderson St. U.

Monica Lynn Carpenter, U. of Central Florida

Gabriela Carrasco, U. of North Alabama

Nicholas W. Carroll, Columbia Southern U.

★William R. Carter, U. of North Texas

★Gary Castrogiovanni, Florida Atlantic U.

Jay Caughron, Radford U.

Masud Chand, Wichita St. U.

Anil Palli Chandrakumara, U. of Wollongong

Swati Chaurasia, Indian Institute of Management, Lucknow

Xinxuan Che, U. of South Florida

Bill Chen, U. of the West

Wei Chen, U. of Mary Washington

Kevin Cheng, Lingnan U.

Robin Cheramie, Kennesaw St. U.

Kenneth Uzomah Chukwuba, Walden U.

Melanie Cohen, U.S. Department of Housing and Urban Development

Brooklyn Cole, U. of North Texas

Michael S. Cole, Texas Christian U.

Kevin C. Cox, Florida Atlantic U.

Marcus Z. Cox, U. of North Texas

Kevin Craig, Clemson U.
Krista Crawford-Mathis, Champlain College
Randall Croom, U. of Florida
Lauren May D'Innocenzo, U. of Connecticut
Carol Danehower, U. of Memphis
★Josh Dasplit, Mississippi St. U.
John Norman Davis, Hardin-Simmons U.
★Kelly M. Davis, Texas Tech U.
Phillip Eugene Davis, U. of North Texas
Walter D. Davis, U. of Mississippi
H. Kristl Davison, U. of Mississippi
Kristen Madison Day, U. of Tennessee
John Anthony De Leon, U. of Texas at Arlington
Bart Jan Debicki, Towson U.
Sukumar C. Debnath, Prairie View A&M U.
Kaitlyn DeGhetto, Florida St. U.
Thomas Glenn DeLaughter, Flagler College
Philip S. DeOrtentiis, Florida St. U.
Bryan Deptula, Florida Atlantic U.
Sanjay Dhir, Indian Institute of Management, Lucknow
Dennis John Donovan, U. of Alabama
Fred J. Dorn, Career Management Resources
Joe J. Eassa Jr., Palm Beach Atlantic U.
Gabi Eissa, Oklahoma St. U.
B. Parker Ellen III, Florida St. U.
Dianne B. Eppler, Troy U.
Cathleen O. Erwin, Auburn U.
Talia Esnard, U. of Trinidad and Tobago
Brad Estes, Barry U.
★Frances H. Fabian, U. of Memphis
Akinola Fadahunsi, Baptist Bible College
Russell Eugene Fail, Kaplan U.
George Faint, Troy U., Dothan Campus
Hanqing Fang, Mississippi St. U.
Rodney Stewart Farr-Wharton, U. of the Sunshine Coast
Hubert Feild, Auburn U.
★Claudia Ferrante, United States Air Force Academy
Michael Fields, Indiana Tech
Victoria L. Figiel, Troy U.
Kelly Fisher, Texas A&M U. Kingsville
Matthew Scott Fleisher, Human Resources Research Organization
David M. Ford, U. of Alabama
Lucy R. Ford, Saint Joseph's U.
★Corey Fox, Oklahoma St. U.
Mark Fox, Indiana U. South Bend
Michael Lance Frazier, Old Dominion U.
★Katherine A. Frear, UNC Charlotte
Larry French, Virginia Tech

Cherie E. Fretwell, Troy U.
★Dwight D. Frink, U. of Mississippi
Anne W. Fuller, Sacramento St. U.
Steven M. Gaa, Argosy U.
Mary Ann Gaal, Franklin Pierce U.
Ashwini Gangadharan, U. of Texas - Pan American
★Karen Ashley Gangloff, Auburn U.
Jeffrey Gauthier, U. of Massachusetts, Amherst
★Mark B. Gavin, West Virginia U.
Jianhua Ge, UNC Charlotte
Julie Ann Gedro, Empire St. College
Teresa Gehman, DaVita Inc.
Scott Geiger, U. of South Florida St. Petersburg
Marie-Line Germain, Western Carolina U.
Ray Gibney Jr., Pennsylvania St. U. at Harrisburg
Ronnie Godshalk, Pennsylvania St. U. - Brandywine
Debora Goetz Goldberg, George Washington U.
Wongun Goo, Georgia St. U.
Janaki Gooty, UNC Charlotte
Shalini Sabharwal Gopalkrishnan, Georgia St. U.
Jean Gordon, Capella U.
C. Allen Gorman, Radford U.
George N. Gotsis, National and Kapodistrian U. of Athens
★Mary Gowan, Elon U.
Stephen Graham-Hill, Kentucky St. U.
Kim Green, U. of West Georgia
Ronald F. Green, The Citadel
Juane V. Greene, Kennesaw St. U.
Jessica Greenwald, St. Ambrose U.
Charles R. Greer, Texas Christian U.
★Hannes Guenter, Maastricht U.
★Amy J. Guerber, U. of Arkansas
★Mahua Guha, UNC Chapel-Hill
Bindu Gupta, Institute of Management Technology, Ghaziabad
Vishal K. Gupta, Binghamton U., SUNY
★Furkan Amil Gur, Louisiana St. U.
Dana L. Haggard, Missouri St. U.
Hanadi Hamadi, U. of South Carolina
Julie Hancock, Rutgers U.
Sebastian G.M. Händschke, U. of Jena
MD Haque, SUNY Empire St. College
Michael Harari, Florida International U.
Brittani Harmon, U. of South Carolina
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Michelle T. Harris, Paine College
Stanley G. Harris, Auburn U.
Jennifer A. Harrison, York U.
★Nathan S. Hartman, Illinois St. U.

Paul Harvey, U. of New Hampshire
Jeffrey Joseph Haynie, Nicholls St. U.
Joyce Thompson Heames, West Virginia U.
★Eric Heggstad, UNC Charlotte
Brook Henderson, Colorado Technical U.
Chris Henle, Colorado St. U.
★Tanja Hentschel, Technische Universität München
★Julia Herchen, U. of North Texas
David Herst, Florida Atlantic U.
Scott G. Heyler, Auburn U.
Malcolm Higgs, U. of Southampton
Aaron Hill, Oklahoma St. U.
Vanessa Hill, U. of Louisiana, Lafayette
Mohd Faiz Hilmi, Universiti Sains Malaysia
★Amanda Sophia Hinojosa, Texas Tech U.
Wayne Hochwarter, Florida St. U.
Oscar Holmes IV, U. of Alabama
R. Michael Holmes Jr., Florida St. U.
Michael Kenneth Holt, Austin Peay St. U.
Marko Horn, Millsaps College
Stan Horner, St. Edward's U.
Stephen Horner, Pittsburg St. U.
Jack Howard, U. of Alabama at Birmingham
Jiangang Huang, Fordham U.
Lei Huang, U. of Nebraska
Betty G. Hubschman, Barry U. / bh Consulting
★Carrie S. Hurst, Tennessee St. U.
Angela Ianuzzi, Auburn U.
Dan Ispas, Illinois St. U.
Jacquelyn DeMatteo Jacobs, U. of Tennessee
Channelle D. James, UNC Greensboro
Golshan Javadian, Morgan St. U.
Kaifeng Jiang, Rutgers U.
Janice Johnson, Capella U.
★Paul Johnson, Western Carolina U.
Tarnue Johnson, Argosy U., Chicago
Carla D. Jones, U. of Houston
Logan Jones, U. of Mississippi
Raymond J. Jones III, U. of North Texas
★Scott Julian, Wayne St. U.
Martijn Jungst, Maastricht U.
Katariina Outi Juusola, U. of Jyväskylä
Dimitrios Kamsaris, Metropolitan College
Felix U. Kamuche, Morehouse College
Rachel Elizabeth Kane, Florida St. U.
Joy H. Karriker, East Carolina U.
Christian Keen, McGill U.
Stacey R. Kessler, Montclair St. U.
★Joongseo Kim, Oklahoma St. U.
Heidi Kinsell, U. of Florida
Jennifer Lynn Kisamore, U. of Oklahoma-Tulsa

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★Leslie Klieb, Grenoble Ecole de Management	Juan Manso-Pinto, U. of Concepcion	Millicent F. Nelson, Middle Tennessee St. U.
Malayka Klimchak, Winthrop U.	Alejandra Marin Melo, Texas Tech U.	Terry A. Nelson, U. of Memphis
★Anthony Klotz, U. of Oklahoma	David Marion, Ferris St. U.	★Francois Neville, Georgia St. U.
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Kenneth Knapp, U. of Tampa	Dennis Marquardt, U. of Texas at Arlington	Thomas W. Nichols, Texas Wesleyan U.
Richard Kopelman, Baruch College	Carla Susana Marques, U. of Trás-os-Montes e Alto Douro	David M. Nicol, Ferris St. U.
Mehmet Ali Koseoglu, Minot St. U.	Thomas Martin, U. of Nebraska, Omaha	Nancy Niles, Lander U.
Stefanos Kougkoulos, Monarch U., Switzerland	Brian Martinson, U. of Texas at Arlington	★Timothy Francis O'Shannassy, RMIT U.
Vijay Krishna, American National Standards Institute	John M. Maslyn, Belmont U.	Boris Odynocki, Southern U.
Prabhakar Krishnamurthy, Velammal Engineering College	Phoebe Massimino, York College of the City U. of New York	Joy Oliver, SRA International
Kenneth Kungu, Tennessee St. U.	★Blake Mathias, U. of Tennessee	Fred Oswald, Rice U.
Kemal Kurtulus, Istanbul U.	Charles Mitchell McBee, Barry U.	Sharon Oswald, Mississippi St. U.
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Bruce T. Lamont, Florida St. U.	Warren G. McDonald Jr., Methodist U.	Michael Palanski, Rochester Institute of Technology
Alyson Latham, George Washington U.	Doreen McGunagle, U. of Phoenix, Walden U.	Alankrita Pandey, U. of Texas at Arlington
Leanna Lawter, Sacred Heart U.	D'Lisa N. McKee, Mississippi St. U.	Ashish Pareek, Maharshi Dayanand Saraswati U., Ajmer
★G. James Lemoine Jr., Georgia Institute of Technology	Aaron Francis McKenny, U. of Oklahoma	Margie Parikh, BK school of Business Management
Karen Moustafa Leonard, Indiana Univ-Purdue Univ Fort Wayne	Arlise P. McKinney, Coastal Carolina U.	John A. Parnell, UNC Pembroke
Deshia Ann Leonhirth, U. of South Carolina	★Benjamin D. McLarty, Louisiana St. U.	Heather R. Parola, Florida Atlantic U.
Chenwei Li, U. of Alabama	★Sean McMahan, U. of Central Florida	Jeffrey Paul, Illinois St. U.
Pingshu Li, U. of Kansas	Edythe Ann McNickle, U. of Phoenix-Central Fl Campus	Evgeniya Pavlova, U. of South Florida
Chenwei Liao, U. of Illinois at Chicago	Rochell McWhorter, U. of Texas at Tyler	G. Tyge Payne, Texas Tech U.
Eric W. Liguori, California St. U., Fresno	Abby Mello, Towson U.	Whitney Oliver Peake, U. of North Texas
Haiying Lin, U. of Waterloo	Jalane Meloun, Barry U.	Allison Pearson, Mississippi St. U.
Lester G. Lindley, Nova Southeastern U.	Kimberly K. Merriman, U. of Massachusetts	Ekin Pellegrini, U. of Missouri at St Louis
★Juan Ling, Georgia College & St. U.	★James A. Meurs, U. of Mississippi	Bram Peper, Erasmus U. Rotterdam
Shanan Litchfield, Mississippi St. U.	Catherine Michael, St. Edward's U.	★Enrique M. Perez, Florida Institute of Technology
Laura M. Little, U. of Georgia	Daniel F. Michael, Troy U.	Sara Jansen Perry, U. of Houston-Downtown
Yan Liu, United States U.	John W. Michel, Loyola U. Maryland	Martha Perryman, Florida A&M U.
James W. Logan, U. of New Orleans	Angela Miles, North Carolina A&T St. U.	Oleg V. Petrenko, Oklahoma St. U.
Franz T. Lohrke, Samford U.	Brian K. Miller, Texas St. U.	Mike Pfarrer, U. of Georgia
Jason Lortie, Florida Atlantic U.	Emma L. Miller, U. of Texas at Brownsville	★John R. Phillips
Charalambos Nicou Louca Sr., American College	Ivana Milosevic, U. of Nebraska Lincoln	Charles A. Pierce, U. of Memphis
Kirsten Kim Loutzenhiser, Troy U.	Sushanta Kumar Mishra, Indian Institute of Management, Indore	Jennifer P. Pitts, Columbus St. U.
Kevin B. Lowe, UNC Greensboro	Amita Mital, Indian Institute of Management, Lucknow	Dean Alan Porr, Kent St. U.
Sean Lux, U. of South Florida	Lorianne Mitchell, East Tennessee St. U.	Michael J. Provitera, Barry U.
John Wiley Lynch, U. of Georgia	Shafiuddin Mohammed, Nizwa College of Technology	Vesa Puhakka, U. of Oulu
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Jeremy Mackey, Florida St. U.	★Kevin W. Mossholder, Auburn U.	Alice Katherine Quinley, Columbia Southern U.
Melih Madanoglu, Florida Atlantic U.	Dennis L. Mott, Oklahoma St. U.	Joann Farrell Quinn, Case Western Reserve U.
Arun Madapusi, Drexel U.	Jeffrey Muldoon, Louisiana St. U.	Zo Harivololona Ramamonjariavelo, U. of Alabama at Birmingham
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★Timothy M. Madden, Old Dominion U.	★Brian Nagy, Bradley U.	Brandon Randolph-Seng, Texas A&M U. - Commerce
Rosemary Maellaro, U. of Dallas	Nisha Nair, Indian Institute of Management, Indore	
Christine Brown Mahoney, Cleveland St. U.		
Theresa Maia, Capella U.		

Tammi C. Redd, U. of Texas Pan American
 Rama Krishna Reddy, U. of Memphis
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 Monika K. Renard, Florida Gulf Coast U.
 Robert W. Renn, U. of Memphis
 Nicholas Rhew, U. of Memphis
 Derek Rich, Eastern Arizona College
 Brendan Mark Richard, U. of Central Florida
 ★Hettie A. Richardson, Louisiana St. U.
 Chanda Riggi, York U.
 Sangbum Ro, Florida St. U.
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 M. Saeed, Minot St. U.
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 ★Catarina Marques Santos, Instituto Universitário de Lisboa (ISCTE-IUL)
 Richa Saxena, Indian Institute of Management, Ahmedabad
 ★Terri A. Scandura, U. of Miami
 ★Marieke C. Schilpzand, Georgia Gwinnett College
 ★Jeremy Lee Schoen, Georgia Gwinnett College
 ★Désirée Schumacher, Maastricht U.
 Jarmila Sebestova, Silesian U. in Opava
 Stephanie R. Seitz, U. at Buffalo, SUNY
 Zhaleh Semnani-Azad, U. of Waterloo
 Postigo Sergio, Universidad de San Andrés
 Anand Shankaran, PhotoMerchant Pty Ltd

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 Monica Sharif, U. of Miami
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 Mindy K. Shoss, Saint Louis U.
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 Allison B. Siminovsky, U. of Georgia
 Marcia J. Simmering, Louisiana Tech U.
 Shalei Vermil Kali Simms, Rutgers U.
 Ajay Kumar Singal, Indian Institute of Management, Lucknow
 Manisha Singal, Virginia Tech
 Kulraj Singh, U. of Memphis
 Faye A. Sisk, Mercer U.
 Sally Sledge, Norfolk St. U.
 Adam R. Smith, U. of Tennessee
 ★Mickey B. Smith, Oklahoma St. U.
 Sarah Jo Smith, Purdue U. North Central
 Lloyd J. F. Southern, Mercer U.
 Jacqueline M. Stavros, Lawrence Technological U.
 Lee Philip Stepina, Florida St. U.
 Alice Stewart, North Carolina A&T St. U.
 Thomas H. Stone, Oklahoma St. U.
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 Li-Kuo Sung, Vanderbilt U.
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 Leslie Thomas Szamosi, City College
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 ★Shannon G. Taylor, U. of Central Florida
 Julia Teahen, Baker College Online
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 Mark A. Thompson, Texas Tech U.
 Richard Charles Thompson, Jones International U.
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 Steven Toaddy, North Carolina St. U.
 Barbara-Leigh Tonelli, Kaplan U.
 Nathan Tong, U. of Cincinnati
 Huy Q. Tran, Albright College
 Mustafa Zihni Tunca, Suleyman Demirel U.
 Nicholas W. Twigg Jr., Coastal Carolina U.
 ★Leslie Cauthen Tworoger, Nova Southeastern U.

Arun Upadhyay, U. of Nevada, Reno
 ★John Willis Upson, U. of West Georgia
 Arnel Onesimo Uy, De La Salle U.
 Ikenna S. Uzuegbunam, U. of Kentucky
 Erik J. Van Slyke, Auburn U.
 Robert J. Vandenberg, U. of Georgia
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 Virajanand Varma, Columbus St. U.
 Riccardo Vecchiato, Polytechnic of Milan
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 Ryan M. Vogel, U. of Georgia
 Preeti Wadhwa, U. of Kansas
 Nancy E. Waldeck, College of Mount St. Joseph
 Lisa Slattery Walker, UNC Charlotte
 Jason D. Way, U. of South Florida
 Brian Webster, Oklahoma St. U.
 Barbara Wech, U. of Alabama at Birmingham
 ★Frankie Jason Weinberg, Loyola U. New Orleans
 Larry Weinzimmer, Bradley U.
 Curtis L. Wesley II, Indiana U.
 Clifford T. West Jr., Virginia Military Institute
 GR Bud West, Regent U.
 Robert Wheatley, Troy U.
 Anthony R. Wheeler, U. of Rhode Island
 ★David W. Williams, U. of Tennessee
 Dylan Patrick Williams, Louisiana St. U.
 David J. Woehr, UNC Charlotte
 Shuk Wong, Trident U.
 Peter Wright, U. of Memphis
 Hsiang Hsun (Sonic) Wu, Yuan Ze U.
 Allison Wylde, London Metropolitan U.
 Jie Xiong, EMLYON Business School
 Tae Seok Yang, U. of Texas at Arlington
 Yongheng Yao, Concordia U.
 Thomas J. Zagenczyk, Clemson U.
 ★Tal Zarankin, Radford U.
 Pingying Zhang, U. of North Florida
 Zhiqing Zhou, U. of South Florida
 L.F. Bill Zimmermann, Grenoble Ecole de Management
 Michelle Zorn, Florida St. U.

A very special thank you to all of the reviewers for this year's program

Tuesday, October 30

Conference Registration: 6:00pm – 7:30pm in Oceanside Foyer

Coordinator: Kevin B. Lowe, *UNC Greensboro*

Tuesday, 6:30pm - 7:30pm in Oceanside

Consortia and Pre-Conference Welcome Reception

Start the meeting off on the right foot. Come get acquainted with the other meeting participants.

Wednesday, October 31

Conference Registration Set-Up: 1:00pm - 3:00pm in Las Olas Prefunction

Exhibitor Set-Up: 2:00pm - 5:00pm in Las Olas Prefunction

Conference Registration: 3:00pm – 7:00pm in Las Olas Prefunction

Coordinator: Kevin B. Lowe, *UNC Greensboro*

Conference Exhibits: 3:00pm – 7:00pm in Las Olas Prefunction

SMA Placement Services (Site viewing and posting only):
4:00pm – 7:00pm in Himmarshee

Coordinators:

Walter Lee Grubb III, *East Carolina University*

Patricia Lanier, *University of Louisiana, Lafayette*

Wednesday, 7:45am - 5:00pm in Las Olas IV and VI

Professional Development Institute: 23rd Annual Doctoral Consortium (By Invitation Only)

Doctoral Consortia Chair: Kelly Lee Zellars, *UNC Charlotte*

Late-Stage Consortium Coordinator: G. Tyge Payne, *Texas Tech University*

Early-Stage Consortium Coordinator: Amy B. Henley, *Kennesaw State University*

Rooms: Las Olas VI (Late Stage Consortium) and Las Olas IV (Early-Stage Consortium)

Speakers:

Martha C. Andrews, *UNC Wilmington*

Robyn Brouer, *University at Buffalo, SUNY*

Jon C. Carr, *Texas Christian University*

Gary Castrogiovanni, *Florida Atlantic University*

James G. Combs, *University of Alabama*

Brian L. Connelly, *Auburn University*

Justin L. Davis, *Ohio University*

Geralyn McClure Franklin, *Stephen F. Austin State University*

William L. Gardner, *Texas Tech University*

Mark B. Gavin, *West Virginia University*

Lucy L. Gilson, *University of Connecticut*

Jodi Goodman, *West Virginia University*

Joyce Thompson Heames, *West Virginia University*

K. Michele Kacmar, *University of Alabama*

Franz Kellermanns, *University of Tennessee*

Catherine A. Maritan, *Syracuse University*

Mark J. Martinko, *University of Queensland*

Neal Mero, *Kennesaw State University*

Timothy Paul Munyon, *University of Tennessee*

Mike Pfarrer, *University of Georgia*

Annette Ranft, *University of Tennessee*

Deborah E. Rupp, *Purdue University*

Terri A. Scandura, *University of Miami*

Wednesday, 9:00am - 11:00am in Oceanside

SMA Executive Officers' Meeting (by invitation only)

Presiding: Bennett Tepper, *Georgia State University* (SMA President)

Wednesday, 12:00pm - 1:15pm in Schulas

Doctoral Consortia and SMA Board Member Luncheon (by invitation only)

Wednesday, 1:15pm - 4:00pm in Rio Vista I

Professional Development Institute: Pre-Doctoral Student Consortium

Coordinators:

Lucy R. Ford, *Saint Joseph's University*
Jonathon R. B. Halbesleben, *University of Alabama*

Speakers:

Lucy L. Gilson, *University of Connecticut*
William L. Gardner, *Texas Tech University*
Joyce Thompson Heames, *West Virginia University*
Claudia C. Coglisier, *Texas Tech University*
Claudia Ferrante, *United States Air Force Academy*
Timothy M. Madden, *Old Dominion University*
Cindy P. Zapata, *Georgia Institute of Technology*
Terri A. Scandura, *University of Miami*

Wednesday, 1:30pm - 4:30pm in Oceanside

**SMA Officers and Board Meeting
(by invitation only)**

Presiding: **Bennett Tepper**, *Georgia State University (SMA President)*

Wednesday, 5:15pm - 6:30pm in Las Olas Prefunction

New Member Meet and Greet, and Networking Reception

Come and gather for light snacks with colleagues, and welcome the new members.

Thursday, November 1

Conference Registration and Exhibits: 8:00am – 5:00pm. in Las Olas Prefunction (closed for lunch from Noon to 1:30pm)

Coordinator: **Kevin B. Lowe**, *UNC Greensboro*

SMA Placement Services: 8:00am – 5:00pm in Himmarshee (closed for lunch from Noon to 1:30pm)

Coordinators:

Walter Lee Grubb III, *East Carolina University*
Patricia Lanier, *University of Louisiana, Lafayette*

Thursday, 7:00am - 8:30am in Las Olas Prefunction

SMA Networking Breakfast

Coordinator: **Gayle Baugh**, *University of West Florida*

All SMA registrants are invited. Come meet everyone!

Thursday, 7:00am - 8:30am in Rio Vista Prefunction

Pre-Doctoral: Pre-Doctoral Poster Session

A NEW RESOURCE FOR SOCIAL ENTREPRENEURS: TECHNOLOGY

Shalini Sabharwal Gopalkrishnan, *Georgia State University*

AGILE METHODS AS A DYNAMIC CAPABILITY:ROLE OF NON FUNCTIONAL REQUIREMENTS

Shalini Sabharwal Gopalkrishnan, *Georgia State University*

EMPIRICAL STUDIES OF GROUPTHINK: A REVIEW OF LITERATURE

Anthony Akins, *Texas Wesleyan University*

GENDER DIFFERENCES IN IMPRESSION MANAGEMENT TACTICS: AN INFORMAL INFORMATION NETWORKS PERSPECTIVE

Kymberlee Renee Vining, *Cleveland State University*
Vickie Coleman Gallagher, *Cleveland State University*
Christine Brown Mahoney, *Cleveland State University*

IT MUST BE RAINING IN KAUAI

Liam Patrick Maher, *Seattle University*

LITERATURE REVIEW ON SHARED LEADERSHIP IN TEAMS

Bora Kwon, *Pennsylvania State University*
Jong Gyu Park, *Pennsylvania State University*

PERFORMANCE AS A FUNCTION OF STRATEGIC AGGRESSIVENESS

Eric J. Michel, *University of Illinois at Chicago*
Larry Weinzimmer, *Bradley University*

SOCIAL LOAFING: A REVIEW OF THE LITERATURE

Ashley Simms, *Texas Wesleyan University*
Thomas W. Nichols, *Texas Wesleyan University*

THE EFFECTS OF GENDER DIVERSITY AND FAIRNESS ON FIRM PERFORMANCE

Candace Esken, *Bradley University*
Jennifer Robin, *Bradley University*

THE IMPACT OF EXPATRIATE EXPERIENCES ON REPATRIATE CAREER ADVANCEMENT AND JOB AND CAREER SATISFACTION

Elizabeth M. Davidson, *University of Iowa*
Maria Kraimer, *University of Iowa*

THE OBSERVING PUBLIC'S PERCEPTION ON INDIVIDUAL'S BEHAVIOR WHEN PRESSURED WITH UNETHICAL DECISIONS

Amanda Brooke Hancock, *University of Arkansas*

THE RELATIONSHIP BETWEEN TRUST, LEARNING CAPABILITY, AFFECTIVE ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTIONS

Andrew Tirelli, *University of Ottawa*

Thursday, 8:00am - 9:30am in Las Olas VI

Professional Development Institute: Post-Hoc Methods for Dealing with Common Method Variance (co-sponsored by the Research Methods Division of the Academy of Management)

Hettie A. Richardson, *Louisiana State University*
Marcia J. Simmering, *Louisiana Tech University*

The purpose of this workshop is to provide an overview of the current state of knowledge about common method variance (CMV), paying particular attention to persistent myths and misconceptions about what CMV is, when it is most likely to occur, and how to deal with it. The workshop offers practical guidance on and examples of how to minimize the likelihood of CMV when designing a study, as well as how to address concerns about CMV in data that has already been collected.

Thursday, 8:30am - 10:00am in Atlantic I

Ent/IT/Innov: Corporate Entrepreneurship

Session Chair: **Jennifer Sexton**, *Florida State University*

Discussant: **Jennifer Sexton**, *Florida State University*

**★BEST OVERALL DOCTORAL PAPER AND BEST DOCTORAL PAPER IN TRACK★
ACROSS LEVELS, OVER TIME: MULTI-LEVEL INFLUENCES ON CORPORATE ENTREPRENEURSHIP**

Matthew James Mazzei, *Auburn University*
Garry Adams, *Auburn University*

This study conducts a two-stage, multi-level examination of corporate entrepreneurial behavior over time. In the first stage, we examine to what extent firm and industry influences explain both venturing and innovation activities. We find that firm-level effects have a greater influence on venturing activity whereas industry-level effects are more consequential for innovation. For the second stage, we build upon these findings by simultaneously modeling predictor variables at multiple levels of analysis. Our stage two results call into question previously established relationships between antecedents and corporate entrepreneurship, and highlight the importance of accounting for longitudinal effects in empirical research.

STRATEGIC ORIENTATION AND SME PERFORMANCE: CONCEPTUAL, OPERATIONAL AND RELATIONAL ISSUES

Larry Weinzimmer, *Bradley University*
Jennifer L. Franczak, *Southern Illinois University*
Eric J. Michel, *University of Illinois at Chicago*

While the strategic management literature has numerous studies examining the relationship between strategic orientation and firm-level financial performance, relatively few studies have viewed this relationship in an entrepreneurship context. This study uses three samples to develop an operationalization of strategic orientation in a small-firm context. Moreover, in a final sample of 857 respondents from 22 small-to-medium enterprises (SMEs), this study empirically demonstrates a significant positive relationship between strategic orientation and SME firm-level financial performance.

STRATEGIC POSTURE AND PERFORMANCE: REVEALING DIFFERENCES BETWEEN FAMILY AND NON-FAMILY FIRMS

Kristen Madison Day, *University of Tennessee*
Rodney Runyan, *University of Tennessee*
Jane Swinney, *Oklahoma State University*

Substantial research considers entrepreneurial orientation (EO) and its relationship with firm performance. However, little attention is paid to a different strategic posture, small business orientation (SBO). This study examines EO and SBO in 377 small businesses and finds that EO is a significant predictor of firm performance, whereas SBO is not. However, further analysis reveals the opposite effect for family firms. Researchers stress the desire for family firms to behave more entrepreneurially, however our results suggest this behavior has no significant effect on family firm performance. Instead, results indicate family firms adopting a SBO strategic posture find significant bottom-line increases.

HRM/Careers: Getting the Job and Life As An Employee

Session Chair: **Joe J. Eassa Jr.**, *Palm Beach Atlantic University*

Discussants:

Paper 1: **Julie Ann Gedro**, *Empire State College*

Papers 2 & 3: **Amanda Sophia Hinojosa**, *Texas Tech University*

INTRINSIC AND EXTRINSIC CAREER ORIENTATIONS IN EUROPE: THE ROLE OF HIGH INVOLVEMENT WORK PRACTICES AND NATIONAL CULTURES

Hetty van Emmerik, *Maastricht University*

Martijn Jungst, *Maastricht University*

Hannes Guenter, *Maastricht University*

Darja Miscenko, *Maastricht University*

Caren Butter, *Maastricht University*

The present study examined the associations between High Involvement Working Practices (HIWPs) and two types of career orientations (i.e., extrinsic and intrinsic) and the moderating role of culture. Using the fourth wave of the European Working Conditions Survey 2005, we used information from 18,656 employees representing 29 European countries. Results showed indeed a positive association between HIWPs and intrinsic career orientation and some cultural differences were found. The findings challenge conventional wisdom that, independent of context, HIWPs are affecting all employees equally.

THE RICH GET RICHER: THE IMPACT OF SOCIO-ECONOMIC STATUS ON JOB ACQUISITION SUCCESS

Andrew Michael Carnes, *West Virginia University*

Joyce Thompson Heames, *West Virginia University*

This study explored the relationship between an individual's socio-economic status and his or her success in the hiring process. Using a sample of 289 upper level undergraduate students participating in the job search process, a positive relationship was found between socio-economic status and intent to hire, when controlling for gender, race, marital status, interview experience, job experience, intelligence, and core self-evaluations. Finding support for our hypothesis highlights the importance of factors such as appearance, financial well-being and subjective well-being during the selection process. The practical importance of this finding and areas for future research are discussed.

WHEN DOES PERFORMANCE VARIABILITY MATTER? THE EFFECT OF DYNAMIC PERFORMANCE CHARACTERISTICS ON RATER ATTRIBUTIONS AND PERFORMANCE RATINGS

John P. Wittgenstein, *Florida International University*

Michael Harari, *Florida International University*

Josh Allen, *Florida International University*

Cort Whiting Rudolph, *Florida International University*

Research regarding dynamic performance characteristics provides strong evidence that systematic performance trends or patterns can have undue effects on performance ratings. This study demonstrates that job performance variability works in tandem with performance trend to affect both attributions for performance, and performance ratings.

OB: Perceptions of Leaders

Session Chair: **Linda Shanock**, *UNC Charlotte*

Discussants:

Papers 1 & 3: **Bryan Deptula**, *Florida Atlantic University*

Paper 2: **Chenwei Liao**, *University of Illinois at Chicago*

LEADERS HAVE BOSSES TOO: EXAMINING THE INTERACTIVE EFFECTS OF EMPOWERING LEADERSHIP AND UPWARD EXCHANGE ON CYNICISM ABOUT CHANGE AND WITHDRAWAL

Natalia M. Lorinkova, *Wayne State University*

Sara Jansen Perry, *University of Houston-Downtown*

We propose and test a model informing theory on empowering leadership and cynicism about organizational change. Namely, we examine how the upward exchange relationships of a leader moderate the effect of leader's empowering behaviors on employee psychological empowerment, cynicism about change, and, in turn, lateness and time theft. We found that leader empowering behaviors were negatively related to cynicism about change: directly and indirectly through employee psychological empowerment. However, the relationship between empowering leadership and employee psychological empowerment was only significant when the leader had high-quality-relationships with his/her boss. In turn, cynicism positively related to lateness and time theft.

SUPERVISOR'S POSITIONAL POWER X POLITICAL SKILL ON SUBORDINATE SATISFACTION

Katharina Sarah Oerder, *Institut für Psychologie*

Rachel Elizabeth Kane, *Florida State University*

Gerhard Blickle, *Universität Bonn*

Gerald R. Ferris, *Florida State University*

Despite the fact that the supervisor-subordinate dyad remains the most important workplace relationship, very little research has examined subordinates' reactions to supervisory positional power. Therefore, we examined the boundary conditions of the supervisor positional power – subordinate satisfaction relationship. Utilizing 190 supervisor-subordinate dyads, we hypothesized, and found support for, the moderating effect of supervisor political skill on the supervisor positional power-subordinate satisfaction-relationship. Specifically, increases in supervisor positional power were associated with increases in subordinate satisfaction for politically skilled supervisors (but not for supervisors low in political skill). Contributions to various literatures, strengths, limitations, and practical implications are discussed.

THE RELATIONSHIPS BETWEEN PERFORMANCE APPRAISAL FAIRNESS, LEADER MEMBER EXCHANGE AND MOTIVATION TO IMPROVE PERFORMANCE – A STUDY OF US AND MEXICAN EMPLOYEES

T. T. Rajan Selvarajan, *University of Houston, Victoria*
Barjinder Singh, *University of Houston, Victoria*

We examined the relationship between performance appraisal fairness, leader member exchange (LMX) and motivation to improve performance. We hypothesized that fairness in performance appraisals will be positively related to LMX, which in turn will be positively related to motivation to improve performance and that, LMX will mediate the relationship between the appraisal fairness and motivation to improve performance. Based on Hofstede's cultural dimensions, we also proposed that national culture will moderate the above relationships, such that these relationships will be stronger for employees in the USA than in Mexico. Results of our study provide support for the above hypotheses.

Thursday, 8:30am - 10:00am in Atlantic IV

Strategy/OT/IM: Organizational Networks

Session Chair: **Shuk Wong**, *Trident University*

Discussant: **Lindy Archambeau**, *University of Florida*

COMPETITIVE DYNAMICS IN FIRM-TRIAD: THE EMPIRICAL STUDY ON GLOBAL SEMICONDUCTOR INDUSTRY

Claire H. Chen, *National Taiwan University*
Kuen-Shiou Yang, *Academia Sinica*
Hsiang Hsun (Sonic) Wu, *Yuan Ze University*

This paper investigated competitive balance in the triadic structure. Drawing on the competitive dynamics theory and structural balance theory, we tested our hypothesis using data collected from the global semiconductor firms. We found that, if a focal firm perceived lower competitive tension in triadic structure, it would cooperate with partner's partner and competitor's competitor in the future. Moreover, if a focal firm perceived greater competitive tension in triadic structure, it would compete with its partner's competitor and competitor's partner in the future. Our results provided a new avenue for studying forming of competitive and cooperative relationship.

PORTER REVISITED: STRATEGIC IMPLICATIONS OF AN ALTERNATIVE "FIVE COOPERATIVE FORCES" MODEL

Scott Julian, *Wayne State University*
Joseph Ofori-Dankwa, *Saginaw Valley State University*
Aruna Ettiah, *Wayne State University*

The ubiquitous Five Forces Model of Michael Porter is conceptually limited by its focus on competitive considerations to the near exclusion of how industry structure influences the strength of collaborative opportunities and outcomes. We provide a conceptual regrouping of the model that also admits collaboration as well as competition and then redirect the Five Forces to consider their affect on collaboration potential. We develop a five step model of the collaborative process and then we propose an inverted-U hypothesis to address how different collaboration modes fare under each set of conditions and end by identifying avenues for future inquiry.

RESILIENCE IN COLLECTIVE ACTION: COLLABORATION AND COORDINATION THROUGH ORGANIZATIONAL KINSHIP

Robert Van de Graaff Randolph, *Mississippi State University*
Rebecca Long, *Mississippi State University*
Josip Kotlar, *University of Bergamo*

Multi-firm alliances arise as firms collaborate among each other to achieve mutually beneficial collective goals. Such arrangements are inherently fragile and short-lived as organizational goals of wealth maximizations and growth may conflict with the collective goals of the business grouping. However, contrary to this assumption many organizational collectives (i.e. family-business groups) exhibit expansive life-spans. We present organizational kinship as the embedding construct that facilitates generalized exchange within an organizational collective, promoting group cohesion, solidarity, and ultimately facilitating in the collaborative strategic management and longevity of the collective. We use social exchange theory to conceptually develop this construct and its implications.

Thursday, 8:30am - 10:00am in Atlantic VI

MH/ME: Developing Leaders in Business Schools

Session Chair: **Michael Becraft**

Discussant: **Matthew Scott Fleisher**, *Human Resources Research Organization*

DEVELOPING ETHICALLY & CULTURALLY-INTELLIGENT LEADERS

Charles Wilson, *Guilford Technical Community College*
Alice Stewart, *North Carolina A&T State University*
Angela Miles, *North Carolina A&T State University*

This paper examines the impact of international service experiences on adult development in the domains of moral reasoning and cultural intelligence. Data on moral reasoning level were collected using the Defining Issues tests (Rest & Navarez, 1998) prior to and following short-term international voluntary service projects. Cultural intelligence data were collected using the Cultural Intelligence Questionnaire (Ang, et al., 2004). Research findings suggest that service projects may have an impact on moral development and increases in cultural intelligence in some adult populations.

★BEST PAPER IN TRACK★

LEADER DEVELOPMENT: WOULD YOU TELL ME, PLEASE, WHICH WAY I OUGHT TO GO FROM HERE?

Nathan S. Hartman, *Illinois State University*
Scott Allen, *John Carroll University*
Rosanna F. Miguel III, *John Carroll University*

This study identifies the sources of learning for leader development that are viewed by educators as affordable and effective interventions for leader development. Likewise, we were interested in identifying the sources of learning that had the flexibility to meet educators' objectives and delivery preferences. Ultimately, we conclude that the study and practice of leader development in the university setting will benefit from future research aimed at identifying the major objectives or desired outcomes of leader development, including what and how to teach, as well as understand how the interventions used for leader development work together in a program of study.

**TEACHING LEADERSHIP TO GRADUATE STUDENTS:
USING THE POWER OF NARRATIVES**

Ishana M. Gopaul, *Princeton University*
Karl James Moore, *McGill University*

In this paper, we discuss an exciting new course that takes a considerably different tack to “teaching” leadership to graduate students. The lessons are still emerging but our experiences provide some interesting insights. We got beyond just theoretical concepts to engage in the messy real world of current and retired leaders’ narratives and perspectives on their leadership. Beyond the stories of the leaders, we also engaged the students in self reflection and peer coaching around their leadership experiences, stories and vision. The bottom line was to help participants develop a more authentic way of shaping their personal leadership journeys.

Thursday, 8:30am - 10:00am in Las Olas I

MH/ME: Symposium: Approaches to Assurance of Learning - A View from Four Business Schools

Jane Whitney Gibson, *Nova Southeastern University*
Regina A. Greenwood, *Nova Southeastern University*
Julia Teahen, *Baker College Online*
Bahaudin G. Mujtaba, *Nova Southeastern University*
Dana V. Tesone, *University of Central Florida*
Shelley Robbins, *Capella University*

Six presenters from four different universities discuss the strategies their business schools are currently using to capture and utilize assurance of learning data. The schools represent public and private as well as not-for-profit and for-profit and uniformly document the rigor and deliberateness with which assessment of learning is now being conducted.

Thursday, 8:30am - 10:00am in Las Olas II

Ethics/Soc/Div: Symposium: Can Business Ethics and Personal (Social) Responsibility Really Be Taught?

Arlise P. McKinney, *Coastal Carolina University*
Janice A. Black, *Coastal Carolina University*
J. Kay Keels, *Coastal Carolina University*

Business ethics is generally defined as “what constitutes right or wrong behavior in business and how moral/ethical principles are applied in the workplace” and has now become standard course in most business school curricula. This workshop seeks to blend “macro” and “micro” approaches to teaching ethics, corporate social responsibility, and personal (social) responsibility in undergraduate and graduate curricula. After a review of current approaches, participants will work in break-sessions to formulate strategies for measuring real “change” that could be used by participants that work with students and seek ways to create shared norms of expected behaviors in the learning environment.

Thursday, 8:30am - 10:00am in Las Olas III

Strategy/OT/IM: Group Membership and Competition

Session Chair: **Michelle Zorn**, *Florida State University*

Discussant: **Martha Perryman**, *Florida A&M University*

**★BEST DOCTORAL PAPER IN TRACK★
INTEGRATING SCHOLAR AND PRACTITIONER INSIGHTS
TO UNDERSTAND NATIONAL COMPETITIVE
ADVANTAGE**

Murad A. Mithani, *Rensselaer Polytechnic Institute*

Several researchers have argued for the need to bridge the gap between scholarly work and practitioner insights. The paper answers this call by proposing a unique approach – an analytical model of collaborative discourse (AMCD) that increases the scope of academic research to integrate with practice. It reduces the idiosyncratic bias in academic and practitioner discourse or their collaborative outcomes for a comprehensive understanding of phenomena. The paper demonstrates AMCD using a combination of qualitative and quantitative methods to understand the source of competitive advantage in the LCD industry.

**STRATEGIC GROUPS AND MOBILITY BARRIERS IN
NCAA COLLEGE FOOTBALL: AN INSTITUTIONAL
PERSPECTIVE**

Marcus Z. Cox, *University of North Texas*
Mark A. Davis, *University of North Texas*

We sought to add empirical evidence to the relationship between strategic group membership and performance variances by analyzing fifty-plus years of industry data. Findings indicate strategic group membership is linked to performance. Additionally, we have shown that those strategic groups with greater long-term stability, representative of higher mobility barriers, are positively associated with greater performance.

We build on elements of institutional theory to help explain that organizations’ long-term strategic investments can lead to greater legitimacy which may be a critical element for overcoming mobility barriers. We also propose a fourth source of mobility barriers - industry governing and regulatory bodies.

**THEORY AND RESEARCH ON COMPETITOR
IDENTIFICATION: A MULTIDISCIPLINARY
PARADIGMATIC AND METHODOLOGICAL REVIEW**

Furkan Amil Gur, *Louisiana State University*
Thomas Greckhamer, *Louisiana State University*

Competitor identification is a prerequisite for competitive analysis and is a basic notion of strategy that has been widely studied by multiple disciplines. In this study we systematically review and analyze the literature on competitor identification across disciplines in terms of the dominant understanding of competition, research questions, key concepts, as well as the epistemological and methodological approaches adopted. As a result, we develop an integrative framework that organizes the literature on competitor identification into three underlying perspectives (i.e., interorganizational, managerial, and customer-driven perspectives). Furthermore, we identify promising avenues for future research on competitor identification.

OB: Attitudes

Session Chair: **Lisa Schurer Lambert**, *Georgia State University*

Discussants:

Lisa Schurer Lambert, *Georgia State University*

Betty G. Hubschman, *Barry University / bh Consulting*

Dwight D. Frink, *University of Mississippi*

A MODEL OF THE INTERACTION EFFECTS OF GOAL ORIENTATION AND CONTEXTUAL VARIABLES IMPACT ON EMPLOYEE ENGAGEMENT

Logan Jones, *University of Mississippi*

Walter D. Davis, *University of Mississippi*

James M. Wilkerson, *Charleston Southern University*

Employee engagement has been shown to be related to positive individual and organizational outcomes. As a result, scholars are increasingly interested in developing models of situational and dispositional factors leading to higher employee engagement. However, no dominant model has emerged and the full range of factors leading to engagement has yet to be identified. In this paper, we develop a conceptual framework for examining the interactive effects of situational and dispositional variables of engagement. We then use this framework to propose that goal orientation impacts the extent to which various situational antecedents lead to engagement.

PROSOCIAL BEHAVIOR: THE PULL OF EMOTION AND THE PUSH FOR JUSTICE

Harry B. Knoche III, *University of Central Oklahoma*

This paper draws on attribution, emotion and justice literature to expand the discussion of prosocial behavior. An expanded definition of prosocial behavior is offered and a process-oriented process model of prosocial behavior is introduced. This paper contributes by introducing a process model of prosocial behavior, which accounts for the effects of emotion and the need for justice on decisions to engage in prosocial actions. The Process Model of Prosocial Behavior is used to discuss the idea that prosocial behavior might have negative consequences. Past research on prosocial behavior has not tended to focus on the negative consequences of prosocial behavior.

THE DIRECT AND MEDIATED EFFECTS OF STATUS LEVELING SYMBOLS ON EMPLOYEE WORK ATTITUDES

Lu Zhang, *Ulsan National Institute of Science and Technology*

David Morand, *Pennsylvania State University*

We developed a measure of organizational status leveling by focusing on three symbols – physical space, dress, and forms of address. Using a sample of 106 employees who were enrolled in a part-time MBA program, we tested the mediating effects of trust in management, perceived overall justice, and leader-member exchange using procedures for testing multiple mediator models outlined by MacKinnon (2000), an extension of Baron and Kenny (1986). The results fully supported our proposed model. Our study contributes to organizational culture theory and high involvement work practices literature by elucidating the social-psychological process through which status leveling symbols operate.

Ethics/Soc/Div: Ethics in the Workplace

Session Chair: **Susan Fox-Wolfgramm**, *Hawaii Pacific University*

Discussants:

Jay Caughron, *Radford University*

Mary Ann Gaal, *Franklin Pierce University*

Meagan E. Brock, *West Texas A&M University*

★BEST PAPER IN TRACK★

HOW DO FEELINGS OF JOB INSECURITY IMPACT EMPLOYEE ENGAGEMENT IN UNETHICAL BEHAVIORS?

Ericka Ruggs Lawrence, *East Carolina University*

K. Michele Kacmar, *University of Alabama*

C. Justice Tillman, *University of Texas at Dallas*

The increasing number of corporate scandals has resulted in research examining the factors that influence an individual's engagement in unethical behavior. This study extends previous research by examining the psychological processes through which ethical behavior may occur. We develop and test a model that explains how and under what circumstances individuals are likely to engage in unethical behaviors. Results from a sample of 107 engineers and architects, confirm that job insecurity increases emotional exhaustion and anxiety. The reactions to emotional exhaustion subsequently impair an employee's ability to activate self-regulating processes related to moral situations and influence unethical behaviors.

PERCEPTIONS OF THE IMPORTANCE OF ETHICS AND SOCIAL RESPONSIBILITY AND ETHICAL INTENTIONS

Kurt Wurthmann, *Florida Atlantic University*

This research provides an empirical test of Singhapakdi et al.'s (1996, *Journal of Business Ethics* 15, 1131–1140) contention that business professionals must first perceive ethics and social responsibility to be important before their behaviors are likely to become more ethical. A significant negative relationship was found between a measure of individual perceptions that the role of ethics and social responsibility is subordinate in determining firm success and the ethicality of intended actions in ethical dilemmas in business. Implications and directions for future research on these important concepts in the study of business ethics are discussed.

★BEST DOCTORAL PAPER IN TRACK★

THE IMPACT OF NARCISSISM ON THE EMOTIONAL PATHWAYS FROM WORKPLACE VICTIMIZATION TO ETHICAL PERFORMANCE

Jeffrey Bentley, *University at Buffalo, SUNY*

Stephanie R. Seitz, *University at Buffalo, SUNY*

Darren C. Treadway, *University at Buffalo, SUNY*

Using theories of narcissism, social exchange, and conservation of resources, a model is developed that tests unique emotional pathways between victimization and ethical performance for high as opposed to low narcissists. Path analysis results confirm hypotheses that narcissists experience increased hope as a result of being victimized, which reduces their emotional exhaustion yet has no effect on ethical performance. Less narcissistic employees, however, suffer anxiety after victimization that then enhances emotional exhaustion and reduces ethical performance.

Thursday, 10:00am - 10:30am in Las Olas Prefunction

Networking Break

Coordinator: Joy H. Karriker, *East Carolina University*

Thursday, 10:30am - 12:00pm in Atlantic I

Ent/IT/Innov: Discovery, Market Entry and Culture

Session Chair: **Kaveh Moghaddam**, *Old Dominion University*

Discussants:

Nasser Kutkut, *University of Central Florida*

David M. Ford, *University of Alabama*

Dennis John Donovan, *University of Alabama*

INFLUENCE OF NATIONAL CULTURE ON ENTREPRENEURIAL ACTIVITY AND MOTIVE

Tae Heum Jeong, *University of Maryland University College*

The purpose of this paper is to explore the empirical linkage between national culture and entrepreneurial activity and to provide a practical analysis of the motives of entrepreneurs. Individualism and entrepreneurial activity were found to be negatively related. This paper proposes a new conceptual framework that aims to provide a better understanding of how entrepreneurial motives relate to national culture. This paper suggests that the ascendancy of improvement-driven opportunity motive over necessity motive is associated with high levels of individualism, low levels of masculinity, and low levels of uncertainty avoidance. No relationship was found with power distance.

MARKET ENTRY STRATEGIES OF VC AND NON-VC FUNDED NEW VENTURES

Nasser Kutkut, *University of Central Florida*

Chirag Patel, *Grenoble Ecole de Management*

This paper compares the market entry strategies of VC and non-VC funded new ventures (NVs). While many studies explored various aspects of market entry strategies in NVs, the impact of VC financing was not explored. This paper explores whether VC and non-VC funded NVs pursue different market entry strategies and whether such differences, if any, lead to differences in market entry performance. The results show that VC funded NVs do pursue different market entry strategies in terms of a "top-down" target market selection, a niching channel focus, a lower degree of differentiation, and a formalized entry deterrent planning.

OPPORTUNITY TYPES AND COMPETITIVE ADVANTAGE

Chris Welter, *Georgia Southern University*

Sharon Ann Alvarez, *Ohio State University*

This study examines how discovery and creation opportunities may have different paths to competitive advantage. By examining discovery and creation firms that filed for an IPO during the dot com boom of the late 1990s, this paper argues that creation opportunities offer a more defensible competitive advantage. To analyze the different opportunity types, indicators of opportunities are developed and tested using both frequentist and Bayesian statistics.

Thursday, 10:30am - 12:00pm in Atlantic II

HRM/Careers: Doing good for others: Mentoring and Employee Helping Behavior

Session Chair: **Angela Titi Amayah**, *SUNY Empire State College*

Discussants:

Papers 1 & 2: **Frankie Jason Weinberg**, *Loyola University New Orleans*

Paper 3: **Daniel T. Holt**, *Mississippi State University*

EMBEDDED AND FREE TO ACT: HOW JOB EMBEDDEDNESS AND AUTONOMY ENABLE EMPLOYEE HELPING BEHAVIOR

David Dawley, *West Virginia University*

Timothy Paul Munyon, *University of Tennessee*

Joyce Thompson Heames, *West Virginia University*

Helping processes are critical at work, and theory suggests that features of work may exert a positive influence on helping by providing employees with the opportunity to assist others. To address this potential, we evaluated how employee autonomy and job embeddedness interacted to predict helping behavior. Our findings suggest that employees were most engaged in helping behavior when highly embedded to their organizations and afforded high levels of decision-making and work scheduling autonomy. Because job embeddedness and autonomy are relatively flexible features of work, these findings suggest that organizations may encourage helping at work through managerial processes.

★BEST PAPER IN TRACK★

FORMAL OR INFORMAL MENTORING: WHAT DRIVES EMPLOYEES TO SEEK INFORMAL MENTORS?

Daniel T. Holt, *Mississippi State University*

Gery Markova, *Wichita State University*

In organizations with formal mentoring programs, employees still have the choice to either participate in these programs or seek other mentors. We examine factors that drive protégés to turn from their formal mentors to informal mentors. Using data from three sources, we compared protégés relying on formal mentors to those relying on informal mentors. We found that LMX, similarity, contact time, and the status of the formal mentor were significantly related to the protégé's decision. The results were not significant for proactive personality, barriers to mentoring, and protégé performances.

SPIRITUAL MENTORING SUPPORT: SPIRITUAL SUPPORT AS A FUNCTION OF PSYCHOSOCIAL MENTORING

Frankie Jason Weinberg, *Loyola University New Orleans*

Little is known about how leaders deploy workplace spirituality to the individual level and sustain it over time. To address this question, the case is made that spirituality at work may best be fostered through a dyadic mentorship. Accordingly, a model of spiritual mentoring is proposed and examined with respect to its relationships with workplace outcomes. Drawing on previous research, spiritual mentoring is organized into three categories and presented as a framework through which leaders may provide these supportive behaviors as a part of their psychosocial mentoring function. Prospective outcomes of spiritual mentoring are described, and potential barriers are considered.

OB: Personality and Contextual Performance

Session Chair: **Anthony Klotz**, *University of Oklahoma*

Discussants:

Paper 1: **Juane V. Greene**, *Kennesaw State University*

Papers 2 & 3: **Wongun Goo**, *Georgia State University*

BEYOND SELF AND COWORKER RATINGS OF THE BIG FIVE: CAN FAMILY AND FRIEND PERSONALITY RATINGS PREDICT TASK PERFORMANCE?

Don H. Kluemper, *Northern Illinois University*

Benjamin D. McLarty, *Louisiana State University*

Although research shows that operational validities of the Big Five traits based on observer ratings are higher than those for self-ratings, these studies almost exclusively focus on coworkers rather than a wider range of acquaintances. We propose personality traits assessed via non-work acquaintances may predict task performance as well or better than do self-ratings. With a sample of 882 acquaintance-rated Big Five traits (253 family, 370 friends, and 259 coworkers), job incumbent Big Five self-ratings, and corresponding supervisor rated task performance, friend acquaintance-ratings demonstrated stronger operational validities than did self-reports and coworker-ratings for some of the Big Five traits.

EXPLORING PATTERNS OF CITIZENSHIP IN ORGANIZATIONS

Anthony Klotz, *University of Oklahoma*

Mark Bolino, *University of Oklahoma*

Hairong Song, *University of Oklahoma*

Prior work conceptualizes organizational citizenship behavior (OCB) as either a number of distinct behaviors, or dimensions, or as a single latent construct. This research explores a third conceptualization of OCB—how employees use different OCBs in combination. In this study, we identify five patterns of citizenship and three personality traits relating to these patterns. The results suggest that agreeable and conscientious employees engage in high levels of OCBs, while those low in these two traits perform OCBs rather indiscriminately. Further, high self-monitors tend to engage in either high levels of all OCBs or low levels of all OCBs.

EXPLORING THE LINK BETWEEN PERSONALITY AND THE ACCOUNTABILITY ENVIRONMENT

Jermaine Vesey, *University of Texas at San Antonio*

This paper examines the role of accountability in the workplace. Accountability is defined as the need to justify or defend one's actions to an evaluator who has potential reward or sanction power (Frink & Klimoski, 1998). While accountability is a growing research conversation among scholars, more focus needs to be dedicated to understanding how the dispositional traits of employees interacts with workplace accountability mechanisms. Specifically, this manuscript takes a close look at how the personality and the accountability environment interact and influence various outcome variables.

Strategy/OT/IM: Organizational Reputation

Session Chair: **Mike Pfarrer**, *University of Georgia*

Discussant: **Suzanne Carter**, *Texas Christian University*

A TYPOLOGY OF ORGANIZATIONAL STIGMA, SOCIAL EXCLUSION, AND COPING STRATEGIES

Rachida Aissaoui, *University of Memphis*

The aim of this study is to suggest that the sociology and psychology of social exclusion be expanded to acknowledge that 1) organizations, not just individuals or groups of individuals, are socially excluded when facing stigmatization, and 2) organizations, as individuals and groups, use specific coping strategies aimed at overcoming and ultimately surviving stigmatization. Building on a multidisciplinary approach, we offer a conceptual framework of organizational social exclusion that may be particularly useful to better understand the ramifications of organizational social exclusion for organizations' behaviors, strategies, and structures.

IN THE EYES OF THE BEHOLDER: THE RATIONALITY OF STATUS ANXIETY-BASED DECISION-MAKING

Justin L. Davis, *Ohio University*

Andy Fodor, *Ohio University*

Justin M. Weinhardt, *Ohio University*

We examine the decision of supplying or buying firms to disassociate themselves with exchange partners that have been investigated or indicted for corporate fraudulent activity. We view this disassociation as the result of organizational status anxiety, with the intent of reducing or eliminating any negative image association with the organization under scrutiny. Are investors as concerned with the presence/absence of a relationship with a fraudulent firm as management? And do investors punish or reward a firm for cutting ties with a devious partner? We answer these questions by examining firms associated with Arthur Anderson during its quick collapse.

REPUTATIONAL CAPITAL: THE PRECEDENTS AND ANTECEDENTS OF VENTURE CAPITAL STATUS

Lindy Archambeau, *University of Florida*

This paper explores, "What are the sources of reputation capital that determine the strength of a venture capital firm's reputation?" We argue that reputational capital is derived from several factors: internal validation cues taken from characteristics of the VC firm; recognition of the VC firm; and, the level of renown (cues taken from public visibility). We test our arguments through model estimates using data from Pratt's Guide to Venture Capital Sources, Venture Economics' VentureXpert Database, and various business periodicals and newspapers. Results of these model estimates are presented, along with the theoretical and practical implications of this kind of inquiry.

Thursday, 10:30am - 12:00pm in Atlantic VI

HC/HM/PA: Contemporary Issues in Health Care and Public Administration

Session Chair: **Leslie Cauthen Tworoger**, *Nova Southeastern University*

Discussant: **James M. Vardaman**, *Mississippi State University*

DOES INSTITUTIONAL THEORY EXPLAIN THE INCONSISTENT ADOPTION OF HOSPITAL LANGUAGE SERVICES?

Melody K. Schiaffino, *University of Florida*
Mona Al-Amin, *Suffolk University*
Jessica Schumacher, *University of Florida*

Healthcare delivery organizations' response to the growing racial, ethnic, and linguistic diversity of the United States has been derisory in addressing language needs. We propose Institutional Theory as a way to explain varied, non-financial, organizational or hospital response to a federal mandate and published evidence of the importance of proficient language service provision and culturally competent provision of healthcare in hospitals. Self-reported data from the AHA concur with the hypotheses that variation in the provision of proficient language services is not about money; rather there are contextual environmental and hospital characteristics that significantly increase odds of offering language services.

EVIDENCE-BASED DESIGN (EBD) IN HEALTHCARE AS A SOURCE OF SUSTAINED COMPETITIVE ADVANTAGE: A RESOURCE-BASED VIEW

Ferhat Devrim Zengul, *University of Alabama at Birmingham*
Stephen O'Connor, *University of Alabama at Birmingham*

Proponents of evidence-based design (EBD) claim that it enhances healthcare outcomes by utilizing empirical research to drive decision-making during all phases of healthcare facility planning, design, and construction. It has yet to be shown, however, how the benefits of the EBD can outweigh the upfront costs and lead to a sustained competitive advantage. We examine this possibility by using the resource-based view (RBV) and reviewing the literature over the last several decades. Then, we discuss EBD as a strategic resource by applying the RBV criteria. Lastly, we identify literature gaps for future empirical studies by considering isolating mechanisms.

HYBRID ORGANIZATIONS: PROPOSITIONS CONCERNING FACTORS THAT PUSH AND PULL ORGANIZATIONS TOWARD MIGRATION

Kimberly Davey, *University of Alabama at Birmingham*

Organizations are migrating to new organizational forms as an adaptive strategy in an increasingly complex macro-environment. Hybrid organizations are an emerging organizational form to navigate uncertainty and thereby enhance organizational survival. Hybrid organizations bring together different types of organizations (e.g., state, market, for-profit, non-profit) into new arrangements to address trans-boundary issues, whether across societal sectors or national boundaries. Understanding factors that influence the emergence of hybrid arrangements is important to furthering their emergence and enhancing their utility. This theoretical paper develops a model and propositions concerning factors that "push" and "pull" organizations toward hybrid arrangements using six major organization theories.

Thursday, 10:30am - 12:00pm in Las Olas I

MH/ME: Symposium: Comprehensive Examinations in Management Doctoral Education

Laura T. Madden, *University of Tennessee*
Timothy M. Madden, *Old Dominion University*
Mark E. Collins, *University of Tennessee*
Dennis Duchon, *University of Nebraska*
William L. Gardner, *Texas Tech University*
Stanley G. Harris, *Auburn University*
Franz Kellermanns, *University of Tennessee*
Lisa Schurer Lambert, *Georgia State University*

This symposium is designed to bring together doctoral coordinators and department chairs from different SMA-affiliated universities for a discussion about the nature and purpose of comprehensive exams in a modern graduate school environment. To meet this goal, we have purposely selected faculty who can speak to different models of comprehensive examination administration, with formats ranging from closed-note written exams to a portfolio of papers submitted to a faculty committee. We hope to stimulate discussion to encourage critical thinking about the role that comprehensive exams play in doctoral education.

Thursday, 10:30am - 12:00pm in Las Olas II

OB: Symposium: Employee Abuse and Counterproductive Behaviors

Paul E. Spector, *University of South Florida*
Pamela L. Perrewé, *Florida State University*
Michele W. Gazica, *University of Florida*
Laurenz L. Meier, *University of South Florida*
Jeremy Mackey, *Florida State University*
James A. Meurs, *University of Mississippi*
Rebecca J. Bennett, *Louisiana Tech University*
Robert Brymer, *Florida State University*
Suzy Fox, *Loyola University Chicago*
Vickie Coleman Gallagher, *Cleveland State University*
Sven Gross, *University of Bern*
Stacey R. Kessler, *Montclair State University*

Counterproductive work behavior (CWB), behavior by employees that harms organizations and organizational stakeholders is an issue of growing recognition and concern. Although a number of environmental and individual factors have been linked to CWB, there has been limited research showing that individuals who are exposed to abuse by others will be likely to engage in CWB as a response. The four presentations of this symposium contribute to the literature in showing linkages between the abusive behavior employees experience and the harmful behaviors that they engage in themselves. They test the idea of the incivility spiral of escalating conflict among employees.

Strategy/OT/IM: Multiple Dimensions of Organizational Performance

Session Chair: **Furkan Amil Gur**, *Louisiana State University*

Discussant: **Curtis L. Wesley II**, *Indiana University*

COMPETITIVE OPERATIONS PRIORITIES AND FIRM PERFORMANCE IN SMALL COMMUNITY BANKS: A TEST OF TRADE-OFFS

Dexter Robley Wood Jr., *Virginia Commonwealth University*
Glenn Gilbreath, *Virginia Commonwealth University*
Matthew W. Rutherford, *Virginia Commonwealth University*
Ernest O'Boyle Jr., *Longwood University*

Few empirical studies have focused on the competitive operations priorities of service industry firms. This research focuses on such firms, and proposes that firms that make a trade-off between priorities will outperform. A review of the manufacturing, strategy, and service operations strategy literature was used to couch competitive operations in the context of the resource-based view. A multiple-item Likert instrument was utilized to measure a bank's emphasis on each of the five priorities (relationship-building, quality, dependability, cost, and delivery). Results indicate that firms that place greater emphasis on a single priority financially outperform banks that place emphasis on multiple priorities.

PAIN AND NO GAIN: THE IMPACT OF STRATEGIC ALLIANCES ON SERVICE QUALITY IN THE AIRLINE INDUSTRY

Bruce Barringer, *Oklahoma State University*
Albert Assaf, *University of Massachusetts, Amherst*
Robert C. Ford, *University of Central Florida*

This study tests whether airline alliances produce their intended results, which comprise both operational gains and customer service improvements. This is an important issue because airlines are involved in multiple alliances. Based on an examination of 11 airlines from 1999-2009, the results demonstrate that alliance participation contributes to operational performance but detracts from customer service performance to a greater degree. The results suggest that alliances in the airline industry may be less than a zero sum game. To avoid this possibility, airlines may need to incorporate customer service into the portfolio of skills that comprise their alliance capabilities.

THE THREE FACES OF THE CUBE ONE FRAMEWORK

Elizabeth Letzler, *Baldwin, New York*
Richard Kopelman, *Baruch College*
David Prottas, *Adelphi University*

Applying a multidisciplinary perspective, the Cube One framework posits that organizational performance is driven by three sets of practices: enterprise-, customer, and employee-directed. We classified 860 organizations as high, middle, or low on practices and mapped them onto three-dimensional space. It was posited and found that the level of enactment of practices was systematically related to organizational performance. Each high face of the Cube One framework was systematically related to its conceptually related intermediate performance criterion: enterprise efficiency/effectiveness, customer satisfaction/loyalty, and employee satisfaction loyalty. Limitations of the present research are discussed along with possible practical applications for diagnosis and intervention.

OB: Demography, Attitudes & Performance

Session Chair: **Dr. Starlene M. Simons**, *University of Maryland University College*

Discussants:

Betty G. Hubschman, *Barry University / bh Consulting*
Xinxuan Che, *University of South Florida*
Amanuel G. Tekleab, *Wayne State University*

GENDER AS A MODERATOR OF THE RELATIONSHIP BETWEEN OCB AND SUPERVISORS' RATINGS

Carolyn C. Matheus, *Marist College*
Thomas D. Taber, *University at Albany, SUNY*

The current field study presents evidence of gender discrimination in performance evaluations. 1,218 subordinates provided data on four organizational citizenship behaviors: helping, individual initiative, self-development, and civic virtue. Supervisors rated delegation of authority, trust, and overall effectiveness of their subordinates. For male employees, significant positive correlations were found between OCBs and supervisor ratings. For female employees, correlations were significantly lower and in some cases negative. The moderating impact of job type also was examined. For male employees—but not female employees—working in technical, managerial, professional, and sales occupations, significant positive correlations were found between OCBs and supervisor ratings.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WOMEN'S CAREER OUTCOMES: A DIFFERENTIAL RISK PERSPECTIVE

Diane Bergeron, *Case Western Reserve University*

An underlying assumption of social exchange theory is that exchanges (i.e., OCB) are balanced in the form of equivalent quid pro quo exchanges. Therefore, it seems that individuals who invest in OCB should receive the same returns on their OCB investment. However, from a social role perspective, women may get lower returns on their investment than men while also needing to engage in more OCB than men. As such, women face more risk than men in entering into these social exchanges. A theoretical framework of differential risk and return is proposed with regard to OCB and women's lower career outcomes.

RELATIONAL DEMOGRAPHY, VALUE CONGRUENCE, AND ORGANIZATIONAL ATTACHMENT

Jorge Gonzalez, *University of Texas - Pan American*

This study explores the interactive effect of relational demography and value congruence on organizational attachment outcomes, namely affective and normative organizational commitment, organizational identification, and intention to quit. A sample of 286 restaurant workers in 30 different work units is used to test hypotheses based on social identity theory and extensions, particularly the identity orientation model. The results partially support the idea that perceived and objective value congruence moderate the relationship between demographic dissimilarity and organizational attachment. Consistent with predicted asymmetrical group effects, value congruence had a stronger moderating effect for men and people of color.

Thursday, 10:30am - 12:00pm in Las Olas V

Research Methods: Best Papers in the Track

Session Chair: **Charles A. Pierce**, *University of Memphis*

Discussants:

Rhonda K. Reger, *University of Maryland, College Park*

Eric Heggstad, *UNC Charlotte*

Sandra Renee Bryant, *University of Phoenix*

“HOW” NARRATOLOGY NARROWS THE ORGANIZATIONAL THEORY-PRACTICE GAP

Brian Christopher Glibkowski, *Stonehill College*

Lee Phillip McGinnis, *Stonehill College*

James Judson Gillespie, *Center for Healthcare Innovation*

Abby Schommer, *Stonehill College*

We take a narrative approach to the gap between organizational theory and practice. Adapting narrative theory, we introduce story (universals emphasized by scholars) and discourse (particulars emphasized by practitioners) to organizational theory to address questions (what, why, how, who, when/where) relevant to both scholars and practitioners. Specifically, we propose the how question, associated with discourse, should be central to organizational theory—we explore related ontological and epistemological considerations. Three recognized causes of the theory-practice gap are examined in light of a narrative approach to organizational theory: the knowledge divide, the knowledge transfer problem, and the knowledge production problem.

★BEST PAPER IN TRACK★

MISSING THE MARK: PROBLEMS WITH MARKER VARIABLE CHOICE, REPORTING, AND INTERPRETATION IN THE DETECTION OF COMMON METHOD VARIANCE

Marcia J. Simmering, *Louisiana Tech University*

Christie M. Fuller, *Louisiana Tech University*

Yasemin Ocal, *Auburn University Montgomery*

Guclu Atinc, *Drake University*

Hettie A. Richardson, *Louisiana State University*

This study investigates the use and reporting of marker variables to detect common method variance in organizational research. A review of 297 empirical articles indicates that authors are not reporting adequate information regarding marker variable choice and use, are choosing inappropriate marker variables, and are possibly making errors in their assessment of common method variance effects. The proper use and reporting of marker variables is reviewed, and recommendations for authors and reviewers are provided.

THE USE AND JUSTIFICATION OF TIME LAGS IN ORGANIZATIONAL RESEARCH

Jonathon R. B. Halbesleben, *University of Alabama*

Anthony R. Wheeler, *University of Rhode Island*

Oliver Stoutner, *University of Alabama*

We examine the utilization and justification of time lags in quantitative research. Through an analysis of two top management journals, we find that relatively few authors provide justification for their use of time lags and tend to focus on methodological reasons rather than theory testing. We find that researchers using cross-sectional designs rely almost exclusively on methodological reasons when citing the concerns with their design. We provide recommendations to authors to better utilize and justify their use of time lags in order to advance stronger tests of theory.

Thursday, 10:30am - 12:30pm in Las Olas VI

Professional Development Institute: Basic Techniques in Structural Equation Modeling (co-sponsored by CARMA)

Larry J. Williams, *Wayne State University*

This workshop will provide an overview of the conceptual and statistical basics of structural equation models. Attendees will learn about latent and indicator variables, how they are connected in a measurement model, and how relations among latent variables are examined in a path model. An introduction to relevant software will be included, as well as guidelines for model evaluation.

Thursday, 12:00pm - 1:15pm in Oceanside

SMA Track Chair Luncheon (By invitation only)

Coordinator: James G. Combs, *University of Alabama*

Thursday, 12:00pm - 1:15pm in Rio Vista I and II

SMA Research/Teaching Collaboration Luncheon (pre-registration required)

Coordinators:

Tim Barnett, *Mississippi State University*

Lucy L. Gilson, *University of Connecticut*

Mary Jo Jackson, *University of Tampa*

Joy H. Karriker, *East Carolina University*

Facilitators:

Daniel T. Holt, *Mississippi State University*

K. Michele Kacmar, *University of Alabama*

David Morand, *Pennsylvania State University*

Anthony (Tony) Paul Ammeter, *University of Mississippi*

G. Tyge Payne, *Texas Tech University*

Kanu Priya, *Western Illinois University*

William T. Jackson, *University of South Florida St. Petersburg*

Hetty van Emmerik, *Maastricht University*

Lucy R. Ford, *Saint Joseph's University*

Thursday, 1:00pm - 3:00pm in Las Olas VI

Professional Development Institute: Hierarchical Linear Modeling (co-sponsored by the Research Methods Division of the Academy of Management)

Mark B. Gavin, *West Virginia University*

This PDW will provide an overview of the application of hierarchical linear models to organizational research. Consideration will be given to the range of theoretical questions and models that can be addressed, the sampling and measurement issues that can arise, and the interpretation of results within this framework. Brief exposure will also be provided to the HLM software.

Ent/IT/Innov: Entrepreneurial Behavior

Session Chair: **Nastaran SimarAsl**, *University of Tennessee*

Discussants:

Hanqing Fang, *Mississippi State University*

Andrew J. Fodor, *Ohio University*

Sean Lux, *University of South Florida*

FIRST TIME FOUNDER'S COMMITMENT, IDENTIFICATION, AND DECISION TO SELL

Heather R. Parola, *Florida Atlantic University*

First time founders of new venture organizations overcome many obstacles and processes as they develop and act on behalf of their new venture organization. The process of developing a new venture organization strengthens the first time founder's psychological attachments to the new venture, through strengthened organizational commitment and organizational identification. This paper theoretically demonstrates how a first time founder will experience strong psychological attachments to the new venture organization, as well as theoretically demonstrates how the strength and density of the founder's network will damage the psychological attachments and promote a decision to sell the new venture organization.

ROLE OF ENTREPRENEUR GENDER AND MANAGEMENT STYLE IN INFLUENCING PERCEPTIONS AND BEHAVIORS OF NEW RECRUITS

Golshan Javadian, *Morgan State University*

Vishal K. Gupta, *Binghamton University, SUNY*

Nazanin Jalili, *Azad University Qazvin*

Entrepreneurs face considerable challenges in motivating new recruits and have to decide how to inspire them. This research examines how gender and management style of entrepreneurs affects new recruits' attitudes and behaviors. Results of two experimental studies conducted in Iran demonstrate that women entrepreneurs are evaluated less negatively and considered more effective when they use directive management style. In addition, women entrepreneurs who employ directive style elicit superior performance from new recruits. These findings imply that despite occupying the same powerful organizational role, men and women entrepreneurs manage through different styles to increase their acceptability and effectiveness.

THE ROLE OF TOP MANAGERS' HUMAN AND SOCIAL CAPITAL IN BUSINESS MODEL INNOVATION

Hai Guo, *Renmin University of China*

Jing Zhao, *Renmin University of China*

Jintong Tang, *Saint Louis University*

Business model innovation (BMI) is a crucial ingredient in firm survival and growth. However, we know relatively little about what factors contribute to or hamper BMI. On the basis of upper echelons theory and contingency theory, this study empirically examines the micro-macro link between top managers' human and social capital and firm BMI. Using survey data collected from 146 Chinese firms, our findings indicate that both top managers' managerial and entrepreneurial skills and managerial ties significantly lead to BMI. Furthermore, the interaction between entrepreneurial skills and managerial ties enhances, yet the interaction between managerial skills and managerial ties inhibits BMI.

HRM/Careers: Effects of Fit on Applicants and Employees

Session Chair: **Bruce Gilstrap**, *University of Southern Mississippi*

Discussants:

Papers 1 & 2: **Joyce Thompson Heames**, *West Virginia University*

Paper 3: **Lian Shao**, *University of Washington*

BEYOND PERSONALITY TRAITS: PERSON-JOB FIT AND ORGANIZATIONAL IDENTIFICATION AS PREDICTORS OF EMOTIONAL LABOR STRATEGIES

Lian Shao, *University of Washington*

Zhongxing Su, *Renmin University of China*

Extant research on antecedents of emotional labor (EL) seems to have overemphasized variables relating to the non-cognitive component yet neglected the cognitive part in EL. This paper examined how person-job fit and organizational identification, two variables closely related to the cognitive element, might emerge either as direct predictors of EL strategies or as moderators of the personality traits – strategies relationship. Based on the questionnaires completed by 146 nurses from one of the top hospitals in Beijing, China, this paper identified the importance of person-job fit and organizational identification as predictors of EL strategies.

IS IT EVEN AN OPTION? THE EFFECTS OF PRERECRUITMENT ATTITUDES ON JOB PURSUIT BEHAVIOR

Amanda Sophia Hinojosa, *Texas Tech University*

Although organizations present information to job seekers early in the recruitment process, little is known about how preexisting organizational attitudes influence reactions to these materials. We examine the effects of prerecruitment attitudes on job seekers' job pursuit behavior and evaluation of recruitment materials. Results revealed prerecruitment fit perceptions were positively related to job pursuit intentions, and this relationship was stronger for those high in job search self-efficacy. Job pursuit intentions were positively related to time spent viewing the website and information recall. Additionally, prerecruitment fit perceptions moderated this relationship, such that recall was greater for those with low fit perceptions.

RELATIONSHIP BETWEEN DEMAND-ABILITY FIT AND DEMAND-ABILITY DISCREPANCY AND THEIR EFFECTS ON JOB PERFORMANCE

Yongheng Yao, *Concordia University*

This study (N= 635) examined three research questions related to demand-ability (D-A) fit and demand-ability (D-A) discrepancy. First, how is D-A fit related to D-A discrepancy? Second, do under-qualification (negative D-A discrepancy) and over-qualification (positive D-A discrepancy) have a similar undesirable effect on job performance? Third, are D-A fit and D-A discrepancy conceptually and empirically interchangeable? Results show that perceived fit remains flat for positive D-A discrepancy; employees who perceive under-qualification report lower job performance than those who perceive over-qualification; and D-A discrepancy explains significant additional variance above that accounted for by D-A fit. This study has broad implications.

OB: Positive & Negative Leadership

Session Chair: **Robert Wheatley**, *Troy University*

Discussants:

Sandra Renee Bryant, *University of Phoenix*

Dr. Starlene M. Simons, *University of Maryland University College*

IDIOSYNCRATIC DEALS: A GROUP LEVEL EXPLORATION

Smriti Anand, *Illinois Institute of Technology*

Prajya R. Vidyarthi, *University of Texas at El Paso*

E S Srinivas, *Indian School of Business*

Idiosyncratic deals (i-deals) are individually negotiated work arrangements between employees and the organization. This study investigates LMX group-median (GLMX), leader-focused procedural (LPJ) and interactional justice (LIJ) climates as antecedents to i-deals group-median. This study also explores team potency as an outcome of group-median i-deals. Hypotheses were tested on a sample of 208 manager-subordinate dyads nested in 54 work-groups. Results show positive relationships between GLMX, LIJ, LPJC, and group-median i-deals. Regarding the outcomes of i-deals, results reveal positive relationship between group-median i-deals and team potency.

TRANSFORMATIONAL LEADERSHIP AND GOAL COMMITMENT: ORGANIZATIONAL IDENTIFICATION AND SELF-EFFICACY AS MODERATORS

Steve Stewart, *Florida Atlantic University*

Ethlyn A. Williams, *Florida Atlantic University*

Stephanie L. Castro, *Florida Atlantic University*

Individuals' cognitive patterns play a variety of roles in facilitating performance outcomes. Some cognitive patterns, such as organizational identification and self-efficacy, can influence individuals' sensitivity to the presence of leaders who are concerned with developing and inspiring organizational members to go beyond the limits required by the performance contract. While transformational leadership has been associated as an antecedent to organizational identification and self-efficacy, for some individuals, these may develop outside the influence of leadership. This paper suggests that, for some individuals, organizational identification and self-efficacy facilitate a contextual sensitivity which may moderate the relationship between transformational leadership and goal commitment.

Strategy/OT/IM: Antecedents and Outcomes of Pay Disparity

Session Chair: **Joe J. Eassa Jr.**, *Palm Beach Atlantic University*

Discussant: **Guclu Atinc**, *Drake University*

ARE FEMALE AND ETHNICALLY DIVERSE CEOs DISCRIMINATED AGAINST OR DO THEY BENEFIT FROM THEIR RARITY? AN EMPIRICAL EXAMINATION

Aaron Hill, *Oklahoma State University*

Arun Upadhyay, *University of Nevada, Reno*

Rafik Issa Beekun, *University of Nevada*

We present competing hypotheses regarding minority CEOs' compensation and evaluation. We first argue that minority CEOs may suffer from discrimination and then build on economic contentions to argue that these individuals may be able to leverage their scarcity to receive favorable compensation and evaluation. Using a longitudinal sample of CEOs, we find support for the economic hypothesis regarding compensation. However, we fail to find support for either hypotheses regarding minority CEOs evaluation but find that the effects are in opposite directions for females and ethnic minorities. We discuss the significance of these findings and offer avenues for future research.

MULTIPLE LEVELS OF CULTURE, INSTITUTIONAL CONTEXT, AND GLOBAL COMPENSATION SYSTEMS: A PROPOSED FRAMEWORK

Atul Mitra, *University of Northern Iowa*

Compensation systems arguably play one of the most critical roles in shaping the nature of the relationship between an employer and its employees. Thus, designing and implementing an effective compensation system is a daunting task. For multinational enterprises (MNEs), this daunting task of designing and implementing an effective global compensation system (GCS) becomes even more difficult as they must fit GCS with significantly more diverse set of employees' preferences and contextual demands. However, there is very little theoretically grounded investigation of the impact of different types of national contexts on GCS. The proposed theoretical framework seeks to fill this gap.

THE EFFECT OF PAY DISPARITY BETWEEN ACQUIRING FIRM TOP MANAGERS AND ACQUIRED FIRM TOP MANAGERS ON INFORMATION JUSTICE

Sangbum Ro, *Florida State University*

Bruce T. Lamont, *Florida State University*

Kimberly Ellis, *Florida Atlantic University*

Drawing from social comparison theory and compensation research, we examine the effect of top manager pay disparity in merger context. We argue that, in the context of large, related deals involving firms of similar size, top managers of acquired firms use compensation information prior to the focal deal to compare themselves to top managers of the acquiring firm. The resulting perceived pay disparity by the acquired firm top managers is posited to diminish communication between these two groups, which in turn negatively affects firm performance during the integration. We empirically tested this relationship with fifth-nine large, related merger deals.

Thursday, 1:15pm - 2:45pm in Atlantic VI

MH/ME: Historical Insights into Management Theories

Session Chair: **Michael Kenneth Holt**, *Austin Peay State University*

Discussant: **Tom J. Sanders**, *University of Montevallo*

A HISTORICAL MULTI-DISCIPLINARY LOOK AT SOCIAL EXCHANGE THEORY: MANAGEMENT RESEARCH RELEASING THE BINDS OF SET

Robert Van de Graaff Randolph, *Mississippi State University*
Rebecca Long, *Mississippi State University*

SET is a conceptual paradigm that has been used in innumerable organizational studies. However, the definition and role of SET is conflicting among management researchers. We present a review on the historic multidisciplinary development of SET that resulted in conceptual fragmentation within the areas of anthropology, sociology, and economics. Using an SET framework we argue the cause of such theoretical fragmentation. We present the study of management as a unique discipline capable of synthesizing various SET models found in other disciplines and holding the unique position to holistically develop SET for use within the social sciences as a whole.

A ROADMAP TO MANAGEMENT THEORY: THE FUNDAMENTAL EXPLANANDA OF MANAGEMENT

Jason Lortie, *Florida Atlantic University*

Management research is a behemoth that speaks to a plethora of phenomena and multiple levels of analysis. For new scholars, or existing scholars venturing out into a new management sub-field, the literature can be daunting. Further, the plethora of research often blinds scholars from the basic outcome that is important to practitioners: firm performance and survival. I bring organization to the management field of research by suggesting three fundamental explananda of management, or, three research questions and explanations that guide all of management research. Based on these explananda, I describe what a theory of management would look like.

Thursday, 1:15pm - 2:45pm in Las Olas I

HRM/Careers: Symposium: The Department Head Role - Should I or Shouldn't I?

Karl Galen Kroeck, *Florida International University*
Kevin B. Lowe, *UNC Greensboro*
Nagaraj Sivasubramaniam, *Duquesne University*

This session is for faculty considering or wanting to further understand the department head role. Topics will include transitioning from faculty to administration, having difficult conversations, dealing with faculty trying to gain in-group advantage, over-relying on participative decision making to be seen as democratic, and managing up and across while being perceived as managing down. Presentations will be followed by facilitated round-table discussions around the specific challenges and benefits of becoming a department chair. The panel will reconvene to discuss the ideas generated at the table discussions, and the symposium will conclude with a moderated discussion among all participants.

Thursday, 1:15pm - 2:45pm in Las Olas II

OB: Symposium: Responses to Workplace Abuse

Paul E. Spector, *University of South Florida*
Pamela L. Perrewé, *Florida State University*
Josh Allen, *Florida International University*
Suzy Fox, *Loyola University Chicago*
Janaki Gooty, *UNC Charlotte*
Michael Harari, *Florida International University*
Russell S. Cropanzano, *University of Colorado at Boulder*
Valentina Bruk-Lee, *Florida International University*
Renee Cowan, *University of Texas at San Antonio*
Kalyn Lykkebak, *Loyola University Chicago*
John P. Wittgenstein, *Florida International University*
Liu-Qin Yang, *Portland State University*
Kelly Lee Zellars, *UNC Charlotte*
Zhiqing Zhou, *University of South Florida*

Employee exposure to physical and nonphysical abuse at work has emerged as an important topic of research due to the potentially detrimental effects they can have on well-being. This symposium advances knowledge by focusing on employee responses to abuse. Presentations will provide a narrative review of the abuse literature on responses, describe a longitudinal study showing that abuse can result in impaired well-being, overview a study of the definition and assessment of workplace bullying, and outline a new theory of employee coping with abuse. This session fills both empirical and theoretical gaps in the literature on employee responses to abuse.

Thursday, 1:15pm - 2:45pm in Las Olas III

Strategy/OT/IM: Exploration and Exploitation

Session Chair: **Izabela Szymanska**, *UNC Charlotte*

Discussant: **John Michael Mankelwicz**, *Troy University*

COPING WITH THE CAPABILITIES-RIGIDITIES DILEMMA IN WHOLE NETWORK ORGANIZATIONS

William R. Carter, *University of North Texas*
Phillip Eugene Davis, *University of North Texas*
Julia Herchen, *University of North Texas*
Vallari Chandna, *University of North Texas*

A resource-based theory lens is used to assert that whole networks are subject to competitive forces and congruence demands and are thus imperiled by the capabilities-rigidities dilemma. We compare and contrast network forms and individual firms concluding that whole networks are more similar to firms along relevant dimensions. As such, ambidexterity research provides insights into how whole networks may effectively manage the dilemma, and we propose approaches for coping with three particular whole network challenges: (1) low authority; (2) risks of network fragmentation; and (3) changes in membership composition. Implications suggest whole network leadership and governance processes are essential solutions.

ORGANIZATIONAL AMBIDEXTERITY IN SMALL FIRMS: THE ROLE OF TOP MANAGEMENT TEAM BEHAVIORAL INTEGRATION AND ENTREPRENEURIAL ORIENTATION

Huy Q. Tran, *Albright College*

This study proposes a research model which explains the relationship between top management team (TMT) behavioral integration in the interaction with the entrepreneurial nature of small firms and which dimension of organizational ambidexterity (OA)—balance or combined—that should be emphasized. Furthermore, we propose that each of the two OA dimensions has a different effect on firm performance. The present study, therefore, sheds more light on the conceptualization of OA and the relationship between OA and its managerial antecedents and organizational consequences.

THE DUAL LOGICS OF STABILITY AND VARIATION

Murad A. Mithani, *Rensselaer Polytechnic Institute*
Jonathan P. O'Brien, *Rensselaer Polytechnic Institute*

The tension between exploration and exploitation is a reflection of the political environment in the firm. The prevailing coalition functions through the dominant logic while other interest groups experiment with alternate perspectives. We contend that changes in aspiration levels can favor an alternate logic, causing the seeds of exploratory ideas to manifest into the development of new knowledge. Our empirical tests confirm that an increase in the aspiration level reinforces exploitation, whereas a decrease in aspirations engenders more exploration. Furthermore, slack can serve as a stabilizing agent by inducing inertia, as well as an adaptive agent that fosters experimentation.

Thursday, 1:15pm - 2:45pm in Las Olas IV

OB: Citizenship in Context

Session Chair: **Gabi Eissa**, *Oklahoma State University*

Discussants:

Mary Ann Gaal, *Franklin Pierce University*

Anthony Klotz, *University of Oklahoma*

Tae Yang, *University of Texas at Arlington*

CORPORATE CITIZENSHIP AND THE EMPLOYEE: AN ORGANIZATIONAL IDENTIFICATION PERSPECTIVE

Randy Evans, *University of Tennessee, Chattanooga*
Walter D. Davis, *University of Mississippi*

Social Identity Theory and the concept of organizational identification provide a conceptual lens to consider how and why corporate citizenship affects individual employees. The model presented predicts that employee perceptions of corporate citizenship (PCC) indirectly affect organizational citizenship behavior (OCB) and employee deviance. Results demonstrate that PCC directly influences organizational identification, which in turn affects employee behavioral outcomes. Organizational identification was positively related to employee OCBs and negatively related to employee deviance. Furthermore, the strength of influence of organizational identification was greater for organizationally directed OCB and deviance than it was for individually directed OCB and deviance.

EMPLOYEE BOTTOM-LINE MENTALITY AS AN ANTECEDENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING ROLE OF ETHICAL CLIMATE

Julena Bonner, *Oklahoma State University*
Lingli Meng, *Oklahoma State University*
Rebecca Lee Greenbaum, *Oklahoma State University*

We offer a theoretical model that draw on goal shielding theory (Shah, Friedman, & Kruglanski, 2002) to propose that employee bottom-line mentality (BLM) is negatively associated with organizational citizenship behavior (OCB). Furthermore, we propose the moderating role of ethical climate (egoism, benevolence) on the relationship between employee's BLM and OCB. Theoretical and practical implications of BLM and OCB are provided and future research directions are discussed.

GETTING ALONG TO GET AHEAD: THE EFFECT OF EXTRAVERSION ON INTERPERSONAL CITIZENSHIP WHEN IMPRESSION MANAGEMENT MOTIVES ARE HIGH

Adam C. Stoverink, *Texas A&M University*
Dan Chiaburu, *Texas A&M University*
Ning Li, *University of Iowa*
Xin-an Zhang, *Shanghai Jiao Tong University*

Across three studies, we integrate literature on personality, impression management, and socioanalytic theories to propose that employees' impression management motives act as a contingency, strengthening the positive effect of extraversion on interpersonal citizenship. In Studies 1 (field) and 2 (experimental), we confirm that extraverted individuals engage in citizenship to a greater extent when they are also either predisposed or cued to manage others' impressions. In Study 3, we extend these findings by demonstrating that an individual's strategy to get along serves as an explanatory mechanism to the joint effect of extraversion and impression management motives on interpersonal helping.

Thursday, 1:15pm - 2:45pm in Las Olas V

Ethics/Soc/Div: CSR and Social Issues

Session Chair: **Kenneth Knapp**, *University of Tampa*

Discussants:

Papers 1 & 2: **Oscar Holmes IV**, *University of Alabama*

Paper 3: **Kirsten Kim Loutzenhiser**, *Troy University*

Paper 4: **LaKami T. Baker**, *Auburn University*

CLIMATE VS. CLIMATE: EXAMINING THE INFLUENCE OF COMPETING CLIMATES ON CORPORATE SOCIAL PERFORMANCE

LaKami T. Baker, *Auburn University*
Karen Ashley Gangloff, *Auburn University*
Tammy E. Beck, *UNC Charlotte*
John W. Fleenor, *Center for Creative Leadership*

In this study, we simultaneously examine organizational climates for ethics and innovation on corporate social performance. We argue that a climate for ethics will have a positive influence on corporate social performance and a climate for innovation will have a negative influence on corporate social performance. In addition, we hypothesize that corporate social performance will be positively related to corporate financial performance. Finally, we examined if there is an interaction effect between climates for ethics and innovation on corporate social performance. We were able to find support for all the hypotheses except for the interaction effect.

FACTORS AFFECTING SUBSTANTIVE AND SYMBOLIC RESPONSES TO A SOCIAL ISSUE CAMPAIGN

Agnieszka Shepard, *Wayne State University*

Scott Julian, *Wayne State University*

Joseph Ofori-Dankwa, *Saginaw Valley State University*

How firms respond to social pressures from their environment has been of continued interest to researchers of organizations and we add to this stream by looking at how restaurants responded to a nutritional pressure campaign. We found that both publicly traded status and threats in the general environment had a positive effect on substantive response and a negative effect on symbolic response. Importance had a positive effect on symbolic response but none on substantive. Understanding's relationship with response was curvilinear, with a U-shaped effect on substantive response and an inverted-U shaped effect on symbolic response.

IS DOING THE RIGHT THING A STRATEGY? RETHINKING THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND FIRM PERFORMANCE

Rajiv Kashyap, *William Paterson University*

Raza Mir, *William Paterson University*

Susan Godar, *William Paterson University*

Elizabeth Ekmekjian, *William Paterson University*

The relationship between corporate social responsibility and business performance is mired in inconclusive research. There is an urgent need to determine how socially responsible initiatives result in sustained competitive advantage. In this paper, we develop a conceptual framework that systematically relates CSR and SCA. We advance a typology of social strategies to analyze how firms balance stakeholders' economic and social concerns. Trade-offs between economic and social value and ease of competitor imitation are key determinants of the SCA achieved through social strategies. Three important strategic drivers of social strategy are identified: social innovation capacity, social reputation, and stakeholder relational capability.

POWER TO THE PEOPLE: IMPACTS OF SOCIAL MEDIA COMMUNICATION ON STAKEHOLDER BEHAVIOR AND PERCEPTIONS OF ETHICALITY

Meagan E. Brock, *West Texas A&M University*

Emily Kinsky, *West Texas A&M University*

R. Nicholas Gerlich, *West Texas A&M University*

Kristina Drumheller, *West Texas A&M University*

Organizations must consistently monitor and engage with stakeholders in efforts to maintain control over organizational reputation and perceptions of ethicality. Such efforts are especially important in situations of crisis. Drawing on theories in the areas of stakeholder management, crisis communication and planned behavior, the impacts of using social media in crisis communication was explored. Analysis of variance and post hoc results indicate that stakeholder social pressure, intensity of Facebook engagement with organizations, perceptions of ethicality and perceptions of apology appropriateness negatively affected stakeholder perceptions of the organization and their intentions to do business with the organization in the future.

Thursday, 3:00pm - 5:00pm in Las Olas VI

Professional Development Institute: Teaching Excellence Workshop - "Rules of Engagement"

Ronald F. Piccolo, *Rollins College*

Eric W. Ford, *UNC Greensboro*

Kevin B. Lowe, *UNC Greensboro*

In this session the presenters will focus on tools and tips for engaging students in critical thinking and for encouraging robust class conversations in face to face and online courses.

Thursday, 3:15pm - 4:45pm in Atlantic I

Ent/IT/Innov: Extending Entrepreneurship Theory

Session Chair: **LaKami T. Baker**, *Auburn University*

Discussants:

Betty G. Hubschman, *Barry University / bh Consulting*

Fred J. Dorn, *Career Management Resources*

Justin M. Weinhardt, *Ohio University*

ENTREPRENEURIAL IDENTIFICATION AND THE SEARCH FOR INFORMATION

Lee Charles Jarvis Jr., *Florida Atlantic University*

This research conceptualizes entrepreneurial search and discovery as two poles along a continuum of entrepreneurial intentions, which have been shown to have efficacy with regards to predicting entrepreneurial behavior. Drawing on recent work integrating social identity theory (SIT) and identity theory (IT) (i.e., Ashforth, 2001), the salience of an individual's identity as an entrepreneur is suggested to influence the propensity to engage in the intentional search for opportunities. In turn, opportunity recognition is suggested to affect the situational relevance and subjective importance of an individual's identity as an entrepreneur, creating a recursive relationship between entrepreneurial identification and opportunity recognition.

FRANCHISING: A MORE COMPLETE AGENCY THEORY PERSPECTIVE ON WHY FIRMS FRANCHISE

Dennis John Donovan, *University of Alabama*

In this paper, I argue that over reliance on geographic dispersion has led to an incomplete understanding of outlet monitoring costs and may contribute to low statistical power in franchising research. I offer solutions in the form of a bundled approach to outlet monitoring costs, two new moderators to the relationship between outlet monitoring costs and the decision franchise, and a comprehensive model for studying franchising decisions. I discuss how these solutions will help explain some inconsistencies in past franchising research and could help improve statistical power in franchising research. Suggestions for future research are also provided.

Thursday, 2:45pm - 3:15pm in Las Olas Prefunction

Networking Break

Coordinator: Joy H. Karriker, *East Carolina University*

THE THEORY OF PLANNED BEHAVIOR IN ENTREPRENEURSHIP RESEARCH: WHAT WE KNOW AND FUTURE DIRECTIONS

Jason Lortie, *Florida Atlantic University*
Gary Castrogiovanni, *Florida Atlantic University*

Entrepreneurship literature utilizing the Theory of Planned Behavior (TPB) has grown considerably over the last 20 years. Therefore, it is time to take stock of the TPB's contributions to our understanding of entrepreneurship thus far. In this paper we review the relevant literature and present research suggestions which will guide scholars in the future. First, we organize the literature according to the part of the TPB utilized along four main themes found in the literature. We also outline the many additions and alterations that entrepreneurship scholars have implemented to the TPB. We then suggest future research based on the review.

Thursday, 3:15pm - 4:45pm in Atlantic II

HRM/Careers: Employee Compensation and Rewards

Session Chair: **Robert Wheatley**, *Troy University*

Discussants:

Paper 1: **George Christopher Banks**, *Virginia Commonwealth University*

Papers 2 & 3: **Kimberly K. Merriman**, *University of Massachusetts*

'EQUALITY THEORY' AS A COUNTERBALANCE TO EQUITY THEORY IN HUMAN RESOURCE MANAGEMENT

David Morand, *Pennsylvania State University*
Kimberly K. Merriman, *University of Massachusetts*

This conceptual paper revisits the concept of equality as a base of distributive justice, and contends it is underspecified, both theoretically and relative to its pragmatic application to organizations. Prior literature focuses upon the distributive equality of remunerative outcomes within small groups, and implicitly employs an equity-based conception of inputs. In contrast, through exposition of the philosophical roots of equality principles, we reconceptualize inputs as de facto equal and consider the systemic application of distributive equality relative to status-leveling practices. We conclude by arguing that perhaps there should be 'equality theory' competing with equity theory for recognition in managerial discourse.

DIVIDING THE PIE: EFFECTS OF REWARD ALLOCATION METHOD ON COOPERATIVE BEHAVIOR AND TEAM PERFORMANCE

Jacquelyn DeMatteo Jacobs, *University of Tennessee*
Kristen Madison Day, *University of Tennessee*

Organizations increasingly use teams, expecting that pooled information and shared resources result in higher levels of group and organizational effectiveness. However, determining how to allocate rewards to those who serve on teams remains unclear. Some theorists suggest that dividing rewards equally is best whereas others suggest the use of equitable reward allocations. To address this debate, we empirically examine outcomes of both reward types in a field setting with 440 members from 89 teams. Results demonstrate equitable allocations were associated with cooperative behavior and team performance, paradoxically indicating that rewarding individual contributions is the most effective approach to team-based rewards.

REWARDING "I" WHILE HOPING FOR "WE": A SENSEMAKING VIEW OF TEAM REWARD STRUCTURES

Ning Li, *University of Iowa*
Brad Harris, *University of Illinois at Urbana-Champaign*
Adam C. Stoverink, *Texas A&M University*

In this paper, we integrate organizational sensemaking theory with the team rewards literature to develop a theoretical model aimed at explaining the process by which employees make sense of team reward structures. Specifically, we argue that the three different team reward structures (individual-based, team-based, and hybrid rewards) trigger different sensemaking processes in team members that, in turn, cause them to develop divergent identities, beliefs, and actions. Next, these divergences influence team outcomes by way of team shared mental models and team accountability. Theoretical and practical implications are discussed.

Thursday, 3:15pm - 4:45pm in Atlantic III

OB: Reasons Employees Work, or Don't

Session Chair: **Laura M. Little**, *University of Georgia*

Discussants:

Laura T. Madden, *University of Tennessee*

Anthony R. Wheeler, *University of Rhode Island*

Mickey B. Smith, *Oklahoma State University*

A DIALECTICAL THEORY OF THE DECISION TO GO TO WORK: BRINGING TOGETHER ABSENTEEISM AND PRESENTEEISM

Marilyn Whitman, *University of Alabama*
Wayne Stanley Crawford II, *University of Alabama*

The decision to not attend work (absenteeism) has been the focus of a great deal of inquiry; however, research is emerging on the importance of the decision to attend work when ill (presenteeism). Interestingly, despite being the outcome of the same decision, these constructs have developed relatively independently. We argue that absenteeism and presenteeism are strategies employees use to navigate the dialectical tensions in the relationship between employee and employer. Thus, understanding the nature of those tensions, their context, and the strategies employed to manage the tensions can inform employees' decision to attend work.

CONSEQUENCES OF HAVING A HIGH WORK CALLING: EXAMINING THE MEDIATING ROLE OF EMOTIONAL LABOR

Anushri Rawat, *Nicholls State University*

Through this study, I contribute to the extant theory on calling by examining the affective link between calling and emotional labor. Specifically, I examine the role of emotional labor in mediating the relationship between calling and its outcomes. Data for this study was collected from 195 teachers and aides from 42 child care centers. Findings indicate that calling is positively related with job satisfaction, contextual performance and task performance. Further, results show that calling is positively associated with emotional labor, and both surface acting and deep acting mediate the relationship between calling and its outcomes.

LIVING THE GOOD LIFE: THE RELATIONSHIPS BETWEEN VIRTUES AND SUBJECTIVE WELL-BEING

Agata Mirowska, *Southern New Hampshire University*
MirHossein TabatabaeiLotfi, *McMaster University*

Virtues represent elements of an individual's character, and as such influence individual well-being. This study explored the relationship between virtues and the constructs making up subjective well-being: positive affect, negative affect and satisfaction with life. A sample of 336 students showed that of the six virtues in Peterson and Seligman's (2004) classification, five predicted positive affect; half predicted negative affect and five of the six predicted satisfaction with life. Transcendence showed differential relationships with positive and negative affect, indicating a special role of this virtue in individual affective experience. Implications and future research directions are discussed.

Thursday, 3:15pm - 4:45pm in Atlantic IV

Strategy/OT/IM: Power in the Upper Echelons

Session Chair: **Dong Wook Huh**, *Texas A&M University*

Discussant: **Aaron Hill**, *Oklahoma State University*

A CONTINGENCY PERSPECTIVE ON THE PERFORMANCE RELEVANCE OF THE CFO

Andreas Venus, *Technical University Dortmund*
Andreas Engelen, *TU Dortmund*

Research on functional members of top management teams (TMTs) has increasingly drawn interest to the strategic management field. Studies have documented the rise of the chief financial officer (CFO) to pivotal importance within organizations. By adopting a contingency perspective and drawing on the coalitional view of the firm, we investigate whether relatively powerful CFOs are beneficial to firm performance. Multi-source panel data on 283 firms over a five-year period revealed that the positive impact of powerful CFOs on performance is strengthened by the firm's degree of unrelated diversification and its tendency toward Defender-type strategies but not its degree of internationalization.

ARE DOMINANT CEOS THE SAVIORS OF FIRMS IN TURNAROUND SITUATIONS?

Jianyun (J.Y.) Tang, *Memorial University*
Mary Crossan, *University of Western Ontario*

This study examines the appointment of dominant CEOs in turnaround situations and its implications for firm strategy and performance. Our empirical results indicated that poorly performing firms were more likely to appoint dominant CEOs than well-performing firms. However, newly appointed dominant CEOs undertook less strategic change than less dominant CEOs when pre-succession firm performance was poor, and had no significant effect on post-succession firm performance. The results suggest that a heroic portrait of dominant CEOs in turnaround situations might have impacted the practice of CEO appointment, but it appears to be a myth lacking a solid empirical basis.

WHO HOLDS THE CEO AT BAY? POWERFUL ACTORS AT THE TOP AND NEW DIRECTOR SELECTION

Alina Wilker Wilker, *Ludwig-Maximilians-Universität Munich*
Anja Tuschke, *University of Munich*
Patricia Klarner, *Ludwig-Maximilians-Universität Munich*

In this paper, we examine the role of powerful actors at the top of an organization, namely the CEO, the board chairman, and the board of directors, in the director selection process. Our analysis of 110 listed German firms shows that powerful boards can better constrain CEOs' ability to exert power over new director selection than the board chairman alone. In addition, ownership concentration and firm complexity reduce CEOs' power in director selection decisions. Our results contribute to corporate governance research by showing that powerful internal and external actors can counterbalance CEO power in the context of director appointments.

Thursday, 3:15pm - 4:45pm in Atlantic VI

OB: Workplace Politics and Mistreatment

Session Chair: **Xinxuan Che**, *University of South Florida*

Discussants:

Kirsten Kim Loutzenhiser, *Troy University*
Vickie Coleman Gallagher, *Cleveland State University*
Jack Howard, *University of Alabama at Birmingham*

INTIMIDATION AND SUPPLICATION AS EMPLOYEE RESPONSES TO WORKPLACE OSTRACISM: THE MODERATING ROLE OF EMPLOYEE MACHIAVELLIANISM

Matthew Quade, *Oklahoma State University*
Oleg V. Petrenko, *Oklahoma State University*
Rebecca Lee Greenbaum, *Oklahoma State University*

The experience of being ostracized threatens four fundamental needs: belonging, self-esteem, control, and meaningful existence. Our study seeks to identify employee actions that serve to restore those threatened needs. We argue that ostracized employees utilize intimidation and supplication as impression management (IM) strategies. We collected multi-source data from employee-supervisor-coworker triads to test our hypotheses using an under-utilized methodological approach (N = 208). Our results suggest that employees who are ostracized respond by engaging in intimidation and/or supplication as IM tactics, and that the relationship between ostracism and intimidation is moderated by the Machiavellian personality.

TRANSFORMING POLITICS FROM BAD TO GOOD: PERCEIVED POLITICAL ENVIRONMENTS X WORK ENGAGEMENT EFFECTS ON WORK OUTCOMES

Rachel Elizabeth Kane, *Florida State University*
Wayne Hochwarter, *Florida State University*
Gerald R. Ferris, *Florida State University*

The interactive relationship of politics perceptions and work engagement on important work outcomes was examined in three samples. Extending both politics and engagement research, it was hypothesized that increases in politics perceptions would be associated with increases in favorable work outcomes only when work engagement was high. Data gathered from municipal employees, members of a professional association, and business school alumni provided support. Specifically, job tension, job satisfaction, and work intensity were at their most favorable levels when work engagement and politics perceptions were both high. Conversely, politics perceptions had minimal effects on each outcome for less engaged employees.

WORKPLACE MISTREATMENT AS AN AFFECTIVE EVENT: A DUAL-THEORY PROCESS-BASED MODEL

Rebecca Michalak, *University of Queensland*
Neal M. Ashkanasy, *University of Queensland*
Sandra Kiffin-Petersen, *University of Western Australia*

Affective Events Theory has become a popular framework for exploring the causes and consequences of affective experiences in workplace settings, but it is framework, not a theory per se. We employ cognitive-phenomenological theories of psychological stress to add flesh to the AET skeleton with specific reference to workplace mistreatment behavior, a form of interpersonal deviance linked to a variety of negative individual and organizational outcomes. We accomplish this by mapping micro- onto macro-theory to develop a dual-theory process-based model of work attitudes and performance. We conclude with a discussion of the contributions, limitations, and practical implications of our model.

Thursday, 3:15pm - 4:45pm in Las Olas IV

OB: Authentic Leadership

Session Chair: **Timothy Golden**, *Rensselaer Polytechnic Institute*

Discussants:

Hannes Guenter, *Maastricht University*
Kelly M. Davis, *Texas Tech University*
Bryan Deptula, *Florida Atlantic University*

BECOMING A GOOD SPORT AND A BETTER PERFORMER: A STRUCTURAL MODEL ANALYSIS OF THE EFFECTS OF AUTHENTIC LEADERSHIP

Yonghong Liu, *University of Miami*
Chester A. Schriesheim, *University of Miami*

Drawing on multiple theoretical perspectives of social psychology and research on citizenship behavior, this study investigates the mechanisms by which authentic leadership exerts its influence on subordinate task performance. Subordinate sportsmanship is examined as a mediator between authentic leadership and task performance. We propose that sportsmanship will be enhanced through two concurrent mediating processes—internalization of leader values and affective organizational commitment. Results indicate that the indirect effect of authentic leadership on task performance is mainly accounted for by value internalization, as opposed to affective commitment, in the first place, and a demonstration of sportsmanship behavior in the second place.

LINKING AUTHENTIC LEADERSHIP TO ORGANIZATIONAL OUTCOMES: A MEDIATION ROLE OF JOB ENGAGEMENT

Yan Liu, *United States University*
Jerry Bryan Fuller, *Louisiana Tech University*
Leslie Kim Hester, *Arkansas State University*
Marcia J. Simmering, *Louisiana Tech University*
Rebecca J. Bennett, *Louisiana Tech University*

In recent years, there has been increasing interest in the emerging field of Authentic Leadership. More and more researchers have begun to explore whether authentic leadership is sufficient enough to promote positive organizational outcomes. Using multi-source data, this study provides empirical evidence that authentic leadership is positively related to some organizational outcomes, including psychological safety and job engagement. An indirect positive relationship between authentic leadership and proactive behavior is supported through a mediator, job engagement. This study also found that authentic leadership is negatively related to workplace deviance behavior.

PERSON-ENVIRONMENT FIT MODEL OF VISIONARY LEADERSHIP AND WORK ATTITUDES: THE ROLE OF EMPLOYEES' NEEDS

Wongun Goo, *Georgia State University*
Lisa Schurer Lambert, *Georgia State University*
Jon C. Carr, *Texas Christian University*

This study applies person-environment fit theory to visionary leadership theory and examines the joint effect of the visionary leadership employees' receive and the amount of visionary leadership employees' need on work attitudes. Core self-evaluation (CSE) was predicted to moderate the effect of visionary leadership needed and received on work attitudes. Results from 381 employees showed that work attitudes were more negative as visionary leadership received deviates from the needed amount. Work attitudes were more positive when visionary leadership needed and received were both high than when both were low. CSE lessened the negative effects of deficient and excess visionary leadership.

Thursday, 3:15pm - 4:45pm in Las Olas V

Strategy/OT/IM: Innovation in Large Organizations

Session Chair: **Christian Keen**, *McGill University*

Discussant: **Timothy M. Madden**, *Old Dominion University*

AMBIDEXTERITY FOR EFFECTIVENESS IN RESPONSE TO ORGANIZATIONAL TENSIONS: EARLY EVIDENCE FROM PUBLIC URBAN TRANSPORT SERVICE

Margie Parikh, *BK school of Business Management*
Deepti Bhatnagar, *Indian Institute of Management, Ahmedabad*

We present indications on nuances of ambidextrous responses to opposing forces in an organization through direct observation of senior and middle managers. We chart the tensions caused between such contradictions and introduce the context of public urban transport to the study of ambidextrous organization design. We report meta-ambidexterity, where the managers mix several types of ambidexterity for effectiveness. In this pursuit, managers appear active and not merely tolerant of contradictions. Managers indicate that pursuit of one end of a contradiction results into realization of the other. Much in a fashion of a dynamic figure-ground, managers switch the opposing ends simultaneously.

**OWNERSHIP STRUCTURE AND TECHNOLOGY
CAPABILITY DEVELOPMENT IN LARGE FIRMS –
UTILIZING AGENCY AND TCE PERSPECTIVES**

Jaya Dixit, *Rensselaer Polytechnic Institute*

KwangWook Gang, *Rensselaer Polytechnic Institute*

Jon O'Brien, *Rensselaer Polytechnic Institute*

We build on Schumpeter's claim that large firms are more innovative than smaller firms to investigate how size impacts the intensity (deepening) and diversity (widening) of technological capability development. Additionally, we investigate the role of different types of ownership in directing technology competence development. We provide theoretical insights by utilizing TCE to argue that outside investors economize on expectations of ex-post transaction costs through their choice of large firms. Utilizing agency theory we argue how these investors subsequently influence technology investments in firms. Confluence of both TCE and agency reasoning shows how size and ownership structure jointly impact decision making.

**SHALL WE DANCE? EXPLORING KNOWLEDGE
EMERGENCE FROM INCEPTION TO
INSTITUTIONALIZATION**

Ivana Milosevic, *University of Nebraska Lincoln*

A. Erin Bass, *University of Nebraska Lincoln*

Gwendolyn M. Combs, *University of Nebraska Lincoln*

Although knowledge represents the essence of sustainable organizational performance, little empirical research has embraced rich, in-depth exploration of its dynamic and processual nature. To address this gap, we use instrumental case study methodology and follow knowledge emergence from its origin to institutionalization within a distributed system of hydroelectric plants in Europe. Five themes that encapsulate stages within the knowledge emergence process are discussed in this study: knowledge in the human mind, knowing in action, knowledge in leadership, contextual constraints, and knowledge in the collective mind. We introduce the discussion of knowledge emergence with a strong orientation toward knowledge as practice.

Thursday, 5:15pm - 6:15pm in Las Olas I, II, and III

SMA Business Meeting

Presiding: **Bennett Tepper**, *Georgia State University* (SMA President)

Thursday, 6:30pm - 8:00pm in Sky Terrace (Rooftop)

**SMA Presidential and Annual Membership Reception
&**

**Award Presentation: James G. (Jerry) Hunt SMA
Sustained Outstanding Service Award**

Award Winner: **Mark J. Martinko**, *University of Queensland*

Come honor our outgoing SMA President Bennett Tepper and our Hunt award winner at our annual membership reception.

Friday, November 2

Conference Registration and Exhibits: 8:00am – 3:00pm. in Las Olas Prefunction (closed for lunch from Noon to 1:30pm)

Coordinator: Kevin B. Lowe, *UNC Greensboro*

SMA Placement Services: 8:00am – 3:00pm in Himmarshee (closed for lunch from Noon to 1:30pm)

Coordinators:

Walter Lee Grubb III, *East Carolina University*

Patricia Lanier, *University of Louisiana, Lafayette*

Conference Exhibits & SMA Placement Breakdown: 3:00pm – 5:00pm

Friday, 8:00am - 9:30am in Las Olas VI

Professional Development Institute: Experience Sampling Methodology: A Primer (co-sponsored by the Research Methods Division of the Academy of Management)

Nikolaos Dimotakis, *Georgia State University*

The purpose of this workshop is to discuss conceptual, methodological, and practical issues associated with conducting Experience Sampling Methodology (ESM) studies. We will discuss the basic features of this design, provide a primer on its use, and outline the ways in which it can help advance knowledge and facilitate new perspectives on various issues of interest in management and applied psychology. The discussion will also include practical advice on how to run ESM studies, and a brief overview of the empirical methods required to analyze the resulting datasets.

Friday, 8:30am - 10:00am in Atlantic I

Ent/IT/Innov: Family Business

Session Chair: **Frances H. Fabian**, *University of Memphis*

Discussants:

Enrique M. Perez, *Florida Institute of Technology*

Frances H. Fabian, *University of Memphis*

Izabela Szymanska, *UNC Charlotte*

★BEST PAPER IN TRACK★

DEVELOPMENT OF A SCALE TO MEASURE THE IMPORTANCE OF SOCIOEMOTIONAL WEALTH IN FAMILY FIRMS

Bart Jan Debicki, *Towson University*

Barbara A. Spencer, *Mississippi State University*

Franz Kellermanns, *University of Tennessee*

Allison Pearson, *Mississippi State University*

James J. Chrisman, *Mississippi State University*

In this paper, we describe the development of an instrument allowing direct measurement of socioemotional wealth in terms its importance for family businesses. We explain the processes used to generate items, pre-test the developed scale, and validate it. Our results indicate that the socioemotional wealth construct is composed of three distinct dimensions: Family Reputation; Family Sustainability; and Family Obligations. The developed scale allows for measurement of socioemotional wealth according to the above dimensions.

DOES AGE MATTER? FAMILY OWNERSHIP, SUCCESSION INTENTIONS, AND FIRM PERFORMANCE IN SMALL TO MEDIUM SIZED FAMILY FIRMS

Hanqing Fang, *Mississippi State University*

Esra Memili, *UNC Greensboro*

James J. Chrisman, *Mississippi State University*

Drawing on agency theory, we hypothesize that family ownership has an inverted U-shape relationship with firm performance. In addition, firm age and succession intentions are hypothesized to interactively moderate this curvilinear relationship, as the absence of succession intentions turns the relationship into a negative arc in older family firms, whereas the presence of succession intentions maintains an inverted U-shape between family ownership and firm performance when firms age. A cross-sectional sample of 8,201 SBDC clients supports our hypotheses, such that the presence of succession intentions may help family firms outcompete in the long run.

PASSING THE TORCH: FACTORS INFLUENCING TRANSGENERATIONAL INTENT IN FAMILY FIRMS

David W. Williams, *University of Tennessee*

Michelle Zorn, *Florida State University*

T. Russell Crook, *University of Tennessee*

James G. Combs, *University of Alabama*

We theorize that transgenerational intent (TI), the plan to pass management of the business to future generations, is influenced by the current leader's consideration of factors related to three subsystems that underlie the family business system. Specifically, we predict that characteristics of the business (the age and size of the firm), the owners (gender and minority status), and the family, specifically the family's engagement in the firm (time until succession and the family's role in advising the CEO) influence the current leader's TI. Results based on a survey of over 700 family-managed firms are largely supportive of our hypotheses.

HRM/Careers: Employee Exhaustion, Burnout, and Turnover

Session Chair: **Edward Francis Murphy Jr.**, *Embry-Riddle Aeronautical University*

Discussants:

Papers 1 & 3: **Désirée Schumacher**, *Maastricht University*

Paper 2: **Erik J. Van Slyke**, *Auburn University*

CATCH MY DRIFT: A SOCIAL CAPITAL MODEL OF EMPLOYEE TURNOVER

Julie Hancock, *Rutgers University*

David G. Allen, *University of Memphis*

The means by which individuals receive labor market information from referent others and how this spread of information influences job search behavior and, subsequently, employee turnover intentions and turnover have not been examined. This paper integrates the social contagion literature with that of social networks, positing how labor market information might spread through networks to influence individual job search and turnover behaviors. It is suggested that network characteristics, as well as changes in networks over time, aid in the development of individual perceptions of mobility and available job alternatives, job affect, intentions, and turnover behavior.

EXPLAINING THE EFFECTS OF JOB INSECURITY: A MULTIPLE GROUP COMPARISON

Désirée Schumacher, *Maastricht University*

Bert Schreurs, *Maastricht University*

Hetty van Emmerik, *Maastricht University*

Hans De Witte, *KU Leuven*

Tom Kuypers, *Maastricht University*

In this study, we develop and test a mediation model linking job insecurity to affective commitment and psychosomatic complaints via two distinct theoretical mechanisms: Fairness and emotional exhaustion. Analyses were based on 6,268 Belgian bank employees facing organizational change. Results from structural equation modeling showed that fairness and exhaustion partially mediated the association of job insecurity with affective commitment and psychosomatic complaints, respectively. Multiple group analysis further showed that job insecurity was more negatively related to fairness in an early (rather than later) change phase, and was more positively related to exhaustion in a later (rather than early) change phase.

WHEN HELPING HURTS: AN INVESTIGATION OF THE DARK SIDE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Gabi Eissa, *Oklahoma State University*

Matt Bowler, *Oklahoma State University*

Rebecca Lee Greenbaum, *Oklahoma State University*

Research has completely overlooked the idea that organizational citizenship behavior (OCB) can have a negative impact on employees. Thus, this study addresses this gap and explores the dark side of OCB. We draw on Conservation of Resources theory to argue that engaging in excessive levels of OCBs is likely to be associated with employee burnout due to loss in their cognitive and emotional resources. We further argue that when employees experience burnout, they attempt to minimize their loss by engaging in dysfunctional work behaviors. Our results provide general support for our predictions. Implications and future directions are also discussed.

OB: Relationships of Leaders and Followers

Session Chair: **Melissa K. Carsten**, *Winthrop University*

Discussants:

Ivana Milosevic, *University of Nebraska Lincoln*

Michael Palanski, *Rochester Institute of Technology*

Anushri Rawat, *Nicholls State University*

BELIEFS ABOUT THE FOLLOWER ROLE: IMPLICATIONS FOR FOLLOWERS' EFFORTS TO COPRODUCE LEADERSHIP

Melissa K. Carsten, *Winthrop University*

Laurent M. Lapierre, *University of Ottawa*

Nicholas L. Bremner, *University of Western Ontario*

Mary Uhl-Bien, *University of Nebraska*

This study examines whether followers' belief in the coproduction of leadership (i.e., the extent to which followers should contribute to the leadership of the group) and leaders' antiprototypical (negative) implicit followership theories (LIFTs) explain, separately and through their interaction, variation in followers' voice, constructive resistance and rational persuasion. Results show that follower coproduction beliefs relate positively with each of the proactive follower behaviors. Additionally, LIFTs and coproduction beliefs interact to predict constructive resistance and rational persuasion. Surprisingly, followers with weaker coproduction beliefs were more likely to engage in proactive followership when their leaders had stronger antiprototypical LIFTs.

FOLLOWERSHIP VS. FRIENDSHIP: THE DIFFERENTIAL EFFECTS OF GUANXI AND FORMAL WORK TIES IN SUPERVISOR-SUBORDINATE RELATIONSHIPS

Xin-an Zhang, *Shanghai Jiao Tong University*

Ning Li, *University of Iowa*

Brad Harris, *University of Illinois at Urbana-Champaign*

Answering calls for more investigations of supervisor-subordinate personal ties, this paper examines the antecedents and consequences of guanxi (e.g., a construct capturing the basic dynamic in personalized networks of influence). Moreover, steps are taken to differentiate the effects of guanxi with formal work ties (i.e., LMX). By providing empirical evidence of the antecedents, consequences, and differential predictive validity of personal ties, this study provides an initial step toward a nomological net for understanding informal ties at work. Specifically, results reveal that subordinate proactive personality predicts guanxi, which, in turn, predicts taking charge and interpersonal facilitation, but not task performance.

SUBORDINATE UPWARD INFLUENCE BEHAVIORS AND SUPERVISOR RATINGS OF SUBORDINATE PERFORMANCE: A FIELD STUDY USING THE ACTOR-PARTNER INTERDEPENDENCE MODEL

Leanna Lawter, *Sacred Heart University*

Relationships between subordinate characteristics/behaviors and supervisor ratings of subordinate performance were examined in a field study. It was hypothesized that subordinate upward influence behaviors affect ratings of subordinate performance, and that perceptions of similarity in use of influence behaviors and leader-member exchange both mediate the relationship. Using the Actor-Partner-Interdependence Model (APIM), data were examined for 92 dyads in 23 workgroups from four companies in the United States. The hypothesized mediating relationships between subordinate upward influence behaviors and ratings of subordinate performance were supported. Further, the relationship between perceived similarity and ratings of subordinate performance was fully mediated by leader-member exchange.

Friday, 8:30am - 10:00am in Atlantic IV

Strategy/OT/IM: Stakeholder Management

Session Chair: **Marcus Z. Cox**, *University of North Texas*

Discussant: **Stephen Horner**, *Pittsburg State University*

MANAGING EMOTION: EXAMINING THE AFFECTIVE TONE OF LETTERS TO THE SHAREHOLDERS

Karen Ashley Gangloff, *Auburn University*

Stanley G. Harris, *Auburn University*

Garry Adams, *Auburn University*

Drawing from sensegiving, impression management, and emotional contagion literatures, we advance hypotheses regarding the relationships between firm performance and the affective tone used in firm communication. We ask: "Within the context of a firm's performance, does the affective tone of the letter to shareholders match what we would expect if the letter was intended to shape stakeholder emotions for the benefit of the firm?" Using 143 letters to the shareholders, we test hypotheses that firm performance and changes in firm performance predict letter pleasantness and activation consistent with attempts to influence readers' emotional responses. Results supported our hypotheses.

STRATEGIC LEADERSHIP: VALUES, STYLES, AND ORGANIZATIONAL PERFORMANCE

Suzanne Carter, *Texas Christian University*

Charles R. Greer, *Texas Christian University*

Strategic leaders are being challenged by stakeholder demands that organizations meet triple bottom line performance measures. While there is interest in strategic leadership, there is surprisingly little research on the values and leadership styles of leaders and their relationship to organizational performance. We describe evolving views of organizational performance followed by the values of strategic leaders and their relationship to organizational performance. We then describe established and emerging leadership styles and their relationship with performance. A continuum of leadership styles is developed using dimensions of stakeholder salience and triple bottom line performance outcomes. Suggestions for future research are provided.

WHEN ACTIVISTS ATTACK: ORGANIZATIONAL IDENTITY AND FIRM RESPONSIVENESS TO ACTIVIST DEMANDS

Chad Navis, *University of Wisconsin - Madison*

Theodore Waldron, *Baylor University*

Gregory Fisher, *Indiana University*

Jocelyn M. Leitzinger, *University of Wisconsin - Madison*

This paper builds on prior identity and social movement scholarship to examine when and why activist campaigns modify contentious corporate practices at the firm and industry levels. Activist campaigns can significantly influence how organizations conduct their business, yet not all campaigns are equally effective at generating the corporate practice changes they desire. We employ a comparative case analysis of a single activist organization's efforts to promote environmental policy changes in three distinct industries to examine how the identity characteristics of target firms and their industries might account for their responsiveness to activist pressure.

Friday, 8:30am - 10:00am in Las Olas I

Strategy/OT/IM: Symposium: Sensemaking in Emerging Markets

Stephanie E. Newell, *Eastern Michigan University*

Kunal Banerji, *Eastern Michigan University*

Ruth Clarke, *Nova Southeastern University*

La Verne Hairston Higgins, *Eastern Michigan University*

Linda Isenhour, *Eastern Michigan University*

Marcilio Rodrigues Machado, *Fucape Business School*

Fraya Wagner-Marsh, *Eastern Michigan University*

In this panel discussion we look at the evolution of new forms of business models in emerging economies in light of institutional voids and the opportunities those voids afford. Specifically, this session looks at the case of successful multinationals in three emerging markets India, China and Brazil. We explore the manner in which top management was able to create new business models that take advantage of the institutional voids in these markets. We analyze the evolution of these business model through the concept of sense making (Weick, 1995). Finally we propose a model of business model innovation in emerging markets.

Strategy/OT/IM: Institutional Entrepreneurship

Session Chair: **Lee Charles Jarvis Jr.**, *Florida Atlantic University*

Discussant: **Thomas Greckhamer**, *Louisiana State University*

INSTITUTIONAL JUDO: INSTITUTIONAL CREATION AND EFFECTUATION

Robert Edward Robinson, *Texas Tech University*

Shawna Chen, *Texas Tech University*

Hans Hansen, *Texas Tech University*

Jae Hwan Lee, *Texas Tech University*

Alejandra Marin Melo, *Texas Tech University*

Angela French, *Texas Tech University*

Di Wu, *Texas Tech University*

We complement an institutional work perspective with effectuation to describe institutional creation efforts. We conducted a qualitative case study where an institutional entrepreneur engaged in various efforts to introduce a new financial instrument (an innovative form) and gain legitimacy in the capital markets. Our empirical analysis is informed by institutional theory concepts such as institutional work, embeddedness, and isomorphic change. Our study of institutional creation extends institutional theory by introducing the concept of institutional judo, where an agent embedded in one institution intentional relies on isomorphic change to gain legitimacy and effectuate change in another institution.

INSTITUTIONAL POWER

Rachida Aissaoui, *University of Memphis*

John Matthew Amis, *University of Memphis*

This work aims at improving our understanding of the role of structure and agency in institutional change by offering the concept of institutional power. From an historical analysis of the educational field in Shelby County, we find that, between the 1860s and 2010, the institutional field has remained stable, but that the institutions forming the field have been used differently over time to allow competing actors to maintain or gain power. The concept of institutional power thus offers new insights into the mechanisms through which actors use institutions strategically in order to embody their interests in the resulting institutional order.

TOWARD A RESOLUTION OF THE EMBEDDED AGENCY PARADOX: THE CONCEPT OF AGENTIC PREDOMINANCE

Guillaume Pain, *Concordia University*

This paper addresses the paradox of embedded agency. After acknowledging the cognitive and behavioral dimensions of agency, it asserts that the cognitive dimension has so far had to be assumed for embedded agency to be conceivable. An attempt is made to untangle the behavioral dimension of the embedded agency paradox. To this end, the concept of agentic predominance –the degree and manner in which an actor's agentic forces overcome the field's institutional pressures- is proposed as the mediator between actors' motives and agency enactment. A model is elaborated, where agency enactment is a function of actors' motives and agentic predominance.

OB: Context of Conflict and Deviance

Session Chair: **Jack Howard**, *University of Alabama at Birmingham*

Discussants:

Jeffrey Paul, *Illinois State University*

Suzy Fox, *Loyola University Chicago*

Matthew Quade, *Oklahoma State University*

A STORYTELLING APPROACH TO CALL CENTER CONFLICT AND MOMENTUM

Catherine A. Helmuth, *Auburn University*

Sebastien Vendette, *New Mexico State University*

Through an inductive study, we examine how members of an altruistic call center handle conflict situations. Our findings are based on in-depth interviews with the call center's general manager, supervisors, and agents. We first explore how the call center employees dealt with conflict using Pondy's (1967; 1992) five stage organizational conflict model. Then, we introduce momentum as the hidden, dynamic force which explains how individuals progress through Pondy's (1967; 1992) model. Next, we categorize Pondy's conflict stages and their associated processes based on Jansen's (2004) momentum framework. Finally, we discuss practical and theoretical implications and highlight directions for future research.

NOT BAD, JUST UNHAPPY: EMPLOYEE WELL-BEING AS A MOTIVE FOR INTERPERSONAL DEVIANCE

Gery Markova, *Wichita State University*

In this study of 380 employees from 107 organizations, we examined how aspects of psychological and social well-being are related to self-reported incidents of interpersonal deviance. We found that only irritation, but not depression or anxiety, was positively related to interpersonal deviance. We also found that socially accepting individuals are less likely to engage in deviant acts against coworkers. After testing the moderating effect of neuroticism, the results revealed that only respondents high on neuroticism engage in interpersonal deviance when depressed.

THE MEDIATING ROLE OF PERCEPTIONS OF ABUSIVE SUPERVISION IN THE RELATIONSHIP BETWEEN PERSONALITY AND AGGRESSION

Jeremy Ray Brees, *University of Scranton*

Jeremy Mackey, *Florida State University*

Mark J. Martinko, *University of Queensland*

Paul Harvey, *University of New Hampshire*

This study uses reactance theory to examine whether subordinates' perceptions of abusive supervision mediate the relationship between subordinate personality and aggression. Results from a cross-organizational sample of 411 working adults support the prediction that subordinates' perceptions of abusive supervision account for some of the variance in the relationships between subordinate Agreeableness, Emotional Stability, Extraversion and subordinate aggression. Support was not found for the mediated relationships between Conscientiousness and Openness and aggression.

Friday, 8:30am - 10:00am in Las Olas V

Research Methods: Improving Research Design and Analysis

Session Chair: **Jodi Goodman**, *West Virginia University*

Discussants:

Papers 1 & 3: **George Christopher Banks**, *Virginia Commonwealth University*

Paper 2: **Matthew Scott Fleisher**, *Human Resources Research Organization*

DOES SURVEY NONRESPONSE BIAS CORRELATIONS AMONG MEASURED VARIABLES?: A SIMULATION STUDY

Eric Heggstad, *UNC Charlotte*

Steven Rogelberg, *UNC Charlotte*

Adrian Goh, *UNC Charlotte*

Fred Oswald, *Rice University*

Surveys are increasingly common in organizational life. One consequence of the increasing frequency of surveys is that sizeable percentages of the population choose not to respond. When nonresponse is systematic with respect to surveyed variables, sample statistics will be biased estimators of population parameters. The current paper provides simulation results that help us to understand when and to what extent survey nonresponse results in bias of observed correlations between surveyed variables. Although results show that bias does occur, the bias is generally small in many common survey situations.

MONO-LEVEL AND MULTILEVEL MEDIATED MODERATION AND MODERATED MEDIATION: THEORIZATION AND TEST

Dong Liu, *Georgia Institute of Technology*

Zhen Zhang, *Arizona State University*

Mo Wang, *University of Maryland*

Researchers are increasingly interested in exploring mediated moderation and moderated mediation models to reveal how underlying mechanisms and contingent factors jointly result in organizational phenomena. To provide an informative guide for researchers to theorize and test such models, we review the organizational and psychological literatures and elaborate probable combined forms of mediation and moderation. Specific conceptual and empirical instructions including Mplus syntaxes and R codes on establishing mono-level and multilevel mediated moderation and moderated mediation models are provided. We also offer solutions to several salient theoretical and statistical issues that may prevent researchers from clearly and accurately examining these models.

SNOWBALL SAMPLING IN MANAGEMENT RESEARCH: A REVIEW, ANALYSIS, AND GUIDELINES FOR FUTURE RESEARCH

Anthony R. Wheeler, *University of Rhode Island*

Jonathon R. B. Halbesleben, *University of Alabama*

Kristen Shanine, *University of Alabama*

Dennis John Donovan, *University of Alabama*

Snowball sampling has been increasingly used in management research; yet there has been little attempt to understand its implications for the conclusions drawn from research. We meta-analyze studies of engagement and perceptions of politics to examine if studies using snowball samples demographically or statistically differ from non-snowball studies. We found that snowball samples do not demographically differ but found instances where they did statistically differ, which likely does not affect practical conclusions drawn from the findings. We discuss the implications of our results and provide guidance for researchers, reviewers, and editors regarding the use of snowball samples in management research.

Friday, 10:00am - 10:30am in Las Olas Prefunction

Networking Break

Coordinator: Joy H. Karriker, *East Carolina University*

Friday, 10:30am - 12:00pm in Atlantic I

Ent/IT/Innov: Governance and Human Resource Practices

Session Chair: **John Veiga**, *University of Connecticut*

Discussants:

Nastaran SimarAsl, *University of Tennessee*

Josh Daspit, *Mississippi State University*

Fred J. Dorn, *Career Management Resources*

DO TOO MANY COOKS SPOIL THE BROTH? THE RELATIONSHIP BETWEEN FOUNDER EXIT AND FIRM PERFORMANCE IN NEW VENTURES

Nachiket Bhawe, *North Carolina State University*

Vishal K. Gupta, *Binghamton University, SUNY*

The purpose of this study is to advance and test theory on the impact of founder exits on venture performance using a six-year longitudinal sample of 1360 new ventures. Consistent with our hypotheses, we find that founder exits de-anchor decision making and enhance fiat leading to higher performance. We also find that the de-anchoring effect of founder exits on performance is accentuated when owners are actively engaged in day-to-day running of the business, but the effect is attenuated for high potential opportunities and consolidated ownership control.

PERCEPTIONS OF ENTREPRENEURS IN THE PERCEIVED CRITICALITY OF HUMAN RESOURCE ACTIVITIES

Megan L. Endres, *Eastern Michigan University*
Sanjib Chowdhury, *Eastern Michigan University*
Richaard Camp, *Eastern Michigan University*
Eric Roland Schulz, *Eastern Michigan University*

We asked 96 small business owners to rate the criticality of 10 Human Resource issues to their current businesses. The owners perceived the HR issues as having different criticality levels. The analysis showed that the innovation facet of Entrepreneurial Orientation (EO) explained significant differences in owners' perceptions of HR activities. The risk propensity facet of EO did not predict differences in the perceived criticality of HR issues. Relevant literature is presented, and then the survey method and measures are detailed. We discuss the findings, limitations and strengths of the research, and, finally, suggested next steps.

STRATEGIC ACCOUNTABILITY IN YOUNG FIRMS

Brian L. Connelly, *Auburn University*
Karen Ashley Gangloff, *Auburn University*
Angela Ianuzzi, *Auburn University*

A key aspect of preventing new venture fraud is implementation of an apparatus that creates transparency and facilitates feedback regarding the young firm's strategic decision making. We call this "strategic accountability." Entrepreneurs would be unlikely to adopt measures of strategic accountability unless they are keenly aware of its potential costs and benefits. Therefore, after defining the construct, we explore how a system of strategic accountability would be likely to affect key firm level outcomes and describe how these might work together in new ventures that explicitly contract strategic accountability with organizational stakeholders.

Friday, 10:30am - 12:00pm in Atlantic II

HRM/Careers: Age/Generational Diversity in the Workplace

Session Chair: **John Bret Becton**, *Winthrop University*

Discussants:

Paper 1: **Edward Francis Murphy Jr.**, *Embry-Riddle Aeronautical University*

Papers 2 & 3: **Malayka Klimchak**, *Winthrop University*

CATEGORIZING APPLICANTS BY AGE: SYSTEMATIC STEREOTYPING OR A FUNCTION OF SOCIAL IDENTITY?

Brian Martinson, *University of Texas at Arlington*
Katherine Roberto, *University of Texas at Arlington*
John Anthony De Leon, *University of Texas at Arlington*

This study addresses applicant selection processes using a social categorization and social identity theory perspective. The research measures and analyzes the relationship between age, tenure and workplace attitudes of over 60,000 employees distributed across 163 separate units of a single public sector organization. Using age and age diversity as predictors, findings suggest a positive relationship between the ages of hiring supervisors and new hire employees, and coworker age similarity and employee attitudes. Findings suggest that social identity theory can provide guidance to scholars and managers addressing issues associated with the significant increase of older workers in the working population.

UNDERSTANDING GENERATIONAL DIVERSITY: STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT ACROSS THE GENERATION "DIVIDE"

Angela Titi Amayah, *SUNY Empire State College*
Julie Ann Gedro, *Empire State College*

Using a combination of literature review and experiential context, the authors explore generational differences in the workplace. The article synthesizes an array of research articles dealing with the multi-generational workforce. The article presents considerations for Human Resource Management (HRM) and Human Resource Development (HRD) professionals as well as organizational leaders, and proposes some insights around successfully negotiating the challenges presented by generational differences.

WORKPLACE GENERATIONS IN LATIN AMERICA: AN EXAMINATION OF VALUE SIMILARITIES AND DIFFERENCES

Regina A. Greenwood, *Nova Southeastern University*
Edward Francis Murphy Jr., *Embry-Riddle Aeronautical University*
Julia Teahen, *Baker College Online*
Silvia Ines Monserrat, *Universidad Nacional del Centro*
Sergio Madero, *Tecnologico de Monterrey*
Jaime Ruiz-Gutierrez Sr., *Universidad de los Andes*
Miguel R. Olivas-Lujan, *Clarion U of Pennsylvania & Tecnologico de Monterrey*
Neusa Maria Santos, *Pontificia Universidade Católica de São Paulo (PUC-SP)*
Arnel Onesimo Uy, *De La Salle University*

Our research explored intergenerational value similarities and differences between 4,301 working adults in the Latin American countries of Argentina, Brazil, Colombia, Honduras and Mexico. In doing so, we expand intergenerational value change theory and value theory by exploring value structures using Rokeach's (1973) value orientation typology. Research results indicate that all generations from Argentina and Brazil shared similar High Personal and High Moral value orientation types and those from Colombia, Honduras and Mexico shared similar High Personal and High Competence value orientation types. We discuss the significance and implications for practitioners and managers, limitations and made suggestions for further research.

OB: Selection and Perception of Leaders

Session Chair: **G. James Lemoine Jr.**, *Georgia Institute of Technology*

Discussants:

Mickey B. Smith, *Oklahoma State University*

Robert Wheatley, *Troy University*

Melissa K. Carsten, *Winthrop University*

A MULTILEVEL FRAMEWORK OF LEADER COMPARISON

Chenwei Liao, *University of Illinois at Chicago*

Adopting the lens of social and temporal comparison, this article fleshes out a multilevel framework of leader comparison. At the individual level, I elucidate how a subordinate of a workgroup thinks about information about his/her leader in relation to leaders of other workgroups and to his/her previous leader(s). At the group level, I first extend leader-member exchange theory (LMX) by explaining the leader-team exchange (LTX) process. Then I suggest that a team also conducts social and temporal comparisons of its leader. This multilevel framework may advance LMX, social comparison, and temporal comparison theories and research on leader-member and leader-team relationships.

GETTING ALONG, GETTING AHEAD, AND FINDING MEANING IN FORMAL LEADERSHIP ROLES: TWO MULTI-SOURCE FIELD STUDIES

Christian Ewen, *University of Bonn*

Gerhard Blickle, *Universität Bonn*

Kathrin Peiseler, *University of Bonn*

Robert Hogan, *Hogan Assessment Systems*

Socioanalytic theory suggests that leader's social skill moderates leader identity-outcome relationships. Study 1 (n = 519) found that the leader identities to get along and ahead combine with work place social skill (political skill) to affect follower job satisfaction and group performance, respectively, beyond the influence of leadership styles. Study 2 (n = 113) found that politically skilled leaders with a strong identity to find meaning are seen as more charismatic. This research provides empirical evidence for the relevance of Socioanalytic theory for predicting leadership effectiveness. Contributions, strengths and limitations, directions for future research, and practical implications are discussed.

WHAT MATTERS MOST IN LEADER SELECTION? THE ROLE OF PERSONALITY AND IMPLICIT LEADERSHIP THEORIES

Andrew Michael Carnes, *West Virginia University*

Christopher Neal Ellison, *West Virginia University*

Jeffery D. Houghton, *West Virginia University*

The purpose of this study was to determine the primary basis upon which raters make decisions in the context of selection for formal leadership positions. Specifically, we considered the applicant's personality, the rater's personality, and the congruence between the applicant's personality and the rater's implicit leadership theories as predictors of interview scores. Evidence suggests that both applicant and rater personality impact interview scores, but raters do not appear to select leaders on the basis of their conceptualization of an ideal leader. These findings suggest that traditional selection methods may not be the best way to identify successful future leaders.

Strategy/OT/IM: The Effects of Resources on Organizational Performance

Session Chair: **Ivana Milosevic**, *University of Nebraska Lincoln*

Discussant: **Mehmet Erdem Genc**, *Montclair State University*

ORGANIZATIONAL SLACK AND PERFORMANCE: AN EXAMINATION OF RETAIL AND WHOLESALE TRADE

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

Scott Geiger, *University of South Florida St. Petersburg*

This study uses a configurational approach to examine the slack and performance relationship. Using a sample 161 firms in the retail and wholesale trade industries we identified distinct slack configurations and found significant performance differences between them. One pattern that emerged from our analyses is that high slack configurations outperform low slack configurations. Overall, our findings indicate a positive slack and performance relationship among the sample studied and the time frame examined. The implications of these findings are discussed.

RESTRUCTURING ACTIONS AND RESOURCE PROFILES

Patricia Norman, *Baylor University*

Frank Christopher Butler, *University of Tennessee, Chattanooga*

Michelle Zorn, *Florida State University*

Annette Ranft, *University of Tennessee*

Firms frequently restructure as a way to improve their performance, competitive position, or viability. Restructuring often includes downsizing, a restructuring action that reduces the size of a firm's workforce. We propose that not all firms are equally positioned to benefit from downsizing and doing so may increase the likelihood of more drastic restructuring actions such as bankruptcy. We hypothesize that resources available at the time of a downsizing will affect the subsequent likelihood of firm bankruptcy. We find that differences in firm-level intangible resources and physical resources affect the likelihood of bankruptcy within sixty months of downsizing.

THE IMPACT OF REPUTATIONAL RESOURCES ON EVENT PERFORMANCE IN INTERNATIONAL FILM FESTIVALS

Shiva Nadavulakere, *Saginaw Valley State University*

Joseph Lampel, *City University London*

Our research addresses the question: How do international film festivals acquire and confer reputational resources? Using Dierckx & Cool's (1989) intangible asset stock accumulation model we propose that the competitive advantage of an international film festival depends on its stocks of reputation (captured by the film festival's jury profile), while renewing advantage depends on flows of reputation (captured by the profile of directors of films). Findings suggest that the stock variable –number of feature film credits of a jury member, and the flow variable - number of award nominations of a director are significantly related to international film festival performance.

Friday, 10:30am - 12:00pm in Atlantic VI

MH/ME: People, Places, and Perspectives -- Oh My!

Session Chair: **Alice Stewart**, *North Carolina A&T State University*

Discussant: **Josh Bendickson**, *Louisiana State University*

THE PHYSICIAN OF PACKINGTOWN: THE LIFE AND IMPACT OF DR. CAROLINE HEDGER

Benjamin D. McLarty, *Louisiana State University*

This manuscript illustrates the role of physician Caroline Hedger during the first half of the twentieth century. Drawing on archival newspapers, original journal articles and books written by the subject, it pulls together information to outline her impact. She was a constant driver for the creation of better living and working conditions of poor laborers, immigrants, and was helpful in supporting the labor movement and educating those involved in the process. Her story is a testament to the effect of a single person in a dynamic world, and demonstrates how understanding worker's health contributes to greater insights about management history.

THE SHERIFS' CONTRIBUTIONS TO MANAGEMENT RESEARCH AND PRACTICE

Furkan Amil Gur, *Louisiana State University*

Muzafer and Carolyn Wood Sherif are among the founders of social psychology. Their theoretical and empirical findings contributed to various social sciences, including management. Their contributions to the management literature, however, are not widely acknowledged. This paper highlights the Sherifs' interdisciplinary works on group formation, conflict and cooperation, intra-and inter-group relationships, learning and social change in groups, and reference groups, and how these works helped originate team and workgroup research in organization theory. It also discusses the implications of the Sherifs' work on managerial practice and addresses potential areas for future research.

THE STUDEBAKER COMPANY: A STORY ABOUT RESOURCES, DYNAMIC CAPABILITIES, AND VEHICLES

Lee Warren Brown, *University of Texas at Arlington*

The Studebaker Corporation was founded in 1852 as a family owned and operated wagon and carriage manufacturing company. They grew to become one of the largest in the world. The company was also the only carriage and wagon manufacturer to successfully transition to building automobiles. Using the resource based view and dynamic capability theory we examine how the firm maintained a competitive advantage in the carriage and wagon market while at the same time successfully reconfiguring to become a different type of manufacturer. We also discuss how Studebaker eventually lost their advantages during the mid-1900's, leading to the firms failure.

Friday, 10:30am - 12:00pm in Las Olas I

Research Methods: Symposium: Applying Photographic Research Methods - A Primer

Joshua Ray, *University of Tennessee*

The purpose of this session is to provide interested researchers with information regarding the development of photographic research methods in the social sciences, their potential as a novel qualitative tool in organizational research, and the decisions that are required when planning or conducting research leveraging these methods. The intent of this session is to promote the integration of photographic research methods and organizational research by emphasizing the unique contributions that photographic research methods can provide as a data source and as a tool to facilitate interactions between researcher and participant, and communication from researcher to audience.

Friday, 10:30am - 12:00pm in Las Olas II

OB: Symposium: Gender Sports and Leadership

Lucy L. Gilson, *University of Connecticut*

Laura J. Burton, *University of Connecticut*

Caren Goldberg, *American University*

Kevin B. Lowe, *UNC Greensboro*

In this session, a panel of experts will discuss the relationships between gender, organized sports, and perceptions on leadership.

Friday, 10:30am - 12:00pm in Las Olas III

Strategy/OT/IM: Knowledge Diffusion

Session Chair: **Guillaume Pain**, *Concordia University*

Discussant: **Taco Reus**, *Erasmus University Rotterdam*

INSTITUTIONAL WORK AND SHAMING IDENTITY THREAT IN HIGH-SOCIALIZATION OCCUPATIONS

Lee Charles Jarvis Jr., *Florida Atlantic University*

Bryant Hudson, *Florida Atlantic University*

Elizabeth Goodrick, *Florida Atlantic University*

Emotion is currently an unexplored topic within institutional theory. Several scholars have suggested that to fully understand the enactment of institutions, proper theorization of its emotional aspects is necessary. This paper responds to this need by positing shame, or a second-order emotion representing a family of self-directed negative emotions resulting from the perception of threat to social bond, as an institutional "technology of power" (Friedland & Alford, 1991). We suggest shame as a technology of power acts not only as a catalyst for institutional maintenance but also institutional disruption, and posit a taxonomy or institutional work-related reactions to that effect.

PRIOR CHANGE AND SUBSEQUENT CHANGE: THE ROLE OF INSTITUTIONAL CONTROL

James M. Vardaman, *Mississippi State University*

John Matthew Amis, *University of Memphis*

Paul M. Wright, *Northern Illinois University*

Ben P. Dyson, *University of Auckland*

This paper examines the ways in which change in an institutional field impacts subsequent change in the same field. Results of an examination of the implementation of policies designed to combat childhood obesity in U.S. public schools show how the No Child Left Behind Act re-structured the balance of institutional control in the field. As a consequence, further change intended to address childhood obesity proved to be extremely problematic. The study illustrates how power in the form of institutional control is a decisive mechanism that can have a determining effect on how change takes place.

THE DYNAMICS OF ASSIMILATION GAP

Murad A. Mithani, *Rensselaer Polytechnic Institute*

The paper shows that the interaction between population and firm knowledge produces a non-monotonic change in the assimilation gap. The assimilation gap follows a convex curve experiencing an upward slope driven by imitation and the downward slope by knowledge spillovers. Changes in the characteristics of innovation shift its peak across time. The relative advantage and compatibility shift the peak towards the left and the complexity shifts it to the right. The model is tested in a simulated environment and offers insights into the differences in temporal trajectories of the various adopter groups.

Friday, 10:30am - 12:00pm in Las Olas IV

OB: Contextual Issues of Information Sharing and Decision Making

Session Chair: **Michael Palanski**, *Rochester Institute of Technology*

Discussants:

Anushri Rawat, *Nicholls State University*

Matt Bowler, *Oklahoma State University*

Suzy Fox, *Loyola University Chicago*

COGNITIVE STYLE DIVERSITY IN DECISION MAKING TEAMS: A CONCEPTUAL FRAMEWORK

Abby Mello, *Towson University*

Joan R. Rentsch, *University of Tennessee*

Rational and intuitive cognitive styles represent two manners of acquiring, organizing, and processing information. We take the perspective that cognitive style can be a form of team diversity and present a conceptual framework outlining its effects in decision making teams. It is proposed that higher team cognitive style diversity would be associated with higher task and affective conflict, with lower schema congruence, but ultimately, with higher team performance. Teammate's perspective taking ability is expected to operate as a moderating variable in the model. Suggestions for measuring and testing the proposed relationships are outlined along with ideas for future research.

THE RELATIONSHIP BETWEEN POLITICAL SKILL AND KNOWLEDGE SHARING: A SOCIAL NETWORK PERSPECTIVE

Stephanie R. Seitz, *University at Buffalo, SUNY*

Research on knowledge sharing has revealed its beneficial nature to organizations, however questions remain regarding the conditions under which knowledge sharing may be most effective. In particular, the extent to which social effectiveness determines an individual's ability to participate in the knowledge sharing process is a question yet to be addressed. This paper presents a conceptual model that links social ability – specifically, political skill – with knowledge sharing in an organization. The model uses social networks as an explanatory mechanism within which this relationship exists. Trust is offered as a moderating influence on the social network-knowledge sharing relationship.

THE ROLE OF VOICE EFFICACY IN THE FORMATION OF VOICE BEHAVIOR: A CROSS-LEVEL EXAMINATION

Jinyun Duan, *Institute of Applied Psychology*

Ho Kwong Kwan, *Drexel University*

Bin Ling, *Zhejiang University*

Dong Liu, *Georgia Institute of Technology*

We present a voice efficacy model to account for the effects of general self-efficacy, perceived team servant leadership, and perceived organizational support (POS) on voice behavior. Particularly, we predicted that general self-efficacy, perceived team servant leadership, and POS enhance voice behavior via voice efficacy. We also examined the extent to which POS moderates the effect of voice efficacy on voice behavior such that the effect is stronger when POS is high rather than low. Using data collected from 401 employees in 91 groups and 53 organizations in China and controlling for psychological safety, we obtained full support for our hypotheses.

Friday, 10:30am - 12:00pm in Las Olas V

Ethics/Soc/Div: Diversity -- Race and Stereotypes in Organizations

Session Chair: **Claudia Ferrante**, *United States Air Force Academy*

Discussants:

Cynthia Cycyota, *United States Air Force Academy*

Claudia Ferrante, *United States Air Force Academy*

Brooklyn Cole, *University of North Texas*

"DIVERSITY" AND THE NEW AMERICAN MULTI-RACIAL HIERARCHY

Myrtle P. Bell, *University of Texas at Arlington*

Dennis Marquardt, *University of Texas at Arlington*

Daphne Perkins Berry, *University of Hartford*

In this article, we consider the transition from a binary racial system that focused on Blacks and Whites, to a multi-racial, more finely delineated racial system reflecting the increasing diversity of the U.S. population. We propose that within this new hierarchy, organizations use (literally and figuratively) non-Blacks to claim organizational diversity, magnifying the exclusion of Blacks and strengthening the white-focused status hierarchy. We review empirical evidence and population-level data to support our ideas. We provide implications for researchers and practitioners given the more complex racial hierarchy associated with increasing diversity and the continued imperative to reduce inequality.

IS IT SPILLOVER OR COMPENSATION? EFFECTS OF COMMUNITY AND ORGANIZATIONAL DIVERSITY CLIMATES ON RACE DIFFERENTIATED EMPLOYEE INTENT TO STAY

Barjinder Singh, *University of Houston, Victoria*

T. T. Rajan Selvarajan, *University of Houston, Victoria*

This study examines the relationship between organizational and community diversity climates in impacting employees' intent to stay with their organization. In doing so, the study tests for a) the spillover of community diversity climate on employees' intent to stay, and b) community diversity climate moderated organizational diversity climate-employee intent to stay relationship. The study also posits a three-way interaction of community diversity climate, organizational diversity climate and employee race, on employee intent to stay. The results are supportive of the moderating role of community diversity climate, with the interactive influence of organizational and community diversity climates being stronger for minorities.

STEREOTYPE THREAT; IMPLICATIONS FOR ORGANIZATIONAL SCIENCES

Chantal van Esch, *Case Western Reserve University*

Stereotype threat, "being at risk of confirming, as self-characteristic, a negative stereotype about one's group" (Steele & Aronson, 1995: 797) is a well-studied topic in the field of psychology, but its impact on individuals in organizations has not been thoroughly considered. This paper reviews the construct of stereotype threat by reviewing its definition and origins, summarizing current conflicts in the literature, the methodology currently used, and common intervening variables which have been considered in this area. This information is then used to suggest future research directions in the organizational sciences and examine the obstacles and implications of such research.

Friday, 10:30am - 12:00pm in Rio Vista I

Paper Development Workshop

Coordinator: **James G. Combs**, *University of Alabama*

Attendance in this session is by advance invitation only. SMA would like to thank the following individuals for serving as research mentors for this session:

Garry Adams, *Auburn University*

David G. Allen, *University of Memphis*

Anthony (Tony) Paul Ammeter, *University of Mississippi*

Gary Castrogiovanni, *Florida Atlantic University*

T. Russell Crook, *University of Tennessee*

William L. Gardner, *Texas Tech University*

Lucy L. Gilson, *University of Connecticut*

Jodi Goodman, *West Virginia University*

Wayne Hochwarter, *Florida State University*

K. Michele Kacmar, *University of Alabama*

Franz Kellermanns, *University of Tennessee*

Bruce T. Lamont, *Florida State University*

G. Tyge Payne, *Texas Tech University*

Charles A. Pierce, *University of Memphis*

Annette Ranft, *University of Tennessee*

Rhonda K. Reger, *University of Maryland, College Park*

James M. Vardaman, *Mississippi State University*

Friday, 10:30am - 12:30pm in Las Olas VI

Professional Development Institute: Advanced Techniques in Structural Equation Modeling (co-sponsored by CARMA)

Robert J. Vandenberg, *University of Georgia*

The workshop provides a working introduction to multilevel structural equation modeling using the Mplus software package. We start with a brief overview of the theoretical aspects underlying multilevel modeling. After that participants are shown how to undertake a multilevel confirmatory factor analysis with both latent and observed variables. This is then followed with a presentation of multilevel path modeling again using both latent and observed variables. Participants will be provided the syntax to take home and modify for their own use.

Friday, 12:00pm - 2:00pm in Oceanside

SMA Officers and Board Luncheon Meeting (by invitation only)

Coordinator: **Tim Barnett**, *Mississippi State University* (Incoming SMA President)

Friday, 1:00pm - 3:00pm in Las Olas VI

Professional Development Institute: Content Analysis as an Empirical Research Tool (co-sponsored by the Research Methods Division of the Academy of Management)

Mike Pfarrer, *University of Georgia* (co-coordinator)

Rhonda K. Reger, *University of Maryland, College Park* (co-coordinator)

Miles A. Zachary, *Texas Tech University*

G. Tyge Payne, *Texas Tech University*

Scott Benjamin, *Florida Institute of Technology*

Joshua Ray, *University of Tennessee*

Jonathan Nicholas Bundy, *University of Georgia*

Aaron Francis McKenny, *University of Oklahoma*

This workshop focuses on content analysis methods with experts providing examples of the range of uses in management research followed by two rotations of breakout sessions. The breakout sessions will provide hands-on exercises, feedback to participants, and a supportive environment to dive more deeply into specific issues. The workshop aims to serve participants in three ways: 1) modeling state-of-the-art content analysis by experts, 2) providing hands-on experiences to jumpstart research and offer tips for publishing in top journals; and 3) building a community of SMA scholars using content analysis in their research. **Advanced registration is required.**

Ent/IT/Innov: Innovation and Opportunity Exploitation

Session Chair: **Shuk Wong**, *Trident University*

Discussants:

Shuk Wong, *Trident University*

David M. Ford, *University of Alabama*

Mary Beth Rousseau, *University of Tennessee*

EXPLORING THE EFFECT OF EXTERIOR SOURCING AND TECHNOLOGY DISTINCTNESS AS INDICATORS OF RADICAL INNOVATIONS: EVIDENCE FROM PATENTS IN THE INFORMATION TECHNOLOGY INDUSTRY

Avimanyu Datta, *Illinois State University*

We tested the role of looking beyond a firm's focal industry on technology distinctness and both of their impacts on radicalness of innovations. We posit that exterior sourcing leads to technology distinctness. In addition, high technology distinctness results in a stronger association with radicalness irrespective of the levels of exterior sourcing, and that at lower levels of exterior sourcing, technology distinctness will have a stronger relationship with radicalness than at higher levels of exterior sourcing. Finally, high technology distinctness and low exterior sourcing will have the strongest relationship with radicalness. The empirical evidence supported our claims.

INNOVATION HIT RATE, PRODUCT ADVANTAGE, INNOVATIVENESS, AND FIRM PERFORMANCE

Kim Green, *University of West Georgia*

This study investigates the relationship between the average levels of product advantage and innovativeness across the products in the firm's new product development portfolio and the portfolio's launch rate from the portfolio. Hypotheses are tested using a dataset of drug development activity for 73 pharmaceutical companies. The study also tests hypotheses involving the interaction of advantage and innovativeness and the distribution of activity across knowledge categories in the development portfolio.

REGULATORY CHANGE AND THE OPPORTUNITY IN HIGH GROWTH VENTURES

Thomas H. Allison, *University of Oklahoma*

Recent public policy has cast entrepreneurship as a savior from difficult societal problems, such energy generation and supply. Thus the recent past has seen significant regulatory intervention in the energy industry. The economic foundations of entrepreneurship suggest that regulatory change results in entrepreneurial opportunities. However, whether new ventures are able to exploit these opportunities is unknown. We contribute to the opportunity exploitation literature by suggesting, using a sample of 416 firms, that regulatory change only creates opportunities that existing firms can exploit. A content analysis suggests that innovativeness helps new ventures capture opportunities that would otherwise be taken by incumbents.

HRM/Careers: Micro and Macro Level Human Capital Considerations

Session Chair: **Joseph Erba Jr.**, *UNC Greensboro*

Discussants:

Papers 1 & 3: **Julie Hancock**, *Rutgers University*

Paper 2: **Janet A. Boekhorst**, *York University*

CONNECTIONS MATTER: A MICRO-FOUNDATIONS VIEW OF HUMAN CAPITAL AND ROLE-RELATIONSHIPS

Alankrita Pandey, *University of Texas at Arlington*

Gary C. McMahan, *University of Texas at Arlington*

We study the micro-foundations of the strategic human resource management perspective in an individual level study of role-based human capital, in-role and extra-role behaviors, relational coordination and performance for 122 registered nurses of a hospital in the southwestern United States. Our role-based measure of human capital comprising knowledge, skills and abilities is positively related to their job performance and in-role and extra-role behaviors. The impact of nurses' social capital is examined as relational coordination and found to moderate the relationships between human capital and behaviors and human capital and performance. Implications to theory and practice are discussed.

HUMAN CAPITAL STABILITY: THE INFLUENCE OF OVERLAPPING TENURE ON THE PERFORMANCE OF NCAA FOOTBALL TEAMS

Christopher M. Harris, *Marietta College*

Gary C. McMahan, *University of Texas at Arlington*

Patrick Wright, *University of South Carolina*

This study explores knowledge sharing that comes as a result of the stability of relationships among people in organizations. Specifically, this study examines relationships among the overlapping tenure of coaches with their players, player task behaviors, and performance of both offensive and defensive units of NCAA football teams. The results show significant relationships between overlapping tenure and unit performance and between overlapping tenure and behaviors. Additionally, player task behaviors had a positive influence on unit performance. Finally, player behaviors mediated the relationship between overlapping tenure and performance.

SHRINKING THE STRATEGIC HUMAN RESOURCE MANAGEMENT 'BLACK BOX': A DYNAMIC CAPABILITY AND ORGANIZATIONAL LEGITIMACY PERSPECTIVE

Janet A. Boekhorst, *York University*

The objective of this theoretical paper is to offer an alternative explanation to the positive association between strategic human resource practices and organizational performance using the dynamic capability and organizational legitimacy theories. In particular, I examine how various factors influence how effectively organizational human capital is orchestrated by extending the dynamic capability theory. However, it is argued that the legitimacy of the strategic human resource practices interacts with the orchestration of organizational human capital, thus impacting organizational performance. The paper concludes with theoretical implications.

OB: Self Perception in the Workplace

Session Chair: **Kevin B. Lowe**, *UNC Greensboro*

Discussants:

Monica Sharif, *University of Miami*

James M. Wilkerson, *Charleston Southern University*

Agata Mirowska, *Southern New Hampshire University*

★BEST DOCTORAL PAPER IN TRACK★**EMERGING VISIONARIES OR SELF-SERVING PRETENDERS? SHARED LEADERSHIP, NARCISSISM, AND TASK PERFORMANCE**

G. James Lemoine Jr., *Georgia Institute of Technology*

Terry C. Blum, *Georgia Institute of Technology*

Although the body of research on shared leadership has experienced rapid growth, we still know little regarding the boundary conditions of its positive impact on teams. Drawing on trait activation theory and new approaches to studying group composition, this paper examines how shared leadership emergence may become more or less effective in combination with the distribution of the group's narcissism.

Through a study of 152 groups averaging 5 members each, performing creativity, judgment, and intellectual tasks with group-level outcomes, we show that the interactions of shared leadership and narcissism at the group level offer substantial predictive power regarding team performance.

WHAT IS THE IMPOSTOR'S IDENTITY? DEVELOPING LINKAGES BETWEEN THE IMPOSTOR PHENOMENON, IDENTITY AND SUCCESS

Rebecca Lee Badawy, *University at Buffalo, SUNY*

Frank Christopher Butler, *University of Tennessee, Chattanooga*

Robyn Brouer, *University at Buffalo, SUNY*

The impostor phenomenon describes situations where typically successful individuals feel that they are a fraud. Research has demonstrated that the impostor phenomenon leads to higher performance, yet holds individuals back at the same time due to a lack of self-efficacy and confidence. Grounded in identity theory, it is demonstrated how the impostor phenomenon inhibits individuals from internalizing positive identities, resulting in differing performance outcomes. To better understand how the impostor phenomenon leads to performance, the impostor phenomenon is linked to felt accountability that then influences motivation to use impression management(goal setting and self-defeating behavior).

WHEN DOES WHAT OTHER PEOPLE THINK MATTER? HOW THE MOTIVATORS OF ORGANIZATIONAL IDENTIFICATION CHANGE OVER ONE'S CAREER

Malayka Klimchak, *Winthrop University*

Anna-Katherine Ward, *University of South Carolina*

Social identity theory has been used to explain various interpersonal workplace behaviors, but the literature has thus far not addressed how identification motivators change with the advancement of one's career. The current study examines how career stage (early stage versus late stage) moderates the impact of an external motivator (e.g., perceived external prestige) and an internal motivator (e.g., learning goal orientation) on organizational identification. In a sample of mentoring program participants, we found that perceived external prestige positively predicts organizational identification for early career employees, whereas learning goal orientation positively predicts the same variable for late career employees.

Strategy/OT/IM: Strategic Choice

Session Chair: **Elizabeth Goodrick**, *Florida Atlantic University*

Discussant: **Frances H. Fabian**, *University of Memphis*

FIRM STATUS AND SCOPE: A DYNAMIC VIEW

Dong Wook Huh, *Texas A&M University*

This paper extends the traditional transaction cost economics (TCE) perspective by taking account of status differences of transaction participants. Based on the status-based model of market competition proposed by Podolny (1993), I examine how transaction cost advantages or disadvantages originating from status differences affect market participants' economic incentives and strategic objectives regarding their vertical and horizontal scope decision. I also examine long-term consequences of firms' decisions and the implications of these consequences for high and low status firms.

THE ROLE OF CEO'S PERSONALITY ON STRATEGIC CHOICE

Amber Jamil, *International Islamic University*

Saima Naseer, *International Islamic University*

The purpose of this paper is to study the impact of the Big-five model of personality as an antecedent to Miles and Snow typology (Prospector, Analyzer, Defender and Reactor). It is proposed that CEO's high in extraversion and openness to experience will tend to form prospector strategies. CEO's high in neuroticism will tend to form defender or reactor strategies. CEO's high in conscientiousness will tend to form analyzer strategies and CEO's low in agreeableness will tend to form defender strategies.

WHEN UNCERTAINTY IS CERTAIN: A THEORETICAL ENTRAINMENT MODEL OF ORGANIZATIONAL ADAPTATION TO ENVIRONMENTAL JOLTS

Achim Schmitt, *Audencia Nantes School of Management*

Patricia Klarner, *Ludwig-Maximilians-Universität Munich*

While often considered as aberration, organizational adaptation to environmental jolts represents a critical challenge in today's hypercompetitive environments. This paper develops a conceptual framework for an organization's adaptation capacity to situations of repeated environmental jolts. Using an entrainment lens, we derive six propositions on the path-dependent view of organizational adaptation to repeated environmental jolts, organizational learning across multiple adaptation processes, and top management's role over time. We respond to prior calls to integrate a time lens perspective when studying organizational adaptation and contribute to extant management research by providing researchers with a theoretical framework for examining reoccurring organizational adaptation processes.

HC/HM/PA: Identifying Effective Leaders and Teams

Session Chair: **Enrique M. Perez**, *Florida Institute of Technology*

Discussant: **Tom J. Sanders**, *University of Montevallo*

IS CUSTOMER SERVICE THE KEY COMPETENCY FOR YMCA LEADERS? AN EXPLORATORY STUDY

Ronald F. Piccolo, *Rollins College*

Robert C. Ford, *University of Central Florida*

Twenty-eight YMCA leaders provided self-assessments on service climate and behaviors in the Y's leadership competency model. One hundred and ten employees provided assessments on the same criteria. Performance was assessed with: 1) each leader's performance review; 2) an objective assessment of branch effectiveness. The purpose of this study was to examine the extent to which four competencies and service climate explained performance. Service climate and a leader's "relationship"-orientation were associated with supervisor-rated performance, while "results"-orientation correlated with branch effectiveness. Although often overlooked, customer service emerged as an important part of manager effectiveness at the YMCA, a not-for-profit organization.

THE BUSINESS OF HEALTHCARE: CLASS FIVE TURBULENCE

Eleanor Tolbert Lawrence, *Nova Southeastern University*

Cynthia P. Ruppel, *Nova Southeastern University*

Leslie Cauthen Tworoger, *Nova Southeastern University*

Paul Seymour, *Work effects*

This longitudinal action research study describes how a 50 person management staff, led by a committed CEO, was able successfully implement a team strategy to achieve a radical change from non-profit hospital to a for profit organization over a 12 year period. Many of the issues addressed and practical steps taken to establish a team based leadership model for the new organizational template are described. Organizational development assessment, diagnosis, and intervention phases, along with specific practices and processes to establish a team based leadership model are described.

THE MEDIATING EFFECT OF TEAM ENGAGEMENT BETWEEN TEAM COGNITIONS AND TEAM OUTCOMES IN SERVICE-MANAGEMENT TEAMS

Priyanko Guchait, *University of Houston*

Katherine Hamilton, *Pennsylvania State University*

Prior research has focused more on employee engagement than team engagement. The current work presents a theoretical framework proposing the antecedents and consequences of team engagement. Antecedents of team engagement include two types of team cognitions (shared mental models and transactive memory systems). Consequences of team engagement include team performance and team satisfaction. A longitudinal study was conducted with 27 service-management teams involving 178 members in a restaurant setting. HLM results indicate the (1) direct relationships between team cognitions and team engagement, and between team engagement and team outcomes, and (2) mediation effects of team engagement.

More than Just Another Brick in the Wall: JOM Editors on Designing, Implementing, and Publishing High Impact Research

Annette Ranft, *University of Tennessee*

Catherine A. Maritan, *Syracuse University*

Karl Aquino, *University of British Columbia*

Deborah E. Rupp, *Purdue University*

Christopher Shook, *Auburn University*

In this session, four JOM editors, representing various management subfields, will discuss what they feel illustrates high impact research, and how these characteristics have influenced their editorial decisions. Issues of theory, methodology, levels of analysis, multidisciplinary integration, and practical implications will be discussed through a lens of impact. In addition, initiatives that are currently underway at JOM and other journals, which seek to increase the impact of management scholarship, will be presented.

OB: Symposium: Job Burnout Mediators, Moderators and Consequences

Russell S. Cropanzano, *University of Colorado at Boulder*

Evangelia Demerouti, *Eindhoven University of Technology*

Jonathon R. B. Halbesleben, *University of Alabama*

Samantha Paustian-Underdahl, *University of Alabama*

K. Michele Kacmar, *University of Alabama*

Dawn S. Carlson, *Baylor University*

William Becker, *Texas Christian University*

Barry Goldman, *University of Arizona*

Arnold B. Bakker, *Erasmus University Rotterdam*

Michael P. Leiter, *Arcadia University*

Wido G.M. Oerlemans, *Erasmus University Rotterdam*

Job burnout is a persistent challenge for work organizations and professions. When employees experience burnout, they often exhibit impaired well-being and deleterious workplace effectiveness. For these reasons, obtaining a better understanding of job burnout has become a priority for both practitioners and scholars alike. Addressing this research need, this symposium has gathered four teams of scholars from Europe and North America. Each of the presentations provides and tests a new theoretical perspective on burnout.

Strategy/OT/IM: Learning and International Expansion

Session Chair: **Ratan Dheer**, *Florida Atlantic University*

Discussant: **Alice Stewart**, *North Carolina A&T State University*

CULTURAL INTELLIGENCE AND GLOBAL MINDSET: SIMILARITIES, DIFFERENCES AND AN APPLICATION WITHIN THE ENTREPRENEURIAL CONTEXT

Jase R. Ramsey, *University of Alabama*
Amine Abi Aad, *University of Alabama*
Raina Marie Rutti, *Dalton State College*
Will Schnede, *University of Alabama*
Craig Fulda, *University of Alabama*

This article offers an application of recent work within the international management literature by extending it to the entrepreneurial context. Cultural intelligence (CQ) and the global mindset (GM). Using transformative learning theory we discuss how Cultural intelligence (CQ) and Global mindset (GM) can be used by entrepreneurs. Testable propositions are offered in order to guide the discussion of these expanding fields. Finally, suggestions of which circumstances are ideal for the use of CQ and GM are provided along with an explanation of how they can be enhanced within the firm.

DIASPORA IDENTITY, ACCULTURATION, AND FDI: THE INDIAN DIASPORA IN CANADA AND THE U.S.

Masud Chand, *Wichita State University*

The manner in which the diaspora interacts with the host and the home countries is affected by the acculturation policies adopted by host countries. We use the Indian diaspora in Canada and the U.S. to explore the effect that host country acculturation policies can have on the attitudes that immigrants hold towards the home and host countries, and how these attitudes can affect the flow of FDI from the host to the home countries. We use the results from a two-part study to draw some preliminary conclusions as to how acculturation can affect business facilitation between host and home countries.

INTERNATIONAL EXPANSION AND MNE PERFORMANCE: COMBINING AND SEQUENCING GEOGRAPHIC EXPLOITATION AND EXPLORATION

Xavier Castañer, *Université de Lausanne*
Mehmet Erdem Genc, *Montclair State University*

We put forward rationales for why a firm may want to enter an institutionally different country, even though it is costly and fraught with risks. We argue that by entering these countries, firms engage in exploration and thus (1) achieve a more diverse base of knowledge which they can then exploit, and (2) develop a global mindset among top managers. We further argue that for long run success, firms should sequentially balance international exploration and exploitation. In other words, international exploration has to be followed by international exploitation, and vice versa.

OB: Creativity and Innovation

Session Chair: **Paul Johnson**, *Western Carolina University*

Discussants:

Corey Fox, *Oklahoma State University*
Jerry Bryan Fuller, *Louisiana Tech University*

CLIMATE FOR INNOVATION AND THE RELATIONSHIP BETWEEN INNOVATIVE COGNITIVE STYLE AND JOB PERFORMANCE

Izabela Szymanska, *UNC Charlotte*
David Gilmore, *UNC Charlotte*
William Allen Gentry, *Center for Creative Leadership*

This study investigates the climate for innovation in the governmental/ nonprofit and for-profit sectors. The other research question explores the relationship between self-rated individual innovative cognitive style and direct report rated global job performance evaluations of managers originating from governmental/nonprofit and private sectors. Results indicate a difference in climates for innovation and the approach to creatively thinking managers in nonprofit/governmental and for-profit contexts. Potential explanations of these findings, as well as implications for the public and nonprofit sector management are discussed.

THE JOINT EFFECT OF LMX AND TMX IN PREDICTING JOB PERFORMANCE, CREATIVITY PERFORMANCE, AND TEAM COMMITMENT

Chou-Yu Tsai, *Binghamton University, SUNY*
Min-Ping Huang, *Yuan Ze University*
Bor-Shiuan Cheng, *National Taiwan University*
Kristin Lee Sotak, *Binghamton University, SUNY*
Seth M. Spain, *Binghamton University, SUNY*
Wan-Ju Chou, *National Taiwan University*

We discuss the joint effect of leader-member exchange (LMX) quality and team-member exchange (TMX) quality on working related outcomes, which include job performance, creativity performance, and team commitment. Further, we also apply the dyadic data gathering method to collect LMX and TMX quality from two parties while concerning agreement issue at the same time. The results demonstrate that than both LMX and TMX could contribute to the job performance and creativity performance. Comparing with TMX, LMX has great impact on job performance. But both LMX and TMX have the same impacts on creativity performance. Finally, only TMX facilitates team commitment.

Friday, 1:15pm - 2:45pm in Las Olas V

Ethics/Soc/Div: Gender and Diversity

Session Chair: **Lucy R. Ford**, *Saint Joseph's University*

Discussants:

J. Kay Keels, *Coastal Carolina University*

Jason R. Lambert, *University of Texas at Arlington*

Arlise P. McKinney, *Coastal Carolina University*

INSTITUTIONAL FACTORS THAT INFLUENCE THE GENDER DIVERSITY OF BOARDS OF TRUSTEES IN HIGHER EDUCATION

Njoke Khalifa Thomas, *Case Western Reserve University*

Diana Bilimoria, *Case Western Reserve University*

Boards of trustees play a critical role in the governance of higher education institutions in the United States. Little is known about the impact of institutional forces in shaping key characteristics of boards of trustees. In this paper, we review the existing literature on trustee gender diversity and propose institutional level antecedents of gender diversity in boards of trustees. Resource dependence theory is used to demonstrate the influence of institution's financial autonomy and principal agent theory is used to demonstrate the influence of the centrality of governance structures for public institutions in particular. An agenda for future research is proposed.

THE EFFECTS OF WEIGHT, CONSCIENTIOUSNESS, ETHNICITY AND NURTURING JOB DEMANDS ON JOB SUITABILITY RATINGS AND HIRING RECOMMENDATIONS

Dianna Contreras Krueger, *Henderson State University*

Dianna L. Stone, *University of Texas at San Antonio*

Eugene Stone-Romero, *University of Texas at San Antonio*

This study examined factors affecting weight-based-biases in organizations using a 2 (applicant weight), x2 (applicant conscientiousness), x2 (nurturing job demands) randomized experimental design with 400 participants. Dependent variables were job suitability and hiring recommendations. It examined the extent to which rater ethnicity (Anglo-American vs. Hispanic-American) is related to these ratings. Results indicate that overweight female applicants are rated more suitable and more likely recommended for jobs when they have high rather than low conscientiousness. Hispanic-Americans are more likely to recommend overweight applicants than Anglo-Americans. Ratings depend on rater ethnicity, applicant conscientiousness, and nurturing job demands. Two stereotypes mediated several relations.

THE INTERACTIVE EFFECTS OF GENDER AND GENDER-SPECIFIC SYSTEM JUSTIFICATION ON DISCRETIONARY BEHAVIOR EXPECTATIONS: A "CATCH 22" FOR WOMEN?

Dan Chiaburu, *Texas A&M University*

Brad Harris, *University of Illinois at Urbana-Champaign*

Troy Smith, *Texas A&M University*

Emilija Djurdjevic, *University of Arkansas*

Using a lab study, we examine the influence of a target employees' gender on observers' expectations of discretionary behaviors (e.g., altruistic citizenship and individual initiative). Observers did not expect females to engage in altruistic citizenship more than males. This was not the case, however, when observers were ideologically motivated by gender-specific beliefs. When raters endorsed existent gender role régimes (i.e., high gender-specific system justification; Jost & Kay, 2005), they expected more communal and agentic behaviors from females than males. Further, results were accentuated for female observers. Thus, females may be subject to a "Catch 22" situation. Possible implications are discussed.

Friday, 2:45pm - 3:15pm in Las Olas Prefunction

Networking Break

Coordinator: **Joy H. Karriker**, *East Carolina University*

Friday, 3:00pm - 5:00pm in Atlantic V

**Professional Development Institute: Conducting Meta-Analysis
(co-sponsored by the Research Methods Division of the Academy of Management)**

James G. Combs, *University of Alabama*

T. Russell Crook, *University of Tennessee*

Samuel Todd, *Georgia Southern University*

David J. Woehr, *UNC Charlotte*

This workshop will step attendees through the basics of how to conduct meta-analyses. Special attention will be paid to differences between conducting meta-analyses at the macro- and micro-levels. Participants will also gain hands-on experience with coding for metaanalysis.

Friday, 3:15pm - 4:45pm in Atlantic I

Ent/IT/Innov: Social Entrepreneurship

Session Chair: **Golshan Javadian**, *Morgan State University*

Discussants:

John Michael Mankelwicz, *Troy University*

G. Tyge Payne, *Texas Tech University*

Richard N. Dino, *University of Connecticut*

ESTABLISHING HOW NATURAL ENVIRONMENTAL COMPETENCY, SOCIAL CONSCIOUSNESS AND INNOVATIVENESS RELATE

Clay Dibrell, *University of Mississippi*

Justin B. Craig, *Bond University*

Jaemin Kim, *University of Mississippi*

Aaron Johnson, *University of Idaho*

Through a sampling of 193 key strategic decision makers from firms located in the USA, we investigate the moderating effects of social consciousness (i.e., the extent of a firm's involvement in social entrepreneurial activities) on a firm's natural environmental competency (i.e., a firm's ability to proactively manage the firm-natural environment interface) and firm innovativeness relationship. Our results demonstrate that social consciousness positively strengthens the natural environmental competency to firm innovativeness relationship, demonstrating that higher levels of environmental management competency strengthens firm innovativeness (i.e., competitive advantage) when pursuing solutions to social problems.

SOCIAL AND COMMERCIAL ENTREPRENEURSHIP FINANCING: SOCIAL NETWORK AND INSTITUTIONAL PERSPECTIVES

Jason Lortie, *Florida Atlantic University*

Existing research on start-up financing largely overlooks social ventures and predominantly focuses on commercial ventures. I explore the differences between social venture financing and commercial venture financing by highlighting network and institutional perspectives. I hypothesize that social and commercial entrepreneurs use different sources of financing to start their ventures, and that the institutional environment and type of venture will determine the type of social tie entrepreneurs use for financing. Empirical results indicate that the institutional environment is a significant factor in differentiating social and commercial sources of financing. I conclude by presenting theoretical implications for the results of the investigation.

THE MEDIA AFFECT ON THE ADOPTION OF GREEN TECHNOLOGIES

Scott Benjamin, *Florida Institute of Technology*

Rhonda K. Reger, *University of Maryland, College Park*

Mike Pfarrer, *University of Georgia*

This paper focuses on how framing information by third party infomediaries influences the probability of innovation adoption for large scale renewable energy projects. We examine the interplay between certain characteristics of media accounts such as: (1) exposure, (2) tenor and (3) diversity of issues being covered on the likelihood that the innovation will become adopted. Using the emergent U.S. wind energy sector as our research setting, we find that while exposure and positivity of tenor increase the likelihood of adoption, issue diversity and specific contextual issues, such as aesthetics and economics, reduce the probability of adoption. Finally, we uncover some interesting interactions between the positivity of tenor and these contextual issues.

Friday, 3:15pm - 4:45pm in Atlantic II

OB: Virtual Teams

Session Chair: **Lucy L. Gilson**, *University of Connecticut*

Discussants:

Kenneth Uzomah Chukwuba, *Walden University*

Monica Sharif, *University of Miami*

Amanuel G. Tekleab, *Wayne State University*

KNOWLEDGE SHARING INTENTIONS IN VIRTUAL TEAMS: WHAT SUB-DIMENSIONS OF COHESION TELL US ABOUT THE SOCIAL EXCHANGE RELATIONSHIP

Brooklyn Cole, *University of North Texas*

Raymond J. Jones III, *University of North Texas*

Janet Jones, *University of Texas at Arlington*

Julia Herchen, *University of North Texas*

We draw on a social exchange framework to further develop our understanding of knowledge sharing in virtual teams. We approach virtualness as a continuum rather than a dichotomous relationship. Further, we analyze how cohesion mediates the relationship between perceptions of virtual use by team members and knowledge sharing. We break down cohesion into its two sub-dimensions; relational ties and collective mind, to identify which aspect of cohesion is most relevant in the virtual environment. Our findings support the use of collective mind as a measure of cohesion, in virtual teams, and its influence on tacit and explicit knowledge sharing intentions.

THE EMERGENCE OF LEADERSHIP AND TEAM ROLES IN A VIRTUAL ENVIRONMENT: AN INVESTIGATION OF TEAMS SEPARATED BY “THE POND”

Michael Palanski, *Rochester Institute of Technology*
Dawn Lorraine Eubanks, *University of Bath*
Joy Oguntebi, *Rochester Institute of Technology*
Adam Joinson, *University of Bath*
James Dove, *University of Bath*

Prior research on emergent leadership in virtual teams has focused on leadership based on personal traits and behaviors or fulfilling expected roles within a team. In this study, we examine both pathways to emergent leadership. Using a sample of 28 teams working on two different continents, we investigated the relative effects on team performance of the total amount of emergent leadership within a team as well as the degree to which certain roles (i.e., Belbin’s Coordinator and Completer/Finisher roles) are fulfilled. Using data from three difference sources, we concluded that both pathways account for significant variance explained in performance.

WHO IS BEHIND THE MONITOR? PERSON-PERSONA MISFIT IN VIRTUAL TEAMS

Joongseo Kim, *Oklahoma State University*
Brian Webster, *Oklahoma State University*

In virtual team settings, an individual works as a constructed persona and communicates through Computer Mediated Communication. Due to decreased visual cues in virtual team settings, an individual can develop a persona that is different from the actual self, causing person-persona misfit, which we define as incongruence between an individual’s actual self and an individual’s persona in a virtual team setting. We offer a theoretical conceptualization, utilizing cognitive dissonance theory and self-regulation theory, which demonstrates that person-persona misfit acts as an antecedent to detrimental organizational outcomes such as psychological discomfort, ego-depletion, and task withdrawal.

Friday, 3:15pm - 4:45pm in Atlantic III

OB: Stress & Burnout

Session Chair: **Chenwei Liao**, *University of Illinois at Chicago*

Discussants:

Xinxuan Che, *University of South Florida*
Evangelia Demerouti, *Eindhoven University of Technology*
James M. Wilkerson, *Charleston Southern University*

DEVELOPMENT AND TEST OF A BAS/BIS SENSITIVITIES MODEL OF JOB PERFORMANCE RATINGS AND WITHDRAWAL

Robert W. Renn, *University of Memphis*
Robert Steinbauer, *University of Memphis*
Grant Fenner, *Arkansas State University*

We tested a new theoretical model of BAS/BIS sensitivities, self-defeating behavior (SDB), manager job performance ratings, and employee withdrawal. Controlling for conscientiousness, neuroticism, and extraversion, results supported the hypothesized model that linked BAS/BIS sensitivities directly and indirectly to manager performance ratings and withdrawal. The results showed that BAS/BIS sensitivities were negatively related to performance ratings and that SDB partially accounted for the negative relationships. With regard to withdrawal, the results indicated that BAS sensitivity was indirectly and positively related to turnover intentions by failure to delay gratification. BIS sensitivity was unrelated to withdrawal. Theoretical and practical implications are discussed.

RELATIONSHIP OF CHALLENGE AND HINDRANCE STRESSORS WITH BURNOUT: PERCEIVED STRAIN AS A MEDIATOR

Yongheng Yao, *Concordia University*
Muhammad Jamal, *Concordia University*

The two-dimensional work stressor framework predicts that challenge and hindrance stressors have a similar (positive) effect on burnout. We propose that perceived strain and burnout should be treated as two distinct concepts. Perceived strain partially mediates the relationships between challenge and hindrance stressors and burnout. After considering this mediating effect, the two stressors may have differing effects on burnout. The results of this study (N = 524) show that challenge stressors have negative direct effects on burnout, although both challenge and hindrance stressors have positive indirect effects on burnout through perceived strain. This study has important theoretical and practical implications.

THE IMPACT OF FELT STRESS ON INNOVATIVE JOB PERFORMANCE AND THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT: AN EMPIRICAL INVESTIGATION OF CUBIC EFFECTS

Kiran Ismail, *St. John's University*
Orlando C. Richard, *University of Texas at Dallas*

We develop a framework to study the relationship between felt stress and organizational commitment and innovative performance levels. Taking insights from stress appraisal and coping theories, we conceptually explore the proposed relationships. We test the proposed model utilizing a sample of 178 matched pairs of employee and supervisor, obtaining stress and commitment measures from the employees, while performance measure is collected from the supervisor. The results suggest cubic effects of felt stress on both commitment and innovative performance levels. Further, we find that organizational commitment mediates the relationship between felt stress and innovative performance.

Strategy/OT/IM: Sensemaking

Session Chair: **Alejandra Marin Melo**, *Texas Tech University*

Discussant: **Shanna R. Daniels**, *Tulane University*

AN EXAMINATION OF EVALUATIVE AMBIVALENCE: ANTECEDENTS, CONSEQUENCES AND MODERATED EFFECTS

Ayse Karaca, *Wayne State University*

Scott Julian, *Wayne State University*

Joseph Ofori-Dankwa, *Saginaw Valley State University*

Tapan Seth, *Wayne State University*

We examine both antecedents to, and the consequences of, ambivalence: interpreting a strategic issue as both an opportunity and a threat. We use data gathered on the broad-based strategic issue of economic uncertainty in early 2003 and draw a sample of firms from the state of Michigan. We find that a sense of urgency negatively affects ambivalence, while feasibility has an inverted U-shaped relationship with it. Ambivalence tends to affect external responses somewhat more strongly than internal ones, and intended responses more than actual responses. We also find that industry dynamism negatively moderates the ambivalence-response relationship.

DEVELOPING ORGANIZATIONAL HARDINESS

Joshua Ray, *University of Tennessee*

Organizational hardiness is posited to consist of the organizational level constructs of sensemaking, organizational identification, and enactment and is thought to distinguish organizations that perform better under conditions of turmoil and uncertainty. The development of organizational hardiness is supported by literature reviews of individual hardiness, sensemaking, organizational identity, and enactment. To support the theoretical development of this construct, this study includes a content analysis of the CEO letters to shareholders for the 20 largest commercial banks in the United States during the years 2000-2009.

PROBLEM RECOGNITION AND ORGANIZATIONAL LEARNING - A PROCESS MODEL

Kulraj Singh, *University of Memphis*

John Matthew Amis, *University of Memphis*

Maria B. Gondo, *University of New Mexico*

In a qualitative study of a Fortune 100 company, we use organizational learning theory to identify problem recognition as a key construct that both triggers and helps multilevel learning in organizations at various stages of organizational change. We argue that sensemaking is integral to the construction of a framework in which problem recognition and problem solving influences organizational learning, and organizational change. Problem recognition as a phenomenon – which is frequently assumed to be operating beneath the layers of sensemaking – is highlighted as a concept that facilitates sensemaking, organizational learning, and organizational change.

OB: Consequences of Abusive Supervision

Session Chair: **Matthew Quade**, *Oklahoma State University*

Discussants:

Jennifer L. Franczak, *Southern Illinois University*

Sara Jansen Perry, *University of Houston-Downtown*

Agata Mirowska, *Southern New Hampshire University*

DISENTANGLING REACTIONS TO ABUSIVE SUPERVISION: THE ROLE OF SUPERVISOR ORGANIZATIONAL EMBODIMENT

Rachel Elizabeth Kane, *Florida State University*

Pamela L. Perrewé, *Florida State University*

The purpose of this paper was to examine the interactive effects of abusive supervision and supervisor organizational embodiment (SOE; Eisenberger et al., 2010) on supervisor- and organization-directed deviance. We hypothesized that subordinates perceiving abuse from supervisors deemed to be embodiments of the organization (i.e., high SOE) would respond to abusive supervisory behavior with both supervisor-directed and organization-directed deviance. On the contrary, we hypothesized that subordinates perceiving abuse stemming from supervisors not deemed to be embodiments of the organization (i.e., low SOE) would respond to abusive supervisory behavior primarily with supervisor-directed deviance. Strong support was found for the research hypotheses.

**★BEST OVERALL PAPER AND BEST PAPER IN TRACK★
FROM NEGATIVE ACT TO NEGATIVE RELATIONSHIP:
UNDERSTANDING HOW PATTERNS OF ABUSIVE
SUPERVISION EMERGE AND DEVELOP OVER TIME**

Lauren Simon, *Portland State University*

Charlice Hurst, *Western University*

Timothy A. Judge, *University of Notre Dame*

How do functional supervisor-subordinate relationships, characterized by occasional negative events, transform into dysfunctional relationships consumed by such events? We integrate reciprocal determinism, victim precipitation, and cognitive appraisal perspectives to investigate the processes through which sustained abuse occurs and how personality influences these processes. We argue that personality traits influence subordinates' emotional and behavioral reactions to supervisors' negative behaviors. These reactions, in turn, can reinforce the likelihood of future abuse, thus facilitating or inhibiting sustained abusive patterns. Six waves of longitudinal data were collected among a sample of 159 employees and their coworkers. Theoretical and practical implications are discussed.

TRAPPED WITH A MAD MAN: THE IMPACT OF ABUSIVE SUPERVISION AND JOB EMBEDDEDNESS ON CITIZENSHIP AND DEVIANCE

James B. Avey, *Central Washington University*

Keke Wu, *Central Washington University*

Erica Holley, *Central Washington University*

Drawing from both turnover and emotions research, this paper examines the impact of job embeddedness, in the context of abusive supervision, on employee job frustration, as well as on citizenship withdrawal and deviance. Results indicate support for the hypothesized interaction that employees who were the most embedded and reported the highest frequency of abusive supervision were the most frustrated on the job. Moreover, job frustration was found to fully mediate the relationship between embeddedness and deviance, and it was found to partially mediate the relationship between abusive supervision and deviance. Implications for management research and practice are discussed.

Friday, 3:15pm - 4:45pm in Rio Vista II

**The Seven Habits of Highly Successful Academicians:
A SMA Fellows panel discussion**

Participants:

Russell S. Cropanzano, *University of Arizona*

Gerald R. Ferris, *Florida State University*

K. Michele Kacmar, *University of Alabama*

William L. Gardner, *Texas Tech University*

Moderator: **Mark J. Martinko**, *University of Queensland* (Dean of SMA Fellows)

During this session the participants will describe their typical work day and seven habits that have enabled them to develop and maintain highly successful careers as academicians. Ample time for discussion will follow.

Friday, 6:30pm - 9:30pm in Las Olas Ballroom

SMA Networking Social and Party

Join us as we celebrate with new and old friends. Come enjoy food and drink inspired by South Florida and Cuba. Enjoy a Salsa Dancing demonstration and lessons.

Saturday, November 3

Conference Registration: 8:00am – 10:30am. in Las Olas Prefunction

Coordinator: Kevin B. Lowe, *UNC Greensboro*

Saturday, 8:30am - 10:00am in Atlantic I

Ent/IT/Innov: Technology and Innovation

Session Chair: **Mary Beth Rousseau**, *University of Tennessee*

Discussants:

Jay Caughron, *Radford University*

Mary Beth Rousseau, *University of Tennessee*

Scott Benjamin, *Florida Institute of Technology*

EXPLORING THE DETERMINANTS OF BROADENING AND DEEPENING TECHNOLOGICAL CAPABILITIES: THE IMPACT OF OWNERSHIP STRUCTURE AND ORGANIZATIONAL SLACK

KwangWook Gang, *Rensselaer Polytechnic Institute*

Dongling Huang, *Rensselaer Polytechnic Institute*

Better understanding of determinants and how they influence a firm's broadening and deepening technological capabilities, are critical to answering the firm's heterogeneous innovation. In this study, we probe the relationship between individual and domestic institutional ownerships, and broadening and deepening technological capabilities with the moderation of organizational slack. Our findings suggest that individual shareholders show positive deepening technological capability, and negative broadening technological capability. Domestic institutional shareholders show positive broadening technological capability; moreover, organizational slack helps the impacts of ownership structure on broadening and deepening technological capabilities.

FACULTY SERIAL INVENTORS: FOUNDATIONS OF A LIFETIME OF INNOVATION

Anne W. Fuller, *Sacramento State University*

This paper identifies significant variables in the observed career level patent assignment patterns of academic serial inventors. Existing life cycle models test the idea that consulting occurs later in the career span of academic scientists. We find that indeed the proxy for consulting is more likely the later the patent application is from the year of PhD for the faculty inventors. We found strong evidence that faculty performing industry consulting are more likely to continue consulting in subsequent work.

UNDERSTANDING THE ABSORPTIVE CAPACITY OF SMES: AN EXAMINATION OF FIRMS IN THE SOFTWARE INDUSTRY

Josh Daspit, *Mississippi State University*

Derrick E. Dsouza, *University of North Texas*

Research suggests small and medium-sized enterprises (SMEs) are disadvantaged relative to large firms; however, SMEs that employ refined knowledge conversion processes (e.g., absorptive capacity) can mitigate disadvantages and enhance competitiveness. Although absorptive capacity is beneficial for firms, our understanding of this knowledge conversion process is limited. Thus, we seek to understand the absorptive capacity process through an empirical investigation of SMEs in the software industry. Our findings suggest the dimensions of absorptive capacity are related in a linear, process-like manner, indicating the absorptive capacity process is more parsimonious than previously conceptualized.

Saturday, 8:30am - 10:00am in Atlantic II

Ethics/Soc/Div: Sustainable Environments and International Ethics

Session Chair: **Joe J. Eassa Jr.**, *Palm Beach Atlantic University*

Discussants:

Papers 1 & 2: **Jalane Meloun**, *Barry University*

Paper 3: **John Michael Mankelwicz**, *Troy University*

CONFIGURE STRATEGIC ALLIANCES FOR SUSTAINABILITY INTRODUCTION

Haiying Lin, *University of Waterloo*

While organizations are increasingly using strategic alliances to address complex social, economic and environmental issues, the literature lacks adequate knowledge of the antecedents, structure and performances of these alliances. This paper conceptually assesses the association among alliance orientations, structures and their associated strategy outcomes. It suggests that competency-oriented alliances, characterized by exploration learning, diverse partners, non-equity structure and strong-tie relation, are more likely to be associated with more proactive strategies. I integrate a longitudinal dimension into the framework and examine how alliance experiences and other societal factors may shift alliance orientations and structures, which in turn influence the alliance's performance.

ETHICAL BEHAVIOR: THE INTERACTION OF HOFSTEDE'S CULTURAL DIMENSIONS

Robert Steinbauer, *University of Memphis*

Hofstede's cultural dimensions have been associated with unethical conduct, but many studies deliver contradicting results due to isolated analysis of cultural dimensions or focus on specific unethical conduct. This paper provides a detailed overview of ethical decision making and provides a definition of unethical conduct specifically relevant to cross cultural research. It is proposed that each cultural dimension contributes to but does not determine unethical conduct. Hofstede's (2010) index values for 76 countries are analyzed to identify cultures that are more likely to act unethical out of self-interest or group pressure. The moderating effects of institutional pressure are discussed.

THE IMPACT OF STAKEHOLDER MANAGEMENT ON INTERNATIONALIZATION

Natalie Slawinski, *Memorial University of Newfoundland*
Jijun Gao, *University of Manitoba*

This article explores the relationship between stakeholder management and internationalization. Drawing from the resource-based view of the firm, we argue that the ability to manage competing demands arises from strong stakeholder management and in turn facilitates internationalization. We therefore propose that strengths in stakeholder management are positively related to internationalization, while concerns in stakeholder management are negatively related to internationalization. Using panel data for 169 U.S. multinational firms over a ten year period, we find that possessing strengths in stakeholder management facilitates internationalization. However, engaging in negative actions towards stakeholders does not appear to hinder internationalization.

Saturday, 8:30am - 10:00am in Atlantic III

OB: Trust

Session Chair: **Mark B. Gavin**, *West Virginia University*

Discussants:

Paul Johnson, *Western Carolina University*
Kenneth Uzomah Chukwuba, *Walden University*
Mark B. Gavin, *West Virginia University*

INK VS INC: VISIBLE BODY MODIFICATION AND TRUST IN ORGANIZATIONS

D'Lisa N. McKee, *Mississippi State University*

This paper investigates the influence of visible body modification (VBM) on employee perceptions of trustworthiness and trust. As tattoos and body piercings have become more prevalent, organizations are faced with decisions about employing individuals with VBM. The present research explores the impact that stereotypes and perceived group identities can have on the initial development of trust. What impact visible body modification may have on employee trustworthiness and trust, and how social identity and personality traits may influence these relationships in a training context are two of the primary theoretical questions addressed in this research.

SOCIAL INFLUENCE AND LMX: THE ROLE OF TRUST TIES

Thomas J. Zagenczyk, *Clemson University*
Russell Purvis, *Clemson University*
Mindy K. Shoss, *Saint Louis University*
Kristin Scott, *Clemson University*

Leader-member exchange (LMX) theory focuses on the degree of emotional support and exchange of valued resources between supervisor and subordinate. This approach is frequently criticized for failing to consider the role of the social context in the development of supervisor-subordinate dyads. We take a step towards addressing this limitation by exploring the effects of subordinates' social network ties on their LMX. Results of a social networks study of 61 employees working in a computing and information technology company in the southeastern United States suggest that trust mediates the relationship between friendship and advice ties and similarity in LMX.

WHY ENGAGE IN INAPPROPRIATE TRUST? AN ATTRIBUTION THEORY PERSPECTIVE

Robert Edward Robinson, *Texas Tech University*
Jae Hwan Lee, *Texas Tech University*

Extant literature has examined different types of trust as if they were disparate phenomena. However, we argue that existing trust concepts can be organized into four typologies, namely, proper trust, proper distrust, under-trust, and over-trust, based on the two dimensions of trust level and accuracy of attributions. We propose a model of the trust process which incorporates implications of attribution biases. Organizations rely on trust to operate effectively, and to maintain proper relations with internal and external stakeholders. In that regard, understanding of these concepts can help to determine when, where, and to whom trust should be extended.

Saturday, 8:30am - 10:00am in Las Olas III

Strategy/OT/IM: Joint Ventures

Session Chair: **Rhonda K. Reger**, *University of Maryland, College Park*

Discussant: **Bruce Barringer**, *Oklahoma State University*

A MODEL OF CONTROL PARITY AND STRATEGIC STAKES

Pingying Zhang, *University of North Florida*
Cheryl Van Deusen, *University of North Florida*

Results of extant research into how ownership control affects performance of International Joint Ventures (IJVs) have been inconclusive. Using IJVs in China as the study background, we offer a two-step conceptual model to solve the ambiguous findings. First, we state the importance of establishing a balanced relationship between ownership and operational control, termed as control parity. Second, we analyze the concept of strategic stakes, a contingency variable that should be considered when designing control parity.

AN IDENTITY-BASED VIEW OF THE INITIAL STRUCTURE OF INTERFIRM COLLABORATION

Ikenna S. Uzuegbunam, *University of Kentucky*

Drawing on social identity theory, this study examines how firms utilize the identities of their alliance partners in choosing initial governance structures in strategic alliances. Leveraging a sample of 483 alliances, the author proposes and finds evidence that joint venture (JV) structures are more likely when a firm's alliance has more partners with private firm or subsidiary identities. The results also indicate that JV structures are more likely when an alliance involves strong product market identity with partners and less likely when an alliance involves strong geographic identity with partners.

ASYMMETRIC MOTIVES IN INDIAN BILATERAL CROSS-BORDER JOINT VENTURES (CBJVS) WITH G7 NATIONS: IMPACT OF RELATIVE PARTNER CHARACTERISTICS AND INITIAL CBJV CONDITIONS

Sanjay Dhir, *Indian Institute of Management, Lucknow*
Amita Mital, *Indian Institute of Management, Lucknow*

The present study analyzes relative partner characteristics and initial CBJV conditions as antecedents to the degree of asymmetric motives between CBJV partner firms in developing nation. An empirical analysis of 201 bilateral CBJVs in India with G7 nations, for a time period of ten years (2000-2010), shows that while degree of asymmetric motives between partners firms enhances when relative culture difference, capital structure and inter-partner product-market overlap increases, higher level of diversification, critical activity alignment and resource heterogeneity decreases the degree of asymmetric motives between partner firms in CBJV.

Saturday, 8:30am - 10:00am in Las Olas IV

OB: Expatriate Employees and SMA grant presentation

Session Chair: **Gery Markova**, *Wichita State University*

Discussants:

Paper 1: **Lucy L. Gilson**, *University of Connecticut*

Paper 2: **Sara Jansen Perry**, *University of Houston-Downtown*

PERSONALITY, CULTURAL INTELLIGENCE, AND THE CROSS-CULTURAL ADJUSTMENT OF EXPATRIATES IN JAPAN

Kyle Huff, *Georgia Gwinnett College*

A relatively new construct called Cultural Intelligence, or CQ, has been theorized to help with assessing the ability of people to successfully handle situations that require cross-cultural competence. This study sought to extend what is already known about CQ by investigating its ability to account for variance in cross-cultural adjustment of a group of expatriates beyond what was accounted for by the five factor model of personality and various demographic variables. Results of a hierarchical regression analysis support the usefulness of CQ in improving the prediction of adjustment over and above the personality measure and the demographic variables.

SOCIAL VS. EMOTIONAL CONNECTIONS: EXPLORING EXPATRIATES' SENSE OF BELONGING DURING INTERNATIONAL ASSIGNMENTS

Zoa Ordoñez, *UNC Charlotte*

Upon relocation, expatriates are uprooted from their sense of familiarity (e.g. lifestyles, values, and norms) and their sense of belonging (family, friends, work-groups, the community). Such displacement may lead expatriates to experience a sense of isolation despite their constant social interactions with host country nationals. This study examines how expatriates develop or maintain a general sense of belonging during international assignments. The findings revealed that belongingness has two dimensions – social and place belonging. Drawing upon 18 interviews with expatriates, this study highlights sources of both types of belonging and tactics that organizations can use in order to promote them.

IMPLICIT THEORIES, ATTRIBUTION STYLES, AND PERCEPTIONS OF LEADERS: DOES PERFORMANCE LEVEL MATTER?

Brandon Randolph-Seng, *Texas A&M University - Commerce*
Mark J. Martinko, *University of Queensland*
Jeremy Ray Brees, *University of Scranton*
Kevin T. Mahoney, *Louisiana Tech University*
Stacey R. Kessler, *Montclair State University*
Winnie Shen, *University of South Florida*

The purpose of this study was to investigate the role that implicit leadership theories and attribution styles play in evaluating specific leader behaviors and performance. We predicted that implicit leadership theories and attribution styles would influence individual's ratings of a leader, using established leadership scales, independent of the actual performance level displayed by the leader or follower. Results were mixed, but suggest that implicit leadership theories and attribution styles do indeed exert a stronger influence on responses on leadership scales than actual leader or follower performance.

Saturday, 10:00am - 10:30am in Las Olas Prefunction

Networking Break

Coordinator: **Joy H. Karriker**, *East Carolina University*

Saturday, 10:30am - 12:00pm in Atlantic I

Ent/IT/Innov: Venture Capital and Alliances

Session Chair: **Thomas H. Allison**, *University of Oklahoma*

Discussants:

Thomas H. Allison, *University of Oklahoma*

Erik J. Van Slyke, *Auburn University*

Anne W. Fuller, *Sacramento State University*

ALLIANCE AND VENTURE CAPITAL NETWORKS: AN ANALYSIS OF START-UP FIRMS IN THE BIOTECHNOLOGY INDUSTRY

Lindy Archambeau, *University of Florida*

This study examines how biotechnology start-up companies build external relationships that allow them to overcome the liability of newness. We investigate two distinct networks that a biotechnology firm belongs to: Venture Capital networks and alliance networks. We hypothesize that the phase of development of the start-up, its innovatory capabilities, and the prominence and capital investment of the venture capitalists determine the extent of alliance formation. We find that innovatory capabilities and size of the venture capitalist network have positive effects on alliance networks. Extent of investment has a negative impact on alliance networks. The prominence impact is not supported.

INTER-ORGANIZATIONAL ALLIANCES IN ENTREPRENEURIAL FIRMS: A MULTIPLE INDUSTRY ANALYSIS

Kaveh Moghaddam, *Old Dominion University*
Mike Provance, *Old Dominion University*

Despite the conventional wisdom that entrepreneurial firms with inter-organizational alliances are valued higher due to gaining access to resources and receiving reputation and legitimacy, this relationship remains underexplored. The results of this study show that the number of firm inter-organizational alliances positively and significantly affects the valuation of venture-backed entrepreneurial firms. The results also support the hypothesized positive effect of alliance management capability on firm's valuation. The evidence provided here reinforces existing theory about the role of inter-organizational alliances in entrepreneurial firms.

TWO'S COMPANY, THREE'S A... THE SYNDICATION OF VENTURE CAPITAL INVESTMENTS

Paul William Gilson, *Eastern Connecticut State University*
Brian A. Marks, *Sacred Heart University*

This paper develops a game theoretic function to analyze the relationship between the founder-entrepreneur of a startup company and venture capital investors. This function measures, using Shapley values, the control exerted by these investors over the management of the company. This paper finds that the founder-entrepreneur and venture capital investor's control and influence is dependent on syndicate size and dilution, and not proportionate ownership alone as previously believed. Using this function, we show that the lead venture capital investor can increase the venture capital investor's control and influence by adjusting the syndicate size.

Saturday, 10:30am - 12:00pm in Atlantic II

HRM/Careers: Selection Tools and the Employment Interview

Session Chair: **Jalane Meloun**, *Barry University*

Discussants:

Papers 1 & 3: **Eric Heggestad**, *UNC Charlotte*

Paper 2: **Don H. Kluemper**, *Northern Illinois University*

DEMOGRAPHIC VARIABLES AND CREDIT SCORES: AN EMPIRICAL STUDY OF A CONTROVERSIAL SELECTION TOOL

Jeremy Bernerth, *Louisiana State University*
Benjamin D. McLarty, *Louisiana State University*
Catherine A. Helmuth, *Auburn University*

The widespread use of credit scores as part of the selection process has raised flags with lawmakers and the general public, but little is known about what impact such practices might have on protected classes. To explore this issue, the reported research investigated the relationship between five demographic variables and individual consumer credit scores. Using demographic data from 142 employees and objective credit data obtained from the Fair Isaac Corporation (FICO), the reported research found minority-status was negatively related to credit scores (including large effect sizes) whereas age and education level were positively related to credit scores.

EMPLOYERS USE OF SOCIAL NETWORKING SITES IN THE SELECTION PROCESS

Stephanie Black, *University of Texas at San Antonio*
Andrew Franklin Johnson, *University of Texas at San Antonio*

Organizations are increasingly turning to social networking sites for insight into prospective employees. While existing research addresses many of the facets of human resource selection; the context of social networking sites is unique. Issues such as privacy, appearance, stigmas, and discrimination require study in the context of social networking to bridge past research with evolving practice. This article discusses human resource practices as they relate to the use of social networking sites for hiring purposes. We offer a summary overview of social networking sites, briefly discuss applicable existing literature, offer novel theory and hypothesis, and conclude with future research direction.

★BEST DOCTORAL PAPER IN TRACK★ INTERVIEW OUTCOMES AS A FUNCTION OF IMPRESSION MANAGEMENT TACTICS AND INTERVIEWERS ACCOUNTABILITY

Corinna Diekmann, *University of Bonn*

This study examined how the relationships between applicants' impression management (IM) in the employment interview and interviewer ratings of competence, likeability, and job offer probability are influenced by interviewers' accountability level. Using an experimental scenario design, 3 different IM tactics (self-promotion, ingratiation, modesty) and 2 accountability levels were analyzed. Ratings by 191 experienced interviewers revealed that the effects of self-promotion and ingratiation depended on interviewers' accountability level whereas modesty was equally beneficial in both conditions. Furthermore, the relationship between IM and job offer ratings was mediated by perceived competence under high accountability, and mediated by perceived likeability under low accountability.

Saturday, 10:30am - 12:00pm in Atlantic III

OB: Values and Spirituality in the Workplace

Session Chair: **Yan Liu**, *United States University*

Discussants:

Monica Sharif, *University of Miami*

Lingli Meng, *Oklahoma State University*

Jerry Bryan Fuller, *Louisiana Tech University*

DAILY SKILL DISCRETION AND WELL-BEING: THE MODERATING ROLE OF WORK VALUES

Bert Schreurs, *Maastricht University*
Anja Van den Broeck, *HU Brussel and KU Leuven*
Hannes Guenter, *Maastricht University*
Hetty van Emmerik, *Maastricht University*

Using a daily diary study, we examined the within-individual relationship between skill discretion and employee well-being (i.e., work engagement and emotional exhaustion), and the moderating role of work value orientation. Ninety-nine service workers completed a general survey and daily surveys over five consecutive days. Results of multilevel modeling showed that skill discretion was positively related to work engagement at the end of the work day, but was unrelated to emotional exhaustion. In addition, we found that skill discretion was more positively associated with work engagement in employees who hold a predominant intrinsic (rather than extrinsic) work value orientation.

THE “GOOD” AND THE “BAD” OF SPIRITUAL LEADERSHIP: TOWARD A SPIRITUAL CONTINGENCY MODEL

Sukumarakurup Krishnakumar, *North Dakota State University*
Christopher Neal Ellison, *West Virginia University*
Jeffery D. Houghton, *West Virginia University*
Christopher Neck, *Arizona State University*

This paper develops and presents a spiritual contingency model of spiritual leadership that includes spiritual leadership characteristics such as follower’s feelings of interconnectedness, religious or existential faith, and leader charisma along with such boundary conditions and contingencies (moderators) as narcissism, pro-social motivation to lead, follower perceptions of leader integrity (ethics), and perceived organizational support. In exploring these contingency factors, the paper also examines the potential “dark side” of spiritual leadership and concludes with implications for future research and managerial practice as suggested by the model.

THE ROLE OF SPIRITUALITY IN IMPROVING WORK OUTCOMES

Corey Fox, *Oklahoma State University*
Gabi Eissa, *Oklahoma State University*

In this study we examine the impact of employee spirituality on an employee's psychological capital (PsyCap) and on work outcomes. More specifically, we examine the role that an individual's spirituality plays in determining their PsyCap and how PsyCap influences both employee task performance as well as their engagement in citizenship behaviors. We test our hypotheses on a sample of 229 employee-supervisor dyads using structural equation modeling. Our results suggest that employee spirituality impacts work outcomes through employee PsyCap. A discussion of our results and future research directions are provided.

Saturday, 10:30am - 12:00pm in Atlantic IV

OB: Work-Life Boundaries and Balance

Session Chair: **Sandra Renee Bryant**, *University of Phoenix*

Discussants:

John W. Michel, *Loyola University Maryland*
Neal M. Ashkanasy, *University of Queensland*
Vickie Coleman Gallagher, *Cleveland State University*

GETTING BY WITH A LITTLE HELP FROM FRIENDS: SOCIAL SUPPORT FOR CONTINGENT EMPLOYEES

Laura T. Madden, *University of Tennessee*
Kimberly Eddleston, *Northeastern University*
Deborah Kidder, *University of Hartford*
Barrie E. Litzky, *Pennsylvania State University - Great Valley*
Franz Kellermanns, *University of Tennessee*

In this paper, we use a content analysis of 40 interviews to investigate differences between contingent and standard employees' stress levels and social support networks and to explore the Conservation of Resources (COR) claim that social support can help during stressful times. Additionally, we explore differences in which of three work groups contingent and standard employees draw social support from. Our findings suggest that contingent employees perceive more stress than do standard employees in the same profession. Additionally, contingent employees seek out more social support, and look to a wider variety of groups for that social support, than standard employees.

REFRAMING HIGH INVOLVEMENT MANAGEMENT: A THEORETICAL MODEL OF WORK-LIFE CONFLICT AND THE MODERATING ROLE OF BOUNDARY ORIENTATION

Mickey B. Smith, *Oklahoma State University*
Feibo Shao, *Oklahoma State University*

This paper introduces a conceptual model of high involvement management and its effects on work-life conflict. Our research suggests a positive relationship between high involvement management and leader’s work-to-life conflict. Our model also examines the moderating effect of boundary orientation (viz., managers as integrators or segmentors). We propose that boundary orientation interacts with high involvement management such that highly involvement managers who are integrators (segmentors) experience more (less) work-life conflict. In line with previous literature, we propose that increased work-life conflict results in negative health-related outcomes, attitudes, and performance. We provide both the theoretical and practical implications of this model.

THE RECOVERY POTENTIAL OF INTRINSICALLY VERSUS EXTRINSICALLY MOTIVATED OFF-JOB ACTIVITIES

Lieke L. ten Brummelhuis, *University of Pennsylvania*
John P. Trougakos, *University of Toronto*

Based on Self-Determination theory, we examined whether the recovery potential of an off-job activity depends on the employee’s motivation for the activity. During five consecutive days, 74 employees reported the hours spent on six off-job activities before going to sleep and exhaustion and recovery on the next morning, while motivation for each of the six activities was measured by a general questionnaire. The positive relationship between leisure activities and next morning recovery was more pronounced among employees with intrinsic, in comparison to extrinsic motivation for the activity. Intrinsic motivation attenuated the positive relationship between high-duty tasks and next morning exhaustion.

Saturday, 10:30am - 12:00pm in Atlantic VI

HC/HM/PA: Nurses' Perspectives of Trust and Turnover

Session Chair: **Boris Odynecki**, *Southern University*

Discussants:

Michelle Ruiz, *University of Texas at El Paso*

Ferhat Devrim Zengul, *University of Alabama at Birmingham*

Alankrita Pandey, *University of Texas at Arlington*

★BEST DOCTORAL PAPER IN TRACK★

PROCEDURAL JUSTICE, AFFECTIVE COMMITMENT, AND THE MEDIATING ROLE OF PERCEIVED SUPPORT AND TRUST: A MULTIFOCI PERSPECTIVE

Alankrita Pandey, *University of Texas at Arlington*

Jennifer G. Manegold, *University of Texas at Arlington*

Jim Lavelle, *University of Texas at Arlington*

Gary C. McMahan, *University of Texas at Arlington*

We investigate the relationships between procedural justice perceptions and affective commitment through social exchange processes like perceived support and trust in a sample of 140 nurses from a not-for-profit hospital. Six hypotheses are supported, demonstrating that procedural justice directed to targets like the hospital, supervisor, and workgroup positively predicts perceived support, perceived trust and affective commitment directed to the same targets and uniquely explains the variance more than that directed to other targets. Both perceived support and feelings of trust mediate the relationship between procedural justice and affective commitment giving empirical support for the target similarity model framework.

★BEST PAPER IN TRACK★

THE PLACE MAKES THE PLACE, TOO: THE ROLE OF WORKING CONDITIONS IN NURSE TURNOVER INTENTIONS

James M. Vardaman, *Mississippi State University*

David G. Allen, *University of Memphis*

Maria B. Gondo, *University of New Mexico*

Paul Cornell, *HPX LLC*

This paper explores the influence of perceptions of working conditions on the development of turnover intentions. Drawing on a sample of 57 nurses working in a leukemia unit of a metropolitan hospital, this study suggests perceptions of working conditions explain variance in turnover intentions above that explained by motivational and social factors. Specifically, employee perceptions of noisy working conditions are found to increase turnover intentions, while perceptions that working conditions facilitate task efficiency are found to reduce turnover intentions. Theoretical and practical implications of the study are discussed.

WORK RELATIONSHIPS AND THE RESULT OF TRUST AND TURNOVER; A STUDY OF NURSES AND PHYSICIAN LMX

Michelle Ruiz, *University of Texas at El Paso*

Prajya R. Vidyarthi, *University of Texas at El Paso*

The connection between employee's LMX and two outcome variables (supervisor trust and turnover intention) is explored within this paper. The mediation of voice expression and two moderating variables is tested. Registered Texas nurses were sent a survey looking at these variables. Job embeddedness is a developing theory and the use of it as a moderator in this study adds to the depth of our knowledge. We expand the knowledge of how voice can influence a person's embeddedness and supervisor trust. Hospital administrators will be able to shape their staffing models in a more effective manner based on this study.

Saturday, 10:30am - 12:00pm in Las Olas III

Strategy/OT/IM: Mergers and Acquisitions

Session Chair: **Jase R. Ramsey**, *University of Alabama*

Discussants:

Papers 1 & 2: **Bruce T. Lamont**, *Florida State University*

Paper 3: **Jase R. Ramsey**, *University of Alabama*

DUE DILIGENCE AND ORGANIZATIONAL LEARNING IN THE M&A PROCESS

Heather R. Parola, *Florida Atlantic University*

The due diligence process in mergers and acquisitions (M&As) provides organizations with a unique opportunity to gain tacit knowledge. The momentum of the deal and the external environment affect and shape how an organization performs due diligence during an M&A, but the context also affects how and what lessons an organization learns throughout the due diligence process. A model is presented that shows how the deal context and the external environmental context shape the due diligence process, type of learning, and post-deal performance.

INTERNAL CAPABILITY DEVELOPMENT AND STRATEGIC FACTOR MARKETS: R&D AND "NORTHERN" ACQUISITIONS

Barclay James, *Louisiana State University*

Rajeev J. Sawant, *Baruch College*

Josh Bendickson, *Louisiana State University*

Is internal development complementary to a firm's acquisition of capabilities in strategic factor markets (SFMs), or are these two modes substitutes? We develop and test hypotheses regarding emerging market firms' R&D intensity and the likelihood of their engaging in up-market ("Northern") acquisitions in more developed economies. Evidence of a curvilinear relationship exists, whereby as the level of R&D intensity increases, firms become more likely to engage in up-market acquisitions, but only up to a point. This suggests a more nuanced relationship between internal capability development and use of SFMs that reconciles inconsistencies in existing theoretical and empirical research in RBT.

★BEST PAPER IN TRACK★

TOWARD A COMPREHENSIVE MODEL OF CEO HUBRIS: EFFECTS ON FIRM RISK-TAKING AND U.S. CROSS-BORDER ACQUISITIONS

Alexander Reinhold, *Google Inc.*

Taco Reus, *Erasmus University Rotterdam*

While research on CEO hubris has been extensive, conceptual ambiguity plagues the literature. Some scholars stress situational factors, in the form of a CEO's confidence-enhancing stimuli, while others stress dispositional factors, such as a CEO's narcissistic tendencies. We disentangle these two dimensions and consider their interdependent roles with regard to firm risk-taking propensities in the context of international acquisitions. Results from a sample of large cross-border acquisitions made by 145 CEOs suggest that high situational confidence among CEOs increases firm risk-taking, and indirectly lowers cross-border acquisition performance. However, the results suggest a generalizable method to measure narcissism requires further examination.

WHEN A FRIEND BECOMES A FOE: THE EFFECTS OF RELATIONAL RIFTS ON INDIVIDUALS AND GROUPS

Tracey Rockett, *Texas Christian University*

Alix Valenti, *University of Houston, Clear Lake*

Research on negative relationships typically focuses on existing negativity rather than relationship change. We introduce the term relational rift to describe the situation when the relationship between two individuals turns from positive to negative. We suggest that the impact of relationship change on individuals and groups is more profound than if there is existing dislike. We review the literature on conflict and negative relationships. Further, we present empirical evidence that socio-emotional conflict can produce a more negative effect on individual work behaviors than task-oriented rifts and feelings of trust and willingness to help are deteriorated due to the rift.

Saturday, 10:30am - 12:00pm in Las Olas IV

OB: Groups and Coalitions

Session Chair: **Jeffrey Paul**, *Illinois State University*

Discussants:

Edythe Ann McNickle, *University of Phoenix-Central Fl Campus*

Kulraj Singh, *University of Memphis*

Jeffrey Paul, *Illinois State University*

TOWARD A THEORY OF COALITION FORMS

Timothy Paul Munyon, *University of Tennessee*

James K. Summers, *Iowa State University*

Robyn Brouer, *University at Buffalo, SUNY*

Incorporating social influence and role theories, we develop a taxonomy of coalition forms, defining the types of coalitions that exist in an organizational context based on their composition and participant motives. We then examine how each form (i.e., lobby, cartel, circle, and alliance) influences resource allocations, role innovation, and work performance. Our conceptualization helps clarify previous theoretical inconsistencies and assumptions regarding coalitions, setting an agenda for future research examining the effects of coalitions, and better informing our understanding of the nature of work behavior in new and changing organizational environments.

TOWARD AN UNDERSTANDING OF CONFLICT ASYMMETRY IN TEAMS: A MULTILEVEL PERSPECTIVE

Ayse Karaca, *Wayne State University*

Amanuel G. Tekleab, *Wayne State University*

Conflict theorists have long assumed that team members have a shared perception about the level of conflict that occurs in their team. However, recent studies have challenged this assumption, arguing that team members may perceive the same environment differently, and therefore, might possess an asymmetry in their perceptions of conflict. Based on this argument, the concepts of group conflict asymmetry and individual conflict asymmetry have been introduced to the conflict literature. This conceptual paper develops a research model, identifying antecedents and moderators of both team and individual conflict asymmetry. A series of testable propositions are developed, and implications are discussed.

PARTICIPANT INDEX

A

Abi Aad, Amine..... 48
 Adams, Garry 16, 37, 44
 Aissaoui, Rachida 22, 38
 Akins, Anthony 15
 Al-Amin, Mona 23
 Allen, David G..... 36, 44, 59
 Allen, Josh 17, 28
 Allen, Scott 18
 Allison, Thomas H..... 45, 56
 Alvarez, Sharon Ann 21
 Amis, John Matthew 38, 43, 52
 Ammeter, Anthony (Tony) Paul 25, 44
 Anand, Smriti 27
 Andrews, Martha C. 14
 Aquino, Karl..... 47
 Archambeau, Lindy 18, 22, 56
 Ashkanasy, Neal M. 33, 58
 Assaf, Albert 24
 Atinc, Guclu 25, 27
 Avey, James B. 53

B

Badawy, Rebecca Lee 46
 Baker, LaKami T..... 29, 30
 Bakker, Arnold B..... 47
 Banerji, Kunal 37
 Banks, George Christopher 31, 39
 Barnett, Tim 25, 44
 Barringer, Bruce 24, 55
 Bass, A. Erin..... 34
 Baugh, Gayle 15
 Beck, Tammy E. 29
 Becker, William 47
 Becraft, Michael 18
 Becton, John Bret 40
 Beekun, Rafik Issa 27
 Bell, Myrtle P. 43
 Bendickson, Josh 42, 59
 Benjamin, Scott 44, 50, 54
 Bennett, Rebecca J. 23, 33
 Bentley, Jeffrey 20
 Bergeron, Diane 24
 Bernerth, Jeremy..... 57
 Berry, Daphne Perkins..... 43
 Bhatnagar, Deepti 33
 Bhawe, Nachiket 39
 Bilimoria, Diana 49
 Black, Janice A. 19
 Black, Stephanie 57
 Blicke, Gerhard 17, 41
 Blum, Terry C. 46
 Boekhorst, Janet A. 45
 Bolino, Mark 22
 Bonner, Julena 29
 Bowler, Matt 36, 43
 Brees, Jeremy Ray 38, 56
 Bremner, Nicholas L. 36
 Brock, Meagan E. 20, 30
 Brouer, Robyn 14, 46, 60
 Brown, Lee Warren 42
 Bruk-Lee, Valentina..... 28

Bryant, Sandra Renee 25, 27, 58
 Brymer, Robert 23
 Bundy, Jonathan Nicholas 44
 Burton, Laura J. 42
 Butler, Frank Christopher 41, 46
 Butter, Caren 17

C

Camp, Richaard 40
 Carlson, Dawn S. 47
 Carnes, Andrew Michael 17, 41
 Carr, Jon C. 14, 33
 Carsten, Melissa K. 36, 41
 Carter, Suzanne 22, 37
 Carter, William R. 28
 Castañer, Xavier 48
 Castro, Stephanie L. 27
 Castrogiovanni, Gary 14, 31, 44
 Caughron, Jay 20, 54
 Chand, Masud 48
 Chandna, Vallari 28
 Che, Xinxuan..... 24, 32, 51
 Chen, Claire H. 18
 Chen, Shawna..... 38
 Cheng, Bor-Shiuan 48
 Chiaburu, Dan..... 29, 49
 Chou, Wan-Ju 48
 Chowdhury, Sanjib 40
 Chrisman, James J. 35
 Chukwuba, Kenneth Uzomah 50, 55
 Clarke, Ruth 37
 Cogliser, Claudia C. 15
 Cole, Brooklyn 43, 50
 Collins, Mark E. 23
 Combs, Gwendolyn M. 34
 Combs, James G. 14, 25, 35, 44, 49
 Connelly, Brian L. 14, 40
 Cornell, Paul 59
 Cowan, Renee..... 28
 Cox, Marcus Z. 19, 37
 Craig, Justin B. 50
 Crawford, II, Wayne Stanley 31
 Crook, T. Russell 35, 44, 49
 Cropanzano, Russell S. 28, 47, 53
 Crossan, Mary..... 32
 Cycyota, Cynthia 43

D

Daniels, Shanna R. 52
 Daspit, Josh 39, 54
 Datta, Avimanyu 45
 Davey, Kimberly..... 23
 Davidson, Elizabeth M. 16
 Davis, Justin L. 14, 22
 Davis, Kelly M. 33
 Davis, Mark A. 19
 Davis, Phillip Eugene 28
 Davis, Walter D. 20, 29
 Dawley, David..... 21
 Day, Kristen Madison 16, 31
 De Leon, John Anthony 40
 De Witte, Hans 36

Debicki, Bart Jan 35
 Demerouti, Evangelia 47, 51
 Deptula, Bryan 17, 33
 Dheer, Ratan..... 48
 Dhir, Sanjay..... 56
 Dibrell, Clay..... 50
 Diekmann, Corinna 57
 Dimotakis, Nikolaos 35
 Dino, Richard N. 50
 Dixit, Jaya..... 34
 Djurdjevic, Emilija 49
 Donovan, Dennis John 21, 30, 39
 Dorn, Fred J. 30, 39
 Dove, James..... 51
 Drumheller, Kristina..... 30
 Dsouza, Derrick E. 54
 Duan, Jinyun 43
 Duchon, Dennis 23
 Dyson, Ben P. 43

E

Eassa, Jr., Joe J. 17, 27, 54
 Eddleston, Kimberly..... 58
 Eissa, Gabi..... 29, 36, 58
 Ekmekjian, Elizabeth..... 30
 Ellis, Kimberly 27
 Ellison, Christopher Neal 41, 58
 Endres, Megan L. 40
 Engelen, Andreas 32
 Erba, Jr., Joseph 45
 Esken, Candace 16
 Ettiah, Aruna..... 18
 Eubanks, Dawn Lorraine 51
 Evans, Randy..... 29
 Ewen, Christian 41

F

Fabian, Frances H..... 35, 46
 Fang, Hanqing 26, 35
 Fenner, Grant 51
 Ferrante, Claudia 15, 43
 Ferris, Gerald R. 17, 33, 53
 Fisher, Gregory 37
 Flenor, John W. 29
 Fleisher, Matthew Scott 18, 39
 Fodor, Andrew J. 26
 Ford, David M. 21, 45
 Ford, Eric W. 30
 Ford, Lucy R. 15, 25, 49
 Ford, Robert C. 24, 47
 Fox, Corey 48, 58
 Fox, Suzy 23, 28, 38, 43
 Fox-Wolfgramm, Susan..... 20
 Franczak, Jennifer L. 16, 52
 Franklin, GERALYN McClure 14
 French, Angela..... 38
 Frink, Dwight D. 20
 Fulda, Craig 48
 Fuller, Anne W. 54, 56
 Fuller, Christie M. 25
 Fuller, Jerry Bryan 33, 48, 57

G

Gaal, Mary Ann 20, 29
 Gallagher, Vickie Coleman 15, 23, 32, 58
 Gang, KwangWook..... 34, 54
 Gangloff, Karen Ashley..... 29, 37, 40
 Gao, Jijun 55
 Gardner, William L. ... 14, 15, 23, 44, 53
 Gavin, Mark B. 14, 25, 55
 Gazica, Michele W. 23
 Gedro, Julie Ann..... 17, 40
 Geiger, Scott 41
 Genc, Mehmet Erdem..... 41, 48
 Gentry, William Allen 48
 Gerlich, R. Nicholas 30
 Gibson, Jane Whitney 19
 Gilbreath, Glenn..... 24
 Gillespie, James Judson..... 25
 Gilmore, David 48
 Gilson, Lucy L. 14, 15, 25, 42, 44, 50, 56
 Gilson, Paul William 57
 Gilstrap, Bruce 26
 Glibkowski, Brian Christopher..... 25
 Godar, Susan 30
 Goh, Adrian 39
 Goldberg, Caren 42
 Golden, Timothy 33
 Goldman, Barry 47
 Gondo, Maria B. 52, 59
 Gonzalez, Jorge 24
 Goo, Wongun..... 22, 33
 Goodman, Jodi 14, 39, 44
 Goodrick, Elizabeth 42, 46
 Gooty, Janaki..... 28
 Gopalkrishnan, Shalini Sabharwal... 15
 Gopaul, Ishana M. 19
 Greckhamer, Thomas..... 19, 38
 Green, Kim 45
 Greenbaum, Rebecca Lee ... 29, 32, 36
 Greene, Juanne V. 22
 Greenwood, Regina A. 19, 40
 Greer, Charles R. 37
 Gross, Sven 23
 Grubb, III, Walter Lee..... 14, 15, 35
 Guchait, Priyanko..... 47
 Guenter, Hannes..... 17, 33, 57
 Guo, Hai 26
 Gupta, Vishal K..... 26, 39
 Gur, Furkan Amil 19, 24, 42

H

Halbesleben, Jonathon R. B. 15, 25, 39, 47
 Hamilton, Katherine..... 47
 Hancock, Amanda Brooke 16
 Hancock, Julie 36, 45
 Hansen, Hans 38
 Harari, Michael 17, 28
 Harris, Brad 31, 36, 49
 Harris, Christopher M. 45
 Harris, Stanley G. 23, 37
 Hartman, Nathan S. 18
 Harvey, Paul 38
 Heames, Joyce T..... 14, 15, 17, 21, 26

Heggestad, Eric..... 25, 39, 57
Helmuth, Catherine A..... 38, 57
Henley, Amy B..... 14
Herchen, Julia..... 28, 50
Hester, Leslie Kim..... 33
Higgins, La Verne Hairston 37
Hill, Aaron 27, 32
Hinojosa, Amanda Sophia 17, 26
Hochwarter, Wayne 33, 44
Hogan, Robert 41
Holley, Erica 53
Holmes, IV, Oscar 29
Holt, Daniel T..... 21, 25
Holt, Michael Kenneth 28
Horner, Stephen..... 37
Houghton, Jeffery D. 41, 58
Howard, Jack 32, 38
Huang, Dongling..... 54
Huang, Min-Ping..... 48
Hubschman, Betty G. 20, 24, 30
Hudson, Bryant 42
Huff, Kyle..... 56
Huh, Dong Wook..... 32, 46
Hurst, Charlice..... 52

I

Ianuzzi, Angela 40
Isenhour, Linda..... 37
Ismail, Kiran..... 51

J

Jackson, Mary Jo 25
Jackson, William T..... 25
Jacobs, Jacquelyn DeMatteo..... 31
Jalili, Nazanin..... 26
Jamal, Muhammad..... 51
James, Barclay..... 59
Jamil, Amber 46
Jarvis, Jr., Lee Charles..... 30, 38, 42
Javadian, Golshan 26, 50
Jeong, Tae Heum..... 21
Johnson, Aaron 50
Johnson, Andrew Franklin..... 57
Johnson, Paul 48, 55
Joinson, Adam..... 51
Jones, III, Raymond J. 50
Jones, Janet..... 50
Jones, Logan..... 20
Judge, Timothy A..... 52
Julian, Scott 18, 30, 52
Jungst, Martijn 17

K

Kacmar, K. Michele 14, 20, 25, 44, 47, 53
Kane, Rachel Elizabeth 17, 33, 52
Karaca, Ayse 52, 60
Karriker, Joy H. 21, 25, 30, 39, 49, 56
Kashyap, Rajiv 30
Keels, J. Kay 19, 49
Keen, Christian 33
Kellermanns, Franz.. 14, 23, 35, 44, 58
Kessler, Stacey R. 23, 56
Kidder, Deborah..... 58
Kiffin-Petersen, Sandra 33
Kim, Jaemin..... 50

Kim, Joongseo..... 51
Kinsky, Emily..... 30
Klarnner, Patricia 32, 46
Klimchak, Malayka..... 40, 46
Klotz, Anthony 22, 29
Kluemper, Don H. 22, 57
Knapp, Kenneth..... 29
Knoche, III, Harry B..... 20
Kopelman, Richard 24
Kotlar, Josip 18
Kraimer, Maria 16
Krishnakumar, Sukumarakurup..... 58
Kroeck, Karl Galen 28
Krueger, Dianna Contreras 49
Kutkut, Nasser..... 21
Kuypers, Tom..... 36
Kwan, Ho Kwong 43
Kwon, Bora 15

L

Lambert, Jason R. 49
Lambert, Lisa Schurer..... 20, 23, 33
Lamont, Bruce T. 27, 44, 59
Lampel, Joseph..... 41
Lanier, Patricia..... 14, 15, 35
Lapierre, Laurent M..... 36
Lavelle, Jim 59
Lawrence, Eleanor Tolbert 47
Lawrence, Ericka Ruggs 20
Lawter, Leanna 37
Lee, Jae Hwan..... 38, 55
Leiter, Michael P..... 47
Leitzinger, Jocelyn M. 37
Lemoine, Jr., G. James 41, 46
Letzler, Elizabeth 24
Li, Chenwei 17, 51
Li, Ning..... 29, 31, 36
Liao, Chenwei 17, 41, 51
Lin, Haiying 54
Ling, Bin 43
Little, Laura M. 31
Litzky, Barrie E. 58
Liu, Dong..... 39, 43
Liu, Yan 33, 57
Liu, Yonghong..... 33
Long, Rebecca..... 18, 28
Lorinkova, Natalia M. 17
Lortie, Jason 28, 31, 50
Loutzenhiser, Kirsten Kim..... 29, 32
Lowe, Kevin 14, 15, 28, 30, 35, 42, 46, 54
Lux, Sean 26
Lykkebak, Kalyn 28

M

Machado, Marcilio Rodrigues 37
Mackey, Jeremy..... 23, 38
Madden, Laura T. 23, 31, 58
Madden, Timothy M..... 15, 23, 33
Madero, Sergio..... 40
Maher, Liam Patrick 15
Mahoney, Christine Brown..... 15
Mahoney, Kevin T..... 56
Manegold, Jennifer G. 59
Mankelwicz, John Michael .. 28, 50, 54
Marin Melo, Alejandra 38, 52
Maritan, Catherine A. 14, 47

Markova, Gery 21, 38, 56
Marks, Brian A. 57
Marlin, Dan 41
Marquardt, Dennis 43
Martinko, Mark J. 14, 34, 38, 53, 56
Martinson, Brian..... 40
Matheus, Carolyn C. 24
Mazzei, Matthew James 16
McGinnis, Lee Phillip..... 25
McKee, D'Lisa N. 55
McKenney, Aaron Francis..... 44
McKinney, Arlise P. 19, 49
McLarty, Benjamin D. 22, 42, 57
McMahan, Gary C..... 45, 59
McNickle, Edythe Ann..... 60
Meier, Laurenz L. 23
Mello, Abby 43
Meloun, Jalane 54, 57
Memili, Esra 35
Meng, Lingli 29, 57
Mero, Neal..... 14
Merriman, Kimberly K..... 31
Meurs, James A..... 23
Michalak, Rebecca..... 33
Michel, Eric J. 16
Michel, John W. 58
Miguel, III, Rosanna F..... 18
Miles, Angela 18
Milosevic, Ivana 34, 36, 41
Mir, Raza..... 30
Mirowska, Agata..... 32, 46, 52
Miscenko, Darja..... 17
Mital, Amita 56
Mithani, Murad A. 19, 29, 43
Mitra, Atul 27
Moghaddam, Kaveh..... 21, 57
Monserat, Silvia Ines 40
Moore, Karl James 19
Morand, David..... 20, 25, 31
Mujtaba, Bahaudin G. 19
Munyon, Timothy Paul 14, 21, 60
Murphy, Jr., Edward Francis 36, 40

N

Nadavulakere, Shiva 41
Naseer, Saima..... 46
Navis, Chad 37
Neck, Christopher..... 58
Newell, Stephanie E. 37
Nichols, Thomas W. 16
Norman, Patricia..... 41

O

O'Boyle, Jr., Ernest..... 24
O'Brien, Jon 34
O'Brien, Jonathan P. 29
Ocal, Yasemin 25
O'Connor, Stephen 23
Odynocki, Boris..... 59
Oerder, Katharina Sarah 17
Oerlemans, Wido G.M. 47
Ofori-Dankwa, Joseph..... 18, 30, 52
Oguntebi, Joy..... 51
Olivas-Lujan, Miguel R. 40
Ordoñez, Zoa 56
Oswald, Fred..... 39

P

Pain, Guillaume..... 38, 42
Palanski, Michael 36, 43, 51
Pandey, Alankrita..... 45, 59
Parikh, Margie..... 33
Park, Jong Gyu 15
Parola, Heather R..... 26, 59
Patel, Chirag..... 21
Paul, Jeffrey 38, 60
Paustian-Underdahl, Samantha 47
Payne, G. Tyge 14, 25, 44, 50
Pearson, Allison 35
Peiseler, Kathrin..... 41
Perez, Enrique M..... 35, 47
Perrewé, Pamela L. 23, 28, 52
Perry, Sara Jansen 17, 52, 56
Perryman, Martha..... 19
Petrenko, Oleg V. 32
Pfarrer, Mike..... 14, 22, 44, 50
Piccolo, Ronald F..... 30, 47
Pierce, Charles A. 25, 44
Priya, Kanu 25
Prottas, David 24
Provance, Mike 57
Purvis, Russell 55

Q

Quade, Matthew..... 32, 38, 52

R

Ramsey, Jase R. 48, 59
Randolph, Robert Van de Graaff 18, 28
Randolph-Seng, Brandon 56
Ranft, Annette 14, 41, 44, 47
Rawat, Anushri..... 31, 36, 43
Ray, Joshua 42, 44, 52
Reger, Rhonda K..... 25, 44, 50, 55
Reinhold, Alexander..... 60
Renn, Robert W. 51
Rentsch, Joan R. 43
Reus, Taco..... 42, 60
Richard, Orlando C..... 51
Richardson, Hettie A. 16, 25
Ro, Sangbum 27
Robbins, Shelley..... 19
Roberto, Katherine 40
Robin, Jennifer 16
Robinson, Robert Edward 38, 55
Rockett, Tracey 60
Rogelberg, Steven 39
Rousseau, Mary Beth 45, 54
Rudolph, Cort Whiting 17
Ruiz, Michelle..... 59
Ruiz-Gutierrez, Sr., Jaime 40
Runyan, Rodney..... 16
Rupp, Deborah E. 14, 47
Ruppel, Cynthia P..... 47
Rutherford, Matthew W. 24
Rutti, Raina Marie 48

S

Sanders, Tom J.	28, 47
Santos, Neusa Maria	40
Sawant, Rajeev J.	59
Scandura, Terri A.	14, 15
Schiaffino, Melody K.	23
Schmitt, Achim	46
Schnede, Will	48
Schommer, Abby	25
Schreurs, Bert	36, 57
Schriesheim, Chester A.	33
Schulz, Eric Roland	40
Schumacher, Désirée	36
Schumacher, Jessica	23
Scott, Kristin	55
Seitz, Stephanie R.	20, 43
Selvarajan, T. T. Rajan	18, 44
Seth, Tapan	52
Sexton, Jennifer	16
Seymour, Paul	47
Shanine, Kristen	39
Shanock, Linda	17
Shao, Feibo	58
Shao, Lian	26
Sharif, Monica	46, 50, 57
Shen, Winny	56
Shepard, Agnieszka	30
Shook, Christopher	47
Shoss, Mindy K.	55
SimarAsl, Nastaran	26, 39
Simms, Ashley	16, 25, 33
Simons, Lauren	52
Simons, Starlene M.	24, 27
Singh, Barjinder	18, 44
Singh, Kulraj	52, 60
Sivasubramaniam, Nagaraj	28
Slawinski, Natalie	55
Smith, Mickey B.	31, 41, 58
Smith, Troy	49

Song, Hairong	22
Sotak, Kristin Lee	48
Spain, Seth M.	48
Spector, Paul E.	23, 28
Spencer, Barbara A.	35
Srinivas, E S.	27
Steinbauer, Robert	51, 54
Stewart, Alice	18, 42, 48
Stewart, Steve	27
Stone, Dianna L.	49
Stone-Romero, Eugene	49
Stoutner, Oliver	25
Stoverink, Adam C.	29, 31
Su, Zhongxing	26
Summers, James K.	60
Swinney, Jane	16
Szymanska, Izabela	28, 35, 48

T

TabatabaeiLotfi, MirHossein	32
Taber, Thomas D.	24
Tang, Jianyun (J.Y.)	32
Tang, Jintong	26
Teahen, Julia	19, 40
Tekleab, Amanuel G.	24, 50, 60
ten Brummelhuis, Lieke L.	58
Tepper, Bennett	14, 15, 34
Tesone, Dana V.	19
Thomas, Njoke Khalifa	49
Tillman, C. Justice	20
Tirelli, Andrew	16
Titi Amayah, Angela	21, 40
Todd, Samuel	49
Tran, Huy Q.	29
Treadway, Darren C.	20
Trougakos, John P.	58
Tsai, Chou-Yu	48
Tuschke, Anja	32
TwoRoger, Leslie Cauthen	23, 47

U

Uhl-Bien, Mary	36
Upadhyay, Arun	27
Uy, Arnel Onesimo	40
Uzuegbunam, Ikenna S.	55

V

Valenti, Alix	60
Van den Broeck, Anja	57
Van Deusen, Cheryl	55
van Emmerik, Hetty	17, 25, 36, 57
van Esch, Chantal	44
Van Slyke, Erik J.	36, 56
Vandenberg, Robert J.	44
Vardaman, James M.	23, 43, 44, 59
Veiga, John	39
Vendette, Sebastien	38
Venus, Andreas	32
Vesey, Jermaine	22
Vidarthi, Prajya R.	27, 59
Vining, Kimberlee Renee	15

W

Wagner-Marsh, Fraya	37
Waldron, Theodore	37
Wang, Mo	39
Ward, Anna-Katherine	46
Webster, Brian	51
Weinberg, Frankie Jason	21
Weinhardt, Justin M.	22, 30
Weinzimmer, Larry	16
Welter, Chris	21
Wesley, II, Curtis L.	24
Wheatley, Robert	27, 31, 41
Wheeler, Anthony R.	25, 31, 39
Whitman, Marilyn	31
Wilker, AlinaWilker	32
Wilkerson, James M.	20, 46, 51

Williams, David W.	35
Williams, Ethlyn A.	27
Williams, Larry J.	25
Wilson, Charles	18
Wittgenstein, John P.	17, 28
Woehr, David J.	49
Wong, Shuk	18, 45
Wood, Jr., Dexter Robley	24
Wright, Patrick	45
Wright, Paul M.	43
Wu, Di	38
Wu, Hsiang Hsun (Sonic)	18
Wu, Keke	53
Wurthmann, Kurt	20

Y

Yang, Kuen-Shiou	18
Yang, Liu-Qin	28
Yang, Tae	29
Yao, Yongheng	26, 51

Z

Zachary, Miles A.	44
Zagenczyk, Thomas J.	55
Zapata, Cindy P.	15
Zellars, Kelly Lee	14, 28
Zengul, Ferhat Devrim	23, 59
Zhang, Lu	20
Zhang, Pingying	55
Zhang, Xin-an	29, 36
Zhang, Zhen	39
Zhao, Jing	26
Zhou, Zhiqing	28
Zorn, Michelle	19, 35, 41

CALL FOR PAPERS
Southern Management Association 2013 Meeting
November 5-9th, 2013 Hotel Monteleone in New Orleans, Louisiana

Submission Deadline: April 10, 2013

Program Chair: Jim Combs, University of Alabama (jcombs@cba.ua.edu)

The Southern Management Association invites submissions for its 2013 Annual Meeting. All submissions will be reviewed on the basis of potential theoretical, empirical, and/or methodological contribution. Submissions may take the form of papers, symposia, panel discussions, or workshops. The Program Committee also encourages submission of innovative sessions of all types. More details regarding innovative sessions will be available on the SMA website in 2013. All accepted submissions will be presented at the meeting, and all accepted papers will be published in the Annual Meeting Proceedings. In addition, authors of accepted papers will have the opportunity to apply to participate in the Paper Development Workshop to be held at the 2013 meeting. The purpose of the Paper Development Workshop is for authors to receive feedback on their papers from experienced scholars to enhance their papers' publication potential. Again, more information will be available on the SMA website in 2013.

SUBMISSION TRACKS & TRACK CHAIRS

- | | |
|---|--|
| 1. Entrepreneurship / Information Technology / Innovation
Matt Rutherford, Virginia Commonwealth University
(mwrutherford@vcu.edu) | 2. Ethics / Social Issues / Diversity
Millicent Nelson, Middle Tennessee State University (M.Nelson@mtsu.edu) |
| 3. Health Care / Hospitality Mgt. / Public Administration
James Vardaman, Mississippi State University
(james.vardaman@msstate.edu) | 4. Human Resources / Careers / Research Methods
Donald H. Kluemper, Northern Illinois University
(dkluemper@niu.edu) |
| 5. Management History / Management Education
Joyce Heames, West Virginia University
(joyce.heames@mail.vcu.edu) | 6. Organizational Behavior
Chris Rosen, University of Arkansas
(crosen@walton.uark.edu) |
| 7. Organization Theory / International Management
Frances Fabian, University of Memphis
(FFabian@memphis.edu) | 8. Strategic Management
T. Russell Crook, University of Tennessee
(trc@utk.edu) |

OUTSTANDING PAPER AND DOCTORAL STUDENT PAPER AWARDS

Subject to review, Outstanding Paper and Outstanding Doctoral Student Paper Awards will be given in each track. There will also be overall Outstanding Paper and Outstanding Doctoral Student Paper Awards. Doctoral student papers may have multiple authors but the first author must be a doctoral student at the time of submission. Doctoral students who author an Outstanding Doctoral Student Paper will have their conference registration and annual dues waived for one year.

SUBMISSION GUIDELINES

- All submissions must be made online at www.southernmanagement.org/meetings/2013/ no later than April 10, 2013 at 11:59 pm Central Standard Time. The deadline is firm and no extensions will be granted.
- Only complete papers should be submitted. Proposals for and/or undeveloped papers will be returned without review.
- Authors are expected to abide by the SMA Code of Ethics, available at www.southernmanagement.org/ethics/.
- Before entering SMA's blind review process, all submitted papers will be evaluated via electronic plagiarism software (self and others). Papers that do not pass this evaluation will be returned to the authors and not be entered into SMA's blind review process.
- Submitted papers must not have been previously presented or scheduled for presentation, nor published or accepted for publication. Submitted papers may also be submitted to a journal (but not a conference) after the SMA submission deadline, but must not appear online or in print before the 2013 SMA meeting. Subsequent publication, with proper acknowledgement, is encouraged.

- If a paper/case study is accepted, at least one author (for other formats, every author) must register and present the work at the conference.
- Rule-of-Three: No one is allowed to be included as an author, presenter, or panelist on more than three submissions. Likewise, no participant is allowed to serve as an author, presenter, session chair, discussant, etc. in more than three program sessions. The Rule-of-Three does NOT apply to Professional Development Institute (PDI) sessions.
- The maximum length of paper submissions is 8500 words. This limit includes the body of the text, notes, and appendices. It excludes the abstract, references, tables and figures.
- Paper format should follow the *Academy of Management Journal's* Style Guide (see http://journals.aomonline.org/amj/style_guide.pdf). Nonconforming submissions will be returned without review.
- Manuscripts should be double spaced with 1 inch margins on all four sides. The page setup should be for standard U.S. Letter size (8.5 x 11 inches). Manuscripts should be prepared in Times New Roman font, size 12.
- The entire paper must be in a single document created in Microsoft Word.
- Paper submissions will be blind reviewed; thus, no author names or other identifying information should appear anywhere in the manuscript (not even on the title page). Symposia, workshops, panel discussions or other formats can contain author information, as these are not blind-reviewed.
- A sample of a correctly formatted paper can be found at www.southernmanagement.org/meetings/2013/sample

Symposium Submissions

- A symposium can be in either a panel format or a presenter format. A panel symposium engages a group of panelists in a formal, interactive discussion around a particular topic. A presenter symposium involves a collection of authored papers revolving around a common theme. Symposia are NOT blind reviewed and will be judged on overall quality, innovativeness, interest to SMA members, relevance to the track to which they were submitted, and contribution.
- If a symposium is accepted, all participants must register and present their portion of the symposium at the conference.
- A symposium submission must include:
 - A title page with the title of the symposium, the complete formal name and contact information for all participants, an abstract (100 word maximum), and 3 key words identifying the major subject of the symposium.
 - A 3-5 page overview of the symposium. This page limit applies to the body of the text, notes, and appendices, but excludes any references, tables, or figures.
 - An explanation of why the symposium should be of interest to the track to which it is being submitted.
 - A 2-5 page synopsis of each presentation (for presenter symposia only). This page limit applies to the body of the text, notes, and appendices, but excludes any abstract, references, tables, or figures.
 - A summary of the panelists' discussion (for panel symposia only).
 - A description of the symposium's format (e.g., who will be presenting first, whether there will a Q & A, etc.)
 - A statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium, and they are not in violation of the rule of three."
- Nonconforming submissions will be returned without review.

NEED ASSISTANCE? Please email our support team at support@southernmanagement.org or call us at 1.201.633.3208.

Submit papers and volunteer to review at www.southernmanagement.org/meetings/2013

Placement Services SMA

MISSION: The primary purpose of Placement Services is to provide a conduit between qualified teaching and research professionals who are seeking career opportunities and academic and research institutions that are seeking qualified faculty or field specialists.

OPERATION: The Placement Services Center will be available to conference attendees on the following days:

- Wednesday: 4:00 p.m. - 7:00 p.m. – Site viewing and posting only.
- Thursday: 8:00 a.m. - Noon & 1:30 p.m. - 5:00 p.m. – all services available.
- Friday: 8:00 a.m. - Noon & 1:30 p.m. - 3:00 p.m. – all services available.

Placement Services are now online and available for use at <http://southernmanagement.org/placements/> . All applicant and position postings will be handled via the SMA web site. The placement web site can be reached from the SMA main web page as well as from the 2012 conference page.

Several netbooks will be available during the above times for posting and viewing both applicants and positions.

There will also be a designated area within the conference center for conducting interviews.

Contact Information

If you have any questions concerning Placement Services, you may contact the directors during the conference at the email addresses or phone numbers below:

Patricia A. Lanier, University of Louisiana at Lafayette
Email: planier@louisiana.edu
Phone: (337) 482-5386

Lee Grubb, East Carolina University
Email: GRUBBW@ecu.edu
Phone: (252) 737-1103

SUMMARY OF SERVICES PROVIDED:

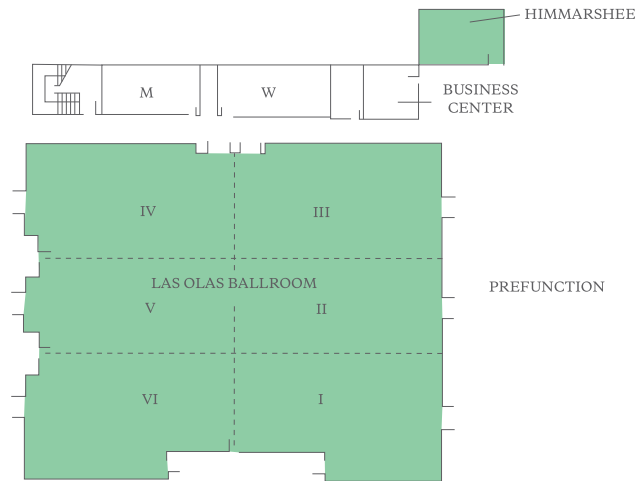
- Applicant listings
- Position listings
- Interview tables
- Photocopy support

Please note that, due to the public posting and dissemination of submitted forms, this process is not confidential – no assumption of privacy should be made.

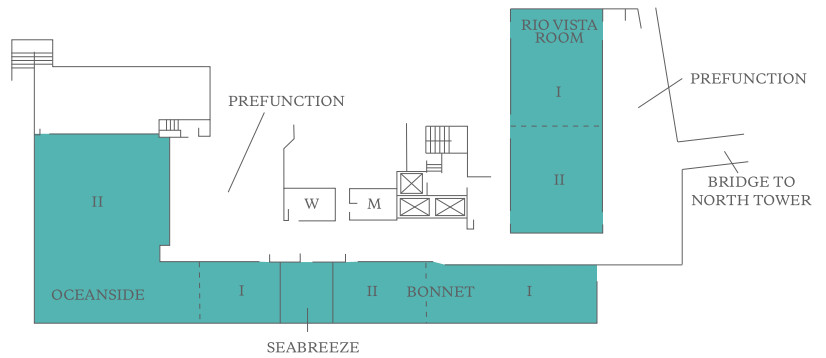
NOTES

Westin Beach Resort and Spa Conference Center Layout

Mezzanine Level, Conference Center



Mezzanine Level, South Tower



Mezzanine Level, South Tower

